



# **Adopted Budget for FY 2021**

## **And**

# **The Four-Year Financial Plan FY 2022-2025**

Greg Russ Chair & Chief Executive Officer  
Victor A. Gonzalez, Vice Chair  
Paula Gavin, Board Member  
Matt Gewolb, Board Member  
Joseph Adam, Resident Board Member  
Jacqueline Young, Resident Board Member  
Vito Mustaciuolo, Chief Operating Officer  
Annika Lescott, Chief Financial Officer  
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**NEW YORK CITY HOUSING AUTHORITY**

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**GREG RUSS**  
CHAIR & CHIEF EXECUTIVE OFFICER

July 21, 2021

Dear New Yorkers,

The New York City Housing Authority's (NYCHA) 2021-2025 Operating and Capital Plan was approved by the NYCHA Board on December 30, 2020. 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.

The pandemic brought unprecedented challenges across the globe, and NYCHA was no exception: The Authority spent about \$121 million on safety measures for staff and residents, and lowered rent by a total of \$70 million for thousands of families, amounting to an additional burden of \$192 million.

Despite the financial impact of COVID-19 and the challenges of maintaining and repairing aging buildings that have been underfunded by the federal government for decades, NYCHA continued to make progress this past year to transform the organization and improve the delivery of services to residents. Our Operating and Capital Plan funds critical initiatives that are improving residents' quality of life, promoting healthier and safer homes, and preserving and strengthening the Authority's properties. This includes conducting high-tech lead-paint testing in over 134,000 apartments, investing in operational improvements that reduce the time it takes to resolve elevator and heat outages as well as the number of heat outages, installing thousands of roof fans at developments to help combat mold, establishing the TEMPO program to bring faster repairs and lead abatement to homes where children under 6 live or visit, and creating a Waste Management Department that is hiring and training staff to diminish the pest population. Mayor Bill de Blasio's unprecedented commitment of \$2.8 billion in City capital funds and \$248 million in operating funds for 2021 are making many of these initiatives possible.

The Authority's aging buildings have over \$40 billion in major capital needs – and the needs grow by about a billion dollars a year. NYCHA's capital plan is helping to address some of our property's most critical infrastructure needs, making a real difference for residents. The 2021 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 2021-2025 capital plan includes \$3.5 billion for structural and exterior work; \$1.2 billion for heating and plumbing repairs and upgrades; and \$1.4 billion for resiliency measures, major repairs, and mitigation of lead, mold, and pests.

NYCHA's Adopted 2021 deficit is \$25.4 million, which the Authority is committed to closing. Regardless of the level of funding from Washington, NYCHA must be able to sustain and



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strengthen our buildings and provide our residents with decent, safe, and sanitary homes. That is why NYCHA continues to pursue innovative solutions to the funding challenges, such as a *Blueprint for Change* Public Housing Preservation Trust, which could bring additional federal subsidy to improve our buildings while also more effectively deploying the funding we currently receive. At this pivotal moment in NYCHA's history – where we are deeply engaged in efforts to transform our organization as well as our buildings – it is ever vital that we advocate collectively for the federal funding that public housing so desperately needs, here in New York City and across the nation.

Sincerely,

A handwritten signature in black ink, appearing to read "Annika Lescott".

Annika Lescott  
Executive Vice President of Finance and 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, 2020**

*Christopher P. Morill*

Executive Director





The Government Finance Officers Association  
of the United States and Canada

presents this

**CERTIFICATE OF RECOGNITION FOR BUDGET PREPARATION**

to

**Georgiana Okoroji**  
**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      **November 30, 2020**



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# Summary



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The Fiscal Year (FY) 2021 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 deficits of \$25 million for 2021 and expects it to increase in outer years as result of 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 169,820 apartments in 302 developments and houses 166,389 families with 365,806 authorized residents. Of the population served, 26% of NYCHA residents are under age 18, and over 21.8% are 62 or older. The average household income is \$25,602 and their average rent is \$548/month. (See Fact Sheet on page)

Currently there are 88,073 Section 8 apartments rented through the Leased Housing Program, serving 198,992 authorized residents. There is a total of 24,681 landlords who participate in the Section 8 Program. Units in the Section 8 Program average \$1,479 /month rent, with the resident ("Tenant Share") paying an average of \$390 and the voucher ("NYCHA Share") pays \$1,122. The average annual income of Section 8 residents is \$18,639. The combined Public Housing and Section 8 Programs occupy 11.6 % of the City's rental apartments and serve 6.6 % 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



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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, \$585 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 the future year's annual Capital funds for debt service. Borrowing capacity under the CFFP is limited so that the 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 an 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 Voucher Program

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 the current year's 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 the current year subsidy. Program administration costs are primarily determined by labor costs and mandated program compliance activities including the annual eligibility recertification of participants and



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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 2020
  - NYCHA and HUD Agreement
  - Lead Initiative
  - Mold Initiative
  - Pest Management
  - Elevators
  - Information Technology Initiatives
  - Service Improvements – Alternate Work Schedule (AWS) for Caretakers
  - Property-based Budgeting (FY20 Fall Plan)
  - Other Departmental Achievements and Long-Term goals
- FY 2021 Initiative and Special Programs
  - City Funded Initiatives
  - NYCHA's Investment in Compliance
  - Elevators
  - Heating
  - Other compliance requirement
  - Transformation Plan
  - Service Improvements – Alternate Work Schedule (AWS) for Maintenance Workers





# Budget Overview



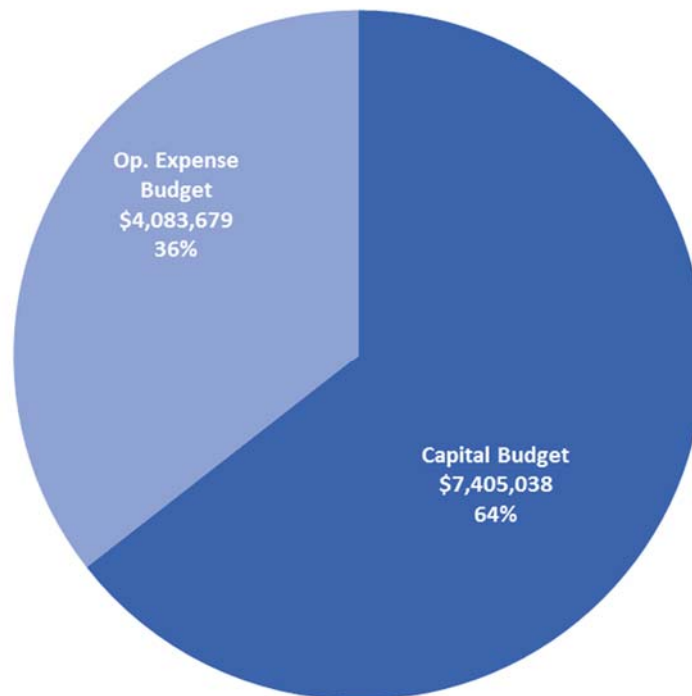
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## FY2021 Budget and Financial Plan

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 2021 adopted budget is \$11.5 billion which consists of two major components: Operating and Capital. The Operating Budget is \$4.08 billion, and the Capital Budget is \$7.41 billion.

**Chart 1: FY 2021 Budget \$11.5 billion  
(\$000)**



### *Operating Budget*

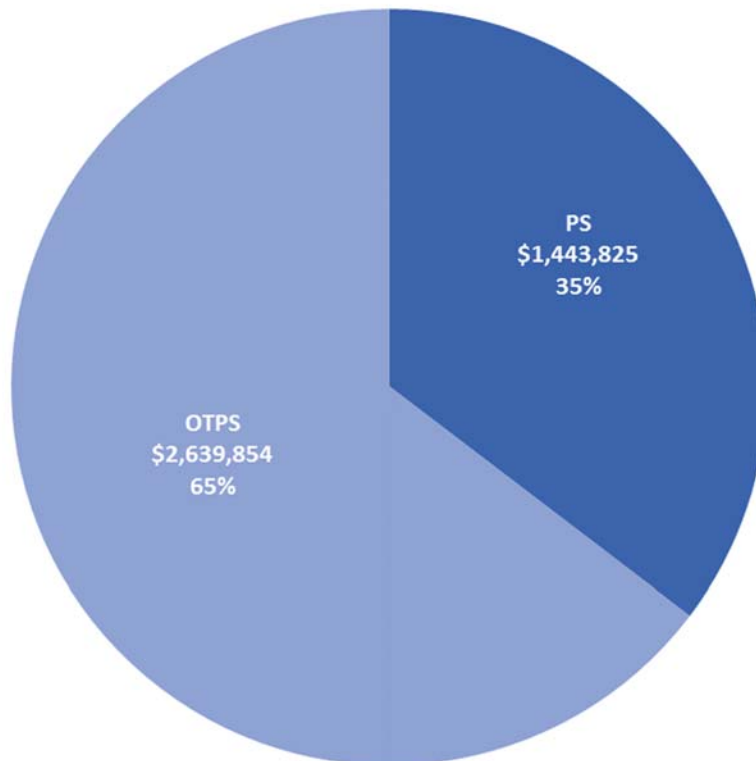
The New York City Housing Authority (NYCHA) Board adopted the 2021-2025 Operating Plans on December 30, 2020. The Five-Year Plan incorporates initiatives to address financial concerns.

The Plan projects an Operating deficit of \$25 million in 2021. NYCHA's Operating Budget is divided into two major areas: Personnel Services (PS) and Other Than Personnel Services (OTPS). The PS budget, which is \$1.44 billion, pays for salaries and fringe benefits for all NYCHA's workforce. Approximately 11,811 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 \$2.64 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 2021 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 over 2 thousand units) as well as mounting “uncontrollable” costs such as pension and benefits related expenses.

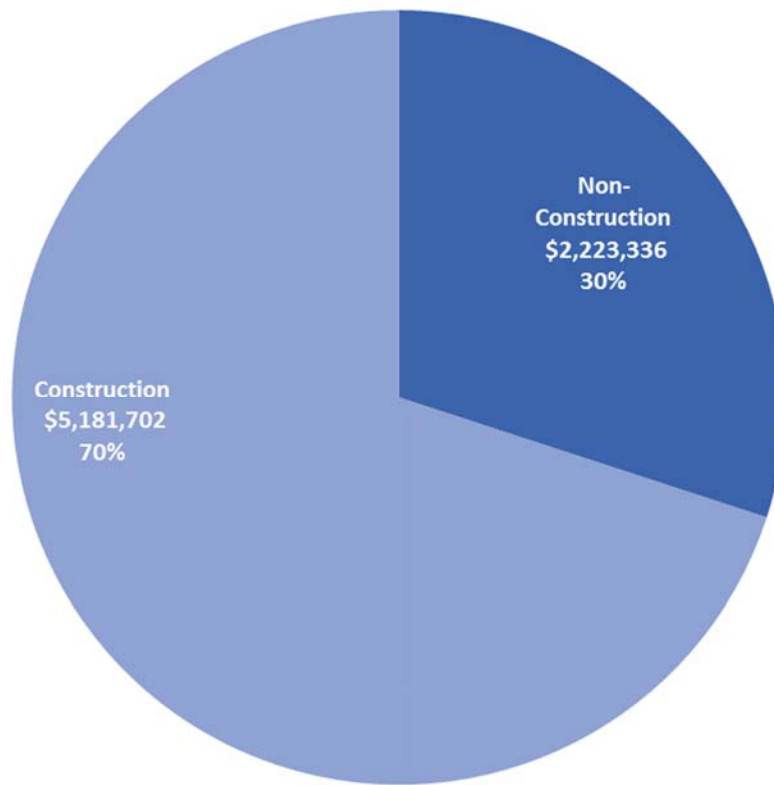
The listing of budgets by department on pages 47 - 50 provides funding and workforce level summaries for each department followed by additional programmatic details on Departmental Operating Budgets Section.



### Capital Budget

NYCHA’s Capital Budget of \$7.405 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, code compliance repairs, and capital-eligible debt service.

**Chart 3: FY 2021 Capital Budget (\$000)**



NYCHA’s 2021 Capital Plan provides approximately \$3.405 billion planned commitments for infrastructure improvements, major modernization, 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

Overall, of the \$7.405 billion dollars included in this Plan, 48.9% is from Annual Federal Capital Grants, 40.4% is from the City of New York, 5.7 % comes from the State of New York, and 5.0% comes from other sources (Community Development Block Grant, Disaster Recovery, and Other).



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## Budget Gap and closing measures

In recognition of unprecedented event, pandemic affecting livelihood of our residents. With the help of anticipated increased federal funding (proration) in response to the Coronavirus Pandemic, NYCHA has reached balanced financials for FY2019 by offsetting increases in non-discretionary costs. It is also anticipated that NYCHA will end FY 2020 with a surplus. Additional funding from the City of New York and streamlining operational and administrative initiative funds will make this possible. A list of the initiatives is provided in Initiative section of this document.

### *Federal Funding Decline*

Funding for the operating subsidy is based on congressional appropriation. Apart from 2002, 2010, and 2011, national appropriations have been inadequate in meeting the needs of housing authorities. Historical data from 2001-2019 demonstrates that NYCHA's cumulative operating fund's account loss of over \$1.4 billion because of proration. During the same period NYCHA's federal capital grant funding cumulatively lost \$1.2 billion.

As discussed in NYCHA's 2020-2024 Five Year Capital Plan, federal capital grants for infrastructure improvements and major rehabilitation have steadily declined over the last ten years, ultimately jeopardizing the preservation of public housing assets. Moreover, as the capital needs of aging buildings remain unmet, increased operating costs such as maintenance and repairs increase have placed continued 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 in local communities. Federal subsidies account for nearly 37% of NYCHA's General Fund revenue (with the remaining balance primarily tenant rents) and 99% of NYCHA's Section 8 HCV Program revenue.

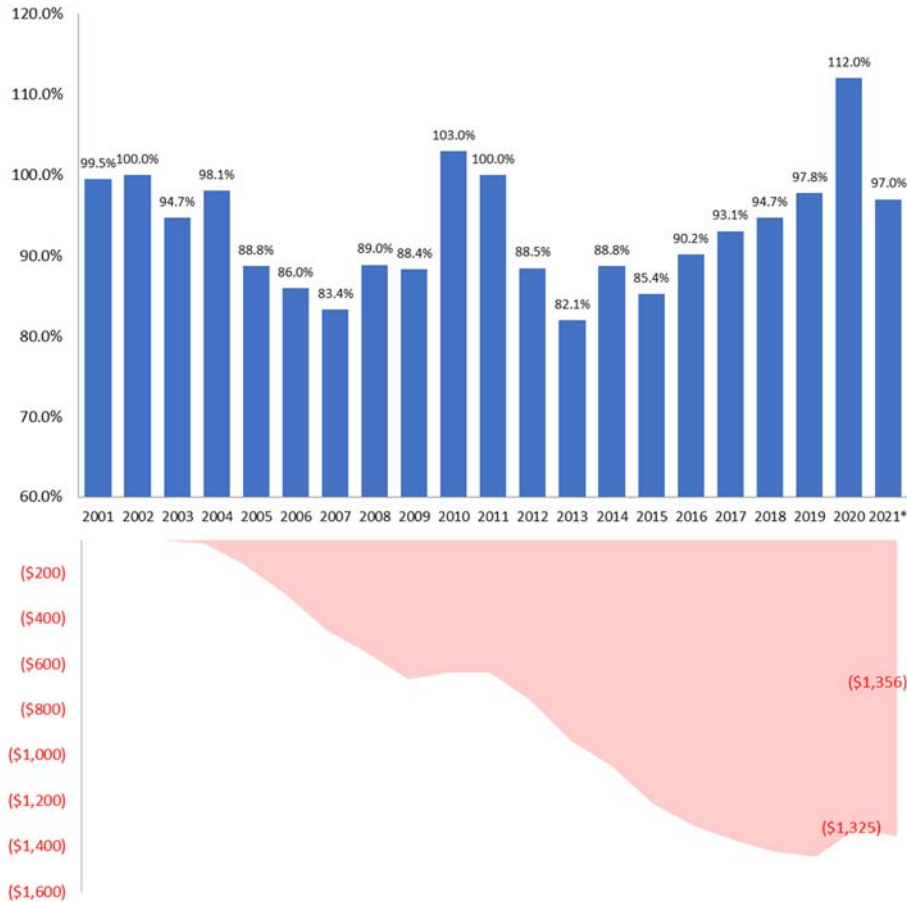
However, appropriations have generally fallen short of the funding levels required to fully fund public housing operations in accordance with HUD's eligibility formula. It is also important to note that while HUD's formula takes location into account, New York City has long advocated that the system is inequitable considering the City's uniquely high construction and employment costs in comparison to authorities across the US.

It is also important to note that in FY 2020, in response to the coronavirus pandemic, Public Housing Authorities (PHAs) received a National Appropriation of \$5.146 billion. Of that appropriation, NYCHA was eligible to receive \$ 1.003 billion, but due to a proration of 112%, NYCHA only received \$1.001 billion, resulting in a loss of \$21 million.

The 2021 plan assumes a proration level of 97% based on a three-year average (2018-2020).



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



*Capital Funding Loss*

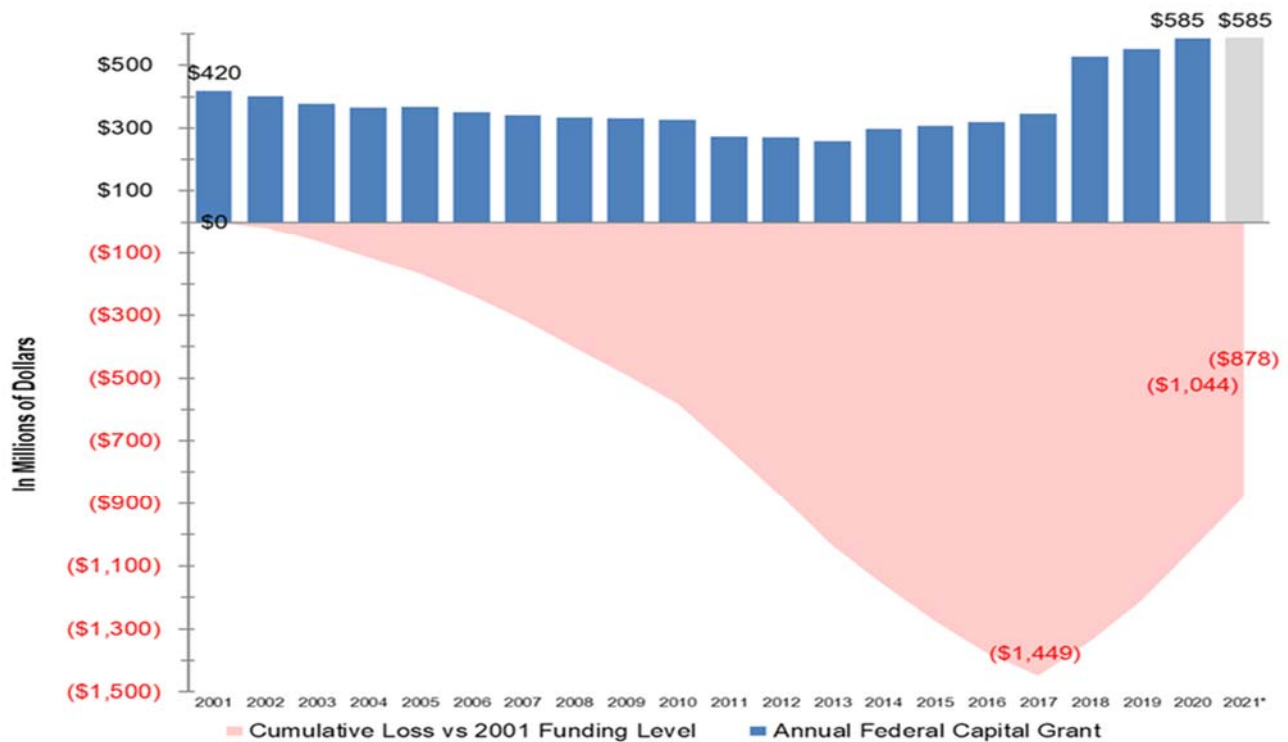
NYCHA’s aging housing stock requires far more capital investment than has been available from Federal, State, and City grants. The 2017 Physical Needs Assessment (PNA) estimates over \$31.8 billion dollars in capital needs in the first five years. The capital needs are projected to grow anywhere from \$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 and 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 \$552 million in 2019 and \$585 million in 2020. Despite the increase in appropriations to the Capital Fund program over the years, rising costs result in very real cuts to the program. This chronic funding gap has severely restricted 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 declines in federal funding that jeopardizes NYCHA’s long-term fiscal stability, NYCHA is constantly exploring opportunities and seeking partnerships to help ease the financial burden caused by 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 approximately \$248.2 million in 2021 to fund several initiatives including:

- \$120.2 million to cover the costs of general wage increases



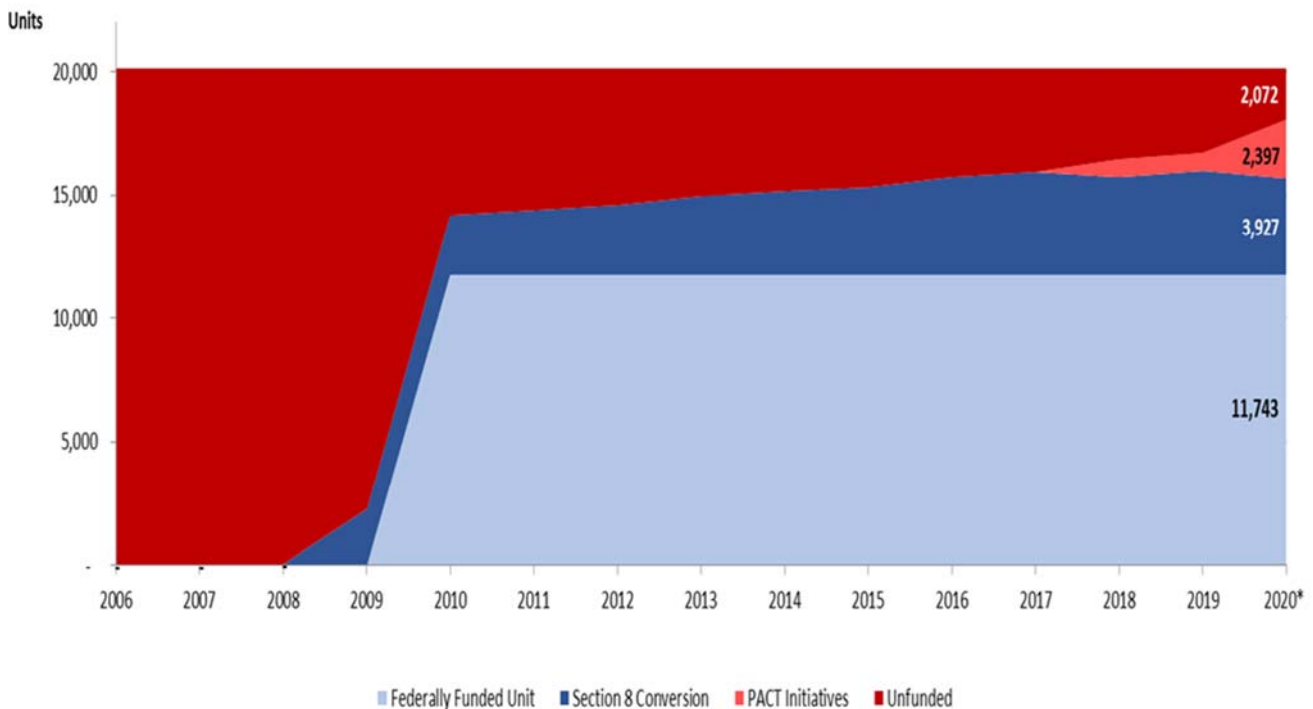
- \$73.2 million Housing Grant to house Department of Homeless Services (DHS)-referred homeless families in public housing
- \$49.8 million for Capital Division Staff
- \$4.4 million for the installation of additional compactors
- \$4.7 million for the Neighborhood Rat Reduction initiative

**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 the 20,139 units, NYCHA was able to secure funding for 11,743 through federalization. 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 2,072 units (approximately 2,046 City & 26 State units) into the Section 8 funding model via RAD/PACT (Rental Assistance Demonstration/Permanent Affordability Commitment Together) initiatives.

**Chart 6: Unfunded Unit**



\* 2020 Represent planned conversion at the end of fiscal year.

\*\* Unfunded units are expected to transition via RAD and/or Project-Based 8 Program.



### Closing the Year

FY 2020 has been a challenging year for the nation as a result of worldwide pandemic and it was especially difficult for NYCHA’s low-income families. While there was a significant reduction in revenue from tenant rent, increase in contract and other expenses related to pandemic containment efforts, however, NYCHA managed to end FY 2020 with a balanced financial.

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

		2020 Adopted Budget	2020 Year-end Actuals	VARIANCE (Adopted vs. Year-end Actuals)
<b>Revenue</b>	Tenant Rent	\$1,025	\$986	\$(39)
	Operating Subsidy	\$984	\$973	\$(12)
	Section 8 HAP	\$1,275	\$1,263	\$(13)
	Other Revenues	\$553	\$564	\$11
<b>Total Revenues</b>		<b>\$3,837</b>	<b>\$3,785</b>	<b>\$(52)</b>
	<b>Payroll</b>	<b>\$1,422</b>	<b>\$1,460</b>	<b>\$(38)</b>
	Supplies	\$109	\$87	\$21
	Utilities	\$545	\$524	\$21
	Contracts	\$377	\$404	\$(27)
	Section 8	\$1,181	\$1,171	\$10
	Other OTPS	\$112	\$139	\$(26)
	<b>OTPS Total</b>	<b>\$2,325</b>	<b>\$2,325</b>	<b>\$(1)</b>
<b>Total Expenses</b>		<b>\$3,746</b>	<b>\$3,785</b>	<b>\$(39)</b>
<b>Surplus/(Deficit)</b>		<b>\$91</b>		<b>\$(91)</b>
<b>Headcount</b>		11,339	10,813	526

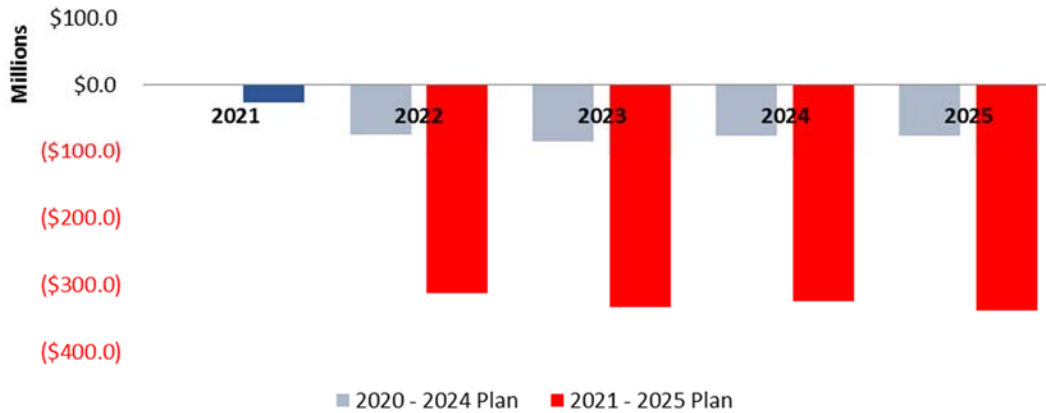
While NYCHA’s long-term fiscal condition has improved significantly in recent years, it is important to note that without its ongoing efforts to streamline its operations, and without continued financial support from the City, HUD, and the State, the Authority will be financially challenged in the years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

Deficits are mainly due to the increasing cost of employee benefits as well as increasing expenditures on contracts and supplies in HUD/SDNY (Southern District of New York) Agreement compliance areas.



Additionally, as we transition public housing unit via RAD, cost to maintain public housing program is expected to increase, contributing to deficit of \$25 million in FY'21, \$300 million in 2022, \$363 million in 2023, \$319 million in 2024, and 249 million in 2025.

### Public Housing Surplus/(Deficit) Prior Plan vs. Current Plan



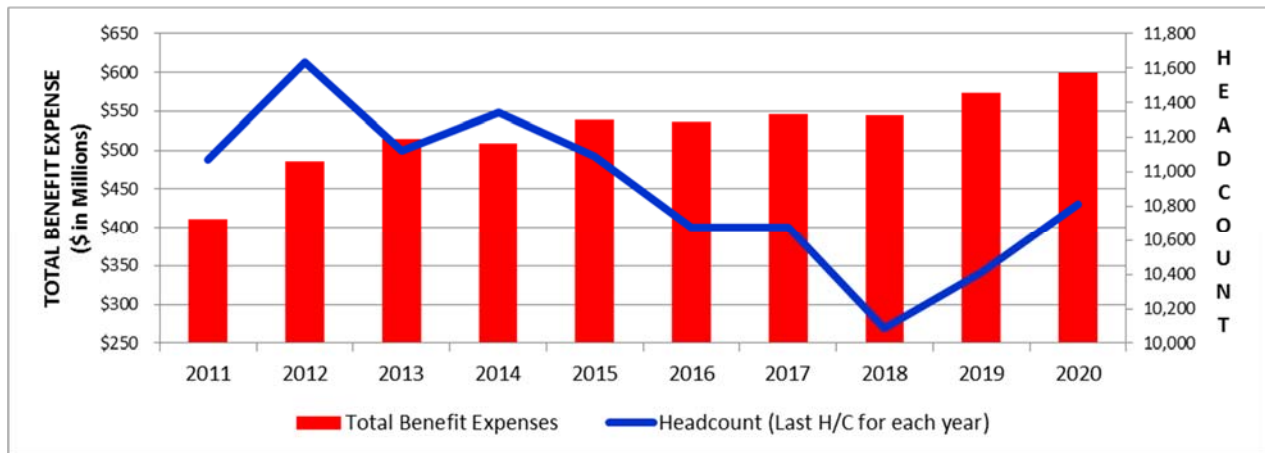
Above chart illustrates Public Housing Funds (excludes funding from Section 8 program)

## Workforce

### Workforce and Salary

Despite the decrease in workforce, cost of benefit expenses has been rising due to the growing cost of pension and health-related expenses. From 2011 – 2020, while the workforce was reduced by over two hundred, benefit expenses have increased by nearly 44% in the same period.

Chart 8: Historical Benefit Expenses vs. Workforce





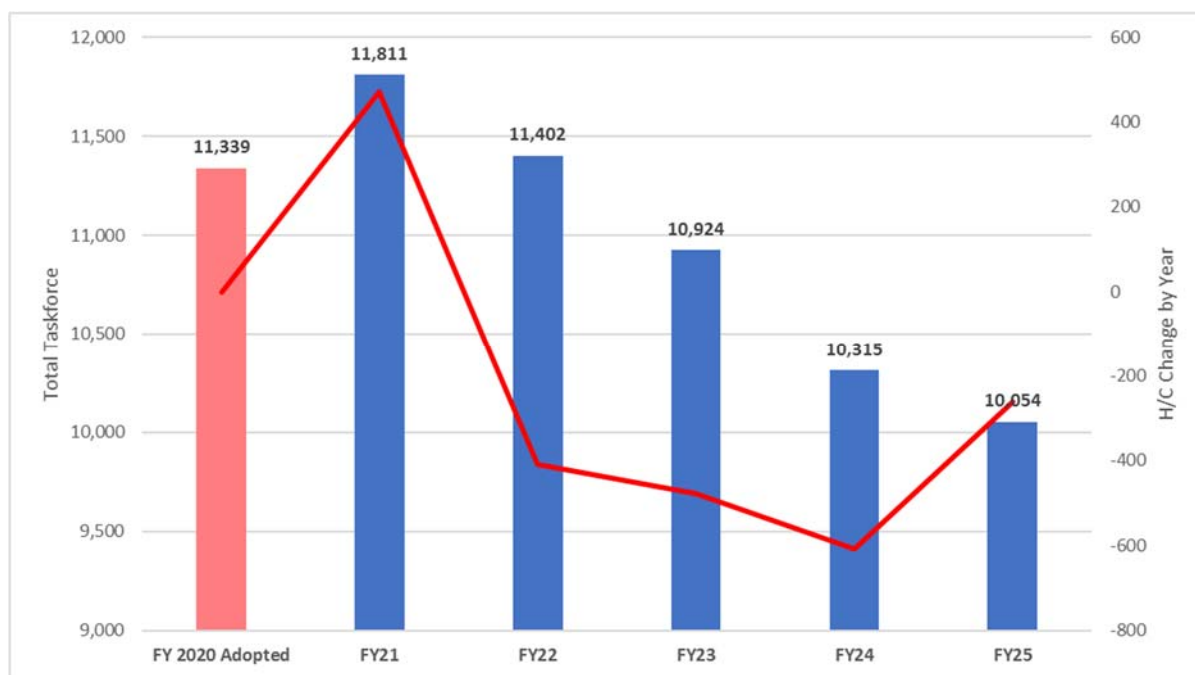
	FY'11	vs.	FY'20	Change (FY'11 vs. FY'20)	% Change
<b>Health</b>	\$189.5		\$285.9	\$96.4	50.9%
<b>Pension</b>	114.4		164.3	49.8	43.6%
<b>All Others</b>	107.7		140.9	33.2	30.8%
<b>Total benefit Expenses</b>	411.7		591.0	179.4	43.6%
<b>Headcount</b>	11,068		10,813	(255)	(2.3%)

With continued reductions in revenue and increased 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 2021 plan highlights key changes to workforce levels to help address key health and safety concerns in-line with HUD/SDNY Agreement and the Transformation Plan.

**Chart 9: Headcount Plan**  
FY 2021 (Prior Plan) vs. Adopted 5-Year Plan (2021 to 2025)





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### *Full Time*

Full-time Salary is budgeted \$741 million in FY 2021, which will decrease to \$686 million by FY 2025. 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 resources to the properties, additional expenses 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. Additionally, The Plan reflects the reposition of staff to reflect the units that will transition to the Section 8 program as a part of the RAD process. To assist NYCHA's 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 2021 seasonal program has been expanded to address various measures to supplement full-time workforces. Below are some key funded initiatives:

- \$10.5M in 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.
- \$5M 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.
- \$3.7M for 15 Elevator Mechanics and 15 Elevator Mechanic Helpers to support the NYC DOB mandated Code for Door Lock Monitoring (DLM) installation and to support the HUD Project Plan initiative for the installation of Water Proof Door Operators
- \$2.2M 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.
- \$1.3M for on-the-job training program of 30 "HPT trainees" as caretaker Hs. These caretakers will split their week at heating sites in the properties and NYCHAs training locations.



## 2021 Outlook

NYCHA receives both operating and capital subsidies directly from HUD, based on a 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, the outlook on federal funding is encouraging as there will be a modest increase in funding levels partly in recognition of unprecedented pandemic affecting livelihood of NYCHA residents (see chart below).

Comparison of FY20 Final Appropriation vs. FY'21 Final Appropriation			
	Public Housing Capital Fund	Public Housing Operating Fund*	Section 8 Voucher Renewals
Expected National Appropriation	\$3.18 billion	\$7.806 billion* [\$4.839 operating] [\$2.765 capital]	\$25.78 billion
Changes	2.5% Increase (from \$2.869 billion based on Final 2020 Appropriation)	6.4% Increase (from \$4.549 billion based on Final 2020 Appropriation)	Increase of 8% (from \$23.874 billion based on Final 2020 Appropriation)
Funding Impact to NYCHA (Compare to Adopted)	Estimated increase in funding by over \$14.6 million <i>based on FY'21 Final Appropriations</i>	Estimated increase in funding at around \$58 million <i>based on FY'21 Final Appropriations</i>	Estimated Increases in vouchers 7,752

Source: Appropriations Committee Releases Fiscal Year 2021 Transportation Housing and Urban Funding Bill (December 22, 2020)

## 2020 Accomplishments

### *Operating Budget Process – True Property Based Budgeting Process*

For the first time property managers submitted requests for additional supplies, contracts, equipment and other OTPS in the discretionary accounts they manage. All the \$16 million requested was approved

- Property Managers control 20% of the property budgets for day-to-day expenses. The remaining 80% is managed centrally for utilities, payroll, property insurance, etc.
- Trained 140+ Property Managers on budget concepts and the financial database
- Property Managers submitted requests for additional funds directly into the financial database, \$16M
- As a part of the Financial Plan process in 2020, for the first time, Property Management staff were directly involved in the submission of budget proposals for property-managed accounts. Financial Planning and Analysis (FPA) staff, via remote meetings, guided the staff through the Plan, enabling the Property Managers and Superintendents to enter their budget proposals into the Financial Planning



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and Analysis Database (FPAD). These proposals were reviewed and approved by FPA and ultimately approved by NYCHA’s Executive Department.

### *The Blueprint for Change*

On July 28, 2020, NYCHA Chair and CEO Greg Russ introduced A Blueprint for Change, a set of ideas that outlines potential pathways for the Authority’s reorganization and investing of capital to stabilize and improve its properties, with additional impacts that could drive jobs and recovery strategies.

Blueprint aims to invest in the organization, buildings, and residents through three approaches:

- A Transformation Plan that will enable the Authority to improve the delivery of services for residents through a “Neighborhood Model” for property operations, among other organizational improvements. The Transformation Plan builds upon the work we’ve been doing to make significant progress in key areas that most impact residents’ quality of life, and it is centered around the imperative to foster a new culture of service at the Authority.
- A Stabilization Strategy, which puts forth the first-ever plan to comprehensively renovate and update every single NYCHA building. It can accomplish this by establishing a Public Housing Preservation Trust. While rehabilitating NYCHA buildings and apartments, the Public Trust would keep public housing 100 percent public and affordable and ensure that residents maintain their full rights and protections for perpetuity. Together, the Public Trust and the existing Permanent Affordability Commitment Together (PACT) initiative can bring the billions of dollars in investment that our buildings desperately need.
- A Jobs and Recovery Strategy: While we bring massive investment to our buildings and residents’ homes – the largest investment in New York City’s public housing since the 1950s – we will generate jobs for New Yorkers, and we will prioritize NYCHA residents for the job training and employment. Every dollar put into public housing is more than doubled in the regional economy, thanks to the jobs and tax revenues generated by the investment. This will help the city recover economically from the COVID-19 pandemic.



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## *Permanent Affordability Commitment Together (PACT)*



The Permanent Affordability Commitment Together (PACT) initiative is a key component of NYCHA 2.0. Through PACT, NYCHA is addressing \$12.8 billion in overdue repairs in 62,000 apartments – a third of its units and home to approximately 140,000 New Yorkers. PACT relies on partnerships with private and non-profit development partners and converts developments to a more stable, federally funded program called Project-Based Section 8. Under PACT, NYCHA seeks to identify resources and opportunities to make major physical and operational improvements while preserving long-term affordability and maintaining strong resident rights. All 62,000 apartments converted to Section 8 funding will remain permanently affordable. The Project-Based Section 8 program provides a more stable flow of federal subsidy and allows NYCHA and its development partners to raise external financing to address a development's capital repair needs. Once developments are converted, quality private managers, including non-profit partners, will maintain and operate the buildings. The PACT program provides residents with important rights and protections. Residents will only pay 30 percent of their household income towards rent, will not have their applications re-screened, and will have the right to remain in their homes during the renovations.

Renovations will provide residents with new kitchens, bathrooms, windows, and common areas while addressing critical repairs to elevators, boilers, roofs and facades. The PACT program also enhances on-site social services by funding valuable community programming that will be provided by a growing list of non-profit partners. PACT renovations will be completed on a rolling basis – between 7,500 and 10,000 apartments per year – by the year 2028.

Approximately \$579 million in renovations have been completed at more than 3,200 apartments in Queens and the Bronx. An additional 6,300 apartments, home to approximately 13,600 New Yorkers, are under construction in the Bronx, Brooklyn, and Manhattan totaling \$1.2 billion in major upgrades. An additional 11,800 households are part of active development projects in the process of resident engagement or pre-development. In sum, NYCHA has more than 21,000 units completed, in-construction, or in a stage of resident engagement or pre-development.

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



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### *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 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 provided \$317 million in comprehensive repairs that were completed in 2019.

### *PACT at Twin Parks West, Bronx*

This conversion is providing \$46 million for comprehensive repairs to 312 apartments in the Fordham Heights neighborhood of the Bronx. 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. Phase I repairs are now complete and phase II repairs will be completed in 2022.

### *PACT at Highbridge-Franklin, Bronx*

This conversion is providing \$38 million for comprehensive repairs to 336 apartments across 14 buildings in the Highbridge and Claremont neighborhoods of the Bronx. 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. Phase I repairs are now complete and phase II repairs will be completed in 2023.

### *PACT at Betances, Bronx*

This conversion provided \$145 million for comprehensive repairs to 1,088 apartments across 40 buildings in the Mott Haven neighborhood of the Bronx. 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 was financed with conventional debt and developer equity. Repairs were substantially completed at the end of 2020.



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### *PACT at Baychester/Murphy*

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 totaled \$116 million. Repairs were substantially completed at the end of 2020.

### *PACT at Hope Gardens, Brooklyn*

This conversion will provide \$280 million for comprehensive repairs to 1,321 apartments across 60 buildings in the Bushwick neighborhood of Brooklyn. NYCHA entered a public-private partnership with Penrose Properties (developer), Procida Construction (general contractor), Pinnacle City Living (property manager), and Acacia Network (social services provider). Repairs are expected to be completed in the fall of 2021.

### *PACT Brooklyn II*

This conversion will provide \$434 million for comprehensive repairs to 2,625 apartments across 38 buildings in Brooklyn. NYCHA entered 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, Parcare Community Health Network (social services provider). Repairs began in 2020 and will be completed in late 2022 or 2023.

### *PACT Manhattan*

This conversion will provide \$383 million for comprehensive repairs to 1,718 units across 16 developments in Manhattan. The development team is a joint venture between Monadnock Development LLC, Community Preservation Corporation, Community Development Trust, Kalel Holdings, Lemor Development Group, and Community League of the Heights (CLOTH). Repairs began in 2020 and will be completed in late 2022 or 2023.

### *Build to Preserve (BTP)*

With the "Build to Preserve" program, NYCHA will redevelop underused land to raise funding for building rehabilitation. Build to Preserve is expected to fund approximately \$2 billion in capital repairs.

New residential 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





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with community input for comprehensive campus improvements. Renovations at existing NYCHA public housing apartments are performed at the same time as new buildings are constructed.

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

NYCHA is exploring Build to Preserve at the developments in the Chelsea neighborhood with a working group comprised of residents, elected officials, community representatives, and housing organizations. The working group has been meeting since the fall of 2019 to produce community-driven recommendations to address the future of Chelsea, Chelsea Addition, Elliot, and Fulton Houses. While working group meetings were paused due to COVID-19, members began meeting again this summer. The working group is aiming to publish a list of recommendations in early 2021, which would inform an RFP to be issued by NYCHA to select development partners.

#### *Transfer to Preserve*

NYCHA continues to tap into its extensive unused development rights, known as “air rights,” in order to raise revenue for the Authority. By transferring only a portion of the Authority’s approximately 80 million square feet of air rights, NYCHA expects to generate \$1 billion in capital repairs for adjacent apartments. In 2020, NYCHA completed two air rights transfers, one at Ingersoll Houses in Brooklyn and another at Hobbs Court in Manhattan, generating approximately \$27 million in proceeds for capital repairs.

#### *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 opened in 2019.





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### *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 opened in 2019 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 2021.

### *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. The project was financed, and construction began in December 2020.

### *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 was approved in 2020 and construction is anticipated to begin in 2021.

### *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. The project was financed, and construction began in December 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 2021 and, pending approval, construction is anticipated to begin in 2021 or 2022.

### *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 and, pending approval, construction is scheduled to begin in 2021.

### *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.

### *Safety Measures – COVID19 Guideline*

FY'20 has been a challenging and difficult year especially for NYCHA's frontline staff and residents. Prioritizing and understanding of public health and safety concern with COVID19 Pandemic, NYCHA worked closely with local authorities ensuring in providing clear communication and guidance. Some of measures taken to address concerns includes:

- Issuance of face coverings to all employees conducting work in NYCHA developments and Central Office locations
- Provided communication to all staff and residents based latest government guidelines
- Divert to remote working to all non-essential personnel
- Exercising updated safety measures to provide critical services to residents.



Led by Executive team and Environmental Health & Safety Department, Team NYCHA has been actively involved in reaching out to both staff and residents in creating a healthy and safety environment and helping those affected manage difficult situation.

### *Alternative Work Schedule (AWS)*

In FY 2019, NYCHA implemented the Alternative Work Schedule (AWS) initiative to help provide better customer service for residents. This initiative expanded 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. This program focused on key titles including Caretakers, Supervisors of Housing Caretakers, Supervising Housing Groundskeepers, Assistant Resident Building Superintendents, and Resident Building Superintendents. 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.



### *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.

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

### *Immediate Response to Support COVID Teleworking Needs*

In March 2020, due to the National Emergency issued for the COVID19 pandemic, NYCHA IT immediately supported the Authority in its efforts to keep both employees and residents safe and continue operations. Most immediate in the transition was technology purchases and enhancements to infrastructure. These activities include implementing Virtual Private Network (VPN) access for all NYCHA users to enable work from home, develop VPN homepage enhancements, supporting executive staff to quickly purchase laptops and MiFi devices, enabling call forwarding of desktop phones and enabling virtual desktops for work to continue.

To successfully execute the updates in technology, IT also developed and sent communications and guidance in the form of articles regarding VPN and remote desktop access, O365, and cyber security. These articles were also developed and posted for publication on NYCHA intranet site (Connect).

### *Enhancements to the IT Service Center*

The capabilities of the IT Service Center were expanded by reallocating IT staff in support of over 1,700 telecommuting users accessing NYCHA applications, systems, portals, etc. via VPN networks. IT created new reports and dashboards on ServiceNow, our IT Service Center platform, to assist with managing an increased number of service tickets, especially in the areas of VPN and remote desktop issues. Additionally, IT modified



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the IT Knowledgebase within ServiceNow to add a new category for working remotely with new articles on VPN access, O365, and other relevant topics.

### *Supporting NYCHA Staff as they Work Remotely*

IT was heavily engaged in supporting NYCHA departments as the Authority transitioned to remote work. Application enhancements that were quickly implemented to support other departments include:

#### *Human Resources/Payroll*

- Kronos - Updated the Kronos application reporting and implemented COVID specific pay policies, codes and specific reports for analysis.
- Movaris/Forms – Added timesheet creation for staff telecommuting for Shelter-in-Place. Converted existing HR Form related to Movaris. Enabled offline usage of payroll request form.
- E-signature - Implemented electronic signature capabilities for retirement forms.

#### *Community Engagement*

- Data Warehouse – Uploaded data to identify vulnerable Tenants for City Food Drive and related services.
- Uploaded Contact information of Teleworking & Essential / Non-Essential staff.

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

- Kronos –Modified Attendance report for MRST to show and evaluate all staff assigned to MRST. Created COVID-19-related report to establish work coverage on premises.

In Summary, IT continues to respond to the Authority’s needs to support operations and address residents’ needs. We continue to find solutions that will support the delivery of services and maintain operations.

#### *Siebel*

- Siebel system was upgraded to Innovation Pack 18, which includes a more modern platform known as “Open UI.” The Open UI framework provides an improved user experience for NYCHA users.
- Initiated an assessment to 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.
- Initiated a project to simplify the annual re-certification process with a new UI on the Self-Service portal
- Implemented the following enhancements related to COVID-19:
  - streamlined interim re-certification process to provide rent relief to families impacted by loss of income due to COVID-19
  - Section 8 Emergency referrals allowing referrals for its Housing Choice Voucher (Section 8) waitlist for specified emergency preferences



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- senior wellness check campaign functionality to allow Resident Economic Empowerment and Sustainability (REES) to track wellness calls to NYCHA’s senior residents
  - Track AC campaign outreach to collect information from NYCHA’s Senior residents who may be eligible to receive an air conditioner unit in their home as part of the City of New York Air Conditioner program. The outreach calls were an important step to collect information and confirm if a tenant would like to have an air conditioner unit installed by a contractor

### Maximo

#### Major Accomplishments 2020:

NYCHA has continued to support the implementation of the HUD improvements to Maximo throughout 2020. 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.

There were several enhancements made in Maximo to support tracking, scheduling and completion of inspections maintenance and repairs by NYCHA employees as they received work orders. In addition, IT created various dashboards that enabled transparency around the execution and progress of the work orders.

Find highlights below by Pillar Areas (Lead, Mold, Heat, Pest, and Elevator) for 2020.

#### Lead

- Work order system to support BIENNIAL RISK ASSESSMENT for apartments, common areas and exterior areas based on HUD Guidelines. In addition to creating a work order system to support the Annual Visual Assessment Inspection of units to enable staff to visually inspect, identify and remediate lead-based deficiency and components within apartment units.
- IT has created a new Maximo desktop and handheld version of required pre-renovation acknowledgement forms and post-renovation checklists.
- Developed an online Vendor Portal to Capture Vendor Certifications to a single location that can be reliably monitored by Operations, Healthy Homes, EH&S and the Compliance Department.
- Oracle integration so that teams can transfer purchasing information and create required work orders for developments and assign releases to those work orders in Maximo.
- HUD Summary Dashboard to show visual assessment progress for HUD universe units based on Risk Assessment and Visual Assessment inspections.
- Creation of various Dashboards

#### Mold

- Roof Warranty tracking enhancements now makes contract images accessible in Maximo, provides the ability to notify NYCHA staff when a new Warranty Contract has been created, approved and a building



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has been assigned and logging vendor/manufacture communications without having to revise the contract.

- Leak/Excessive Moisture Work Order Inspections Pilot new procedure and functionality supports the Baez agreement.

#### Pest

- Developed work order enhancements for tracking pest reduction efforts in addition to the creation of Dashboard to monitor actions.

#### Elevator

- Developed work order enhancements for real-time information on work progression immediately reflected in Maximo.

### Supporting NYCHA Residents

#### Self-Service Kiosks

In 2019 and 2020, new kiosks were added to NYCHA’s walk-in centers, allowing for shorter waits and improved access to accounts and services. It is NYCHA’s policy to transform to a digital organization that leverages technology to improve customer service and increase efficiency. One Stop Kiosks provide NYCHA customers with additional technology access points to conduct online transactions through NYCHA’s public web-based applications. IT is engaged in ongoing discussions with partners and residents to deliver improvements and enhancements to support the interaction at CCC and NYCHA public housing developments.

#### Digital Vans

With the help of the General Services Department, IT updated and retrofitted the Digital Vans with plastic sheeting and partitions to meet COVID-19 safety requirements and accommodate for social distancing. Additionally, in coordination between various departments Digital Vans are being dispatched to ensure that residents can complete Tenant re-certification applications.

#### Deployed ServiceNow for IT Service Desk

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.

#### Leveraging other technologies to meet residents

IT continues to leverage and partner with various providers to support residents and their interaction with the Authority. One example is extending contracts, provisioning and supporting video conference solutions so that residents could attend RAB, CCOP and various board related activities.





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## Initiative Commencing in FY 2021

While the focus has been addressing existing issues, progress would be limited if measures were not taken to improve and streamline both the operational and cultural aspects of the organization. Recognizing these needs, NYCHA is exploring ways to leverage both internal and external partnerships to transform NYCHA. While difficult to quantify, benefits will be measured through metrics that are being designed as part of the ongoing initiatives.

### *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 \$248.2 million in 2021 to fund several initiatives including:

- \$120.2 million to cover the costs of general wage increases
- The Housing Grant will provide \$73.2 million to house Department of Homeless Services (DHS) referred homeless families in public housing
- \$49.8 million for Capital Division Staff
- \$4.7 million for Neighborhood Rat Reduction initiative

### *Blueprint for Change's Transformation Plan: Neighborhood Model*

In line with 2019 HUD/SDNY Agreement, the Transformation Plan proposes significant organizational changes at NYCHA.

Authority's vast size poses a significant challenge for the organization. The goal of the Neighborhood Model is to improve oversight and provide increased attention to NYCHA developments by creating smaller management portfolios.

Below are the key changes:

- NYCHA's current six borough model will narrow down to four geographic structures (Manhattan, Bronx, Brooklyn, Queens/Staten Island), each led by a Vice President.
- NYCHA will go from 21 Regional Asset Manager (RAM) portfolios to up to 30 portfolios (called "Neighborhoods"), each with 4,000-7,000 apartments and led by a Neighborhood Administrator (formerly called RAMs).
- Mixed Finance and NGO staff (e.g., Skilled Trades, Borough Office staff) will be redeployed to the geographic boroughs.
- Property Managers at each site will report to a Neighborhood Administrator.
- Starting this month, we will begin making changes to our systems to facilitate a smooth rollout. RAMs will transition to their new portfolio and their new title of Neighborhood Administrator starting in



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February, working directly with their new assignments. And we will hire additional Administrators to staff each Neighborhood.

Proposed change will provide deeper understanding developments' needs and challenges and allows for tailored solutions and appropriate allocation of resources.

Furthermore, this approach will streamline the decision-making process closer to the front lines which would provide mechanism to tackle challenges quicker.

Over time, this model will increase connectivity among developments, residents, and existing neighborhoods and community networks.

### *Transformation Plan*

As part of the 2019 HUD Agreement, the Transformation Plan is NYCHA's vision for a more effective and responsive organization, driven by ideas and feedback received through numerous stakeholder engagement sessions throughout 2019 and 2020. It is part of "A Blueprint for Change," a comprehensive set of ideas to transform and stabilize the Authority that was introduced in July 2020; Blueprint includes a Stabilization Strategy which calls for a public trust to leverage valuable federal vouchers to raise capital for NYCHA developments. These initiatives will generate jobs and contribute to the city's economic recovery while preserving NYCHA for future generations.

As part of the Transformation Plan, Developments that were previously managed by Mixed Finance Asset Management and Next Generation Operations One departments, will now be managed by their geographic borough Vice President. NYCHA developments will be grouped into neighborhoods, each overseen by a Neighborhood Administrator, and skilled trades employees will eventually be allocated to each neighborhood, rather than borough-wide. The FY21 Plan provides a staffing increase of approximately 200 skilled trades positions.

### *Alternative Work Schedule- Maintenance Workers*

As part of its transformation efforts, NYCHA is continually working to implement new ways to improve service to residents. To increase the opportunity to make apartment repairs, NYCHA will extend the regular work hours for Maintenance Workers at all developments, effective late March 2021. This allows residents to schedule apartment repairs for evenings and Saturdays, which will help alleviate the hardship for residents, who will be able to avoid losing time from work or other obligations to wait for a repair. This is an important and fundamental change to the way NYCHA staffs its developments, allowing for greater responsiveness to residents' needs while helping to better maintain and repair NYCHA's buildings.



# Operating Budget



## Overview

The operating budget for FY 2021 is \$4.08 billion. The FY 2021 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 2019, the Adopted budget for FY 2020 and the FY 2021 Adopted budget by account type. It also indicates the variance between the Adopted FY 2020 budget and the Adopted FY 2021 budget.

**Table 1: Comparison FY 2020 - FY 2021**  
(\$000)

	FY 2019	FY 2020	FY 2021	Variance
	YTD Actual	Adopted Budget	Adopted Budget	FY 20 vs. FY 21
<b>Expenditures</b>				
<b>Personnel Services:</b>				
Salary F/T	\$616,644	\$684,941	\$741,378	\$56,436
Salary P/T	1,221	789	92	(697)
Seasonal	31,424	18,112	24,561	6,449
Overtime	133,535	105,453	89,787	(15,667)
Retro	7,014	286	286	(0)
Shift Differential	2,932	4,779	4,953	174
Fringe	573,321	594,166	570,589	(23,577)
Other Salary	13,801	13,015	12,180	(836)
<b>Subtotal Personnel Services</b>	<b>\$1,379,892</b>	<b>\$1,421,542</b>	<b>\$1,443,825</b>	<b>\$22,284</b>
<b>Other Than Personnel Services:</b>				
Leases	\$42,958	\$77,210	\$69,265	\$(7,945)
Supplies	84,456	108,590	105,243	(3,347)
Utilities	521,387	545,375	512,541	(32,833)
Equipment	49,324	25,505	31,479	5,974
Contracts	373,409	377,142	612,499	235,357
Insurance	13,172	15,427	88,522	73,096
Housing Assistance Payments	1,061,638	1,132,728	1,184,960	52,233
Debt Services	9,371	6,009	9,806	3,798
OTPS Other	22,926	36,547	25,538	(11,010)
<b>Subtotal Other Than Personnel Services</b>	<b>\$2,178,642</b>	<b>\$2,324,532</b>	<b>\$2,639,854</b>	<b>\$315,322</b>
<b>Total Expenses</b>	<b>\$3,558,534</b>	<b>\$3,746,073</b>	<b>\$4,083,679</b>	<b>\$337,606</b>
<b>Revenues</b>				
<b>Revenues from Operations:</b>				
Tenant Rental Revenue	\$1,033,080	\$1,024,530	\$1,007,586	\$(16,944)
Other Revenue from Operations	24,519	22,960	23,215	255
<b>Subtotal Revenues from Operations</b>	<b>\$1,057,598</b>	<b>\$1,047,489</b>	<b>\$1,030,801</b>	<b>\$(16,689)</b>
<b>Other Revenues:</b>				
Federal Subsidies	\$1,001,065	\$984,449	\$1,014,848	\$30,399
Debt Services Subsidy	231	180	131	(50)
Section 8 Phased Conversion	48,971	48,506	42,080	(6,426)
Section 8 Management Fees	20,759	21,051	23,578	2,527
Capital Fund Reimbursements	85,199	230,293	290,157	59,864
Interest on Investments	19,096	12,723	705	(12,018)
Other	75,696	22,992	27,689	4,697
Categorical Grants	4,648	2,350	4,381	2,031
Section 8 Subsidy	1,038,884	1,056,261	1,164,760	108,499
Section 8 Admin	76,460	80,417	121,465	41,048
City Funds	169,520	261,706	248,226	(13,481)
<b>Subtotal Other Revenues</b>	<b>\$2,540,529</b>	<b>\$2,720,927</b>	<b>\$2,938,019</b>	<b>\$217,092</b>
<b>Total Revenues</b>	<b>\$3,598,128</b>	<b>\$3,768,417</b>	<b>\$3,968,820</b>	<b>\$200,403</b>
<b>Surplus /(Deficit) before Reserves</b>	<b>\$39,594</b>	<b>\$22,344</b>	<b>\$(114,859)</b>	<b>\$(137,203)</b>
HAP Reserve (HUD-HELD)		\$69,005		\$(69,005)
Reserve			\$89,503	\$89,503
<b>Surplus/(Deficit) net of Reserves</b>	<b>\$39,594</b>	<b>\$91,348</b>	<b>\$(25,356)</b>	<b>\$(116,704)</b>



**Operating Budget FY 2021 – FY 2025**

NYCHA’s Financial Plan sets forth projected operating costs on a cash basis for FY 2021 through FY 2025. The four-year financial plan is submitted to the Board simultaneously with the FY 2021 budget.

**Table 2: FY 2021 – FY 2025 Financial Plan**  
**(\$000)**

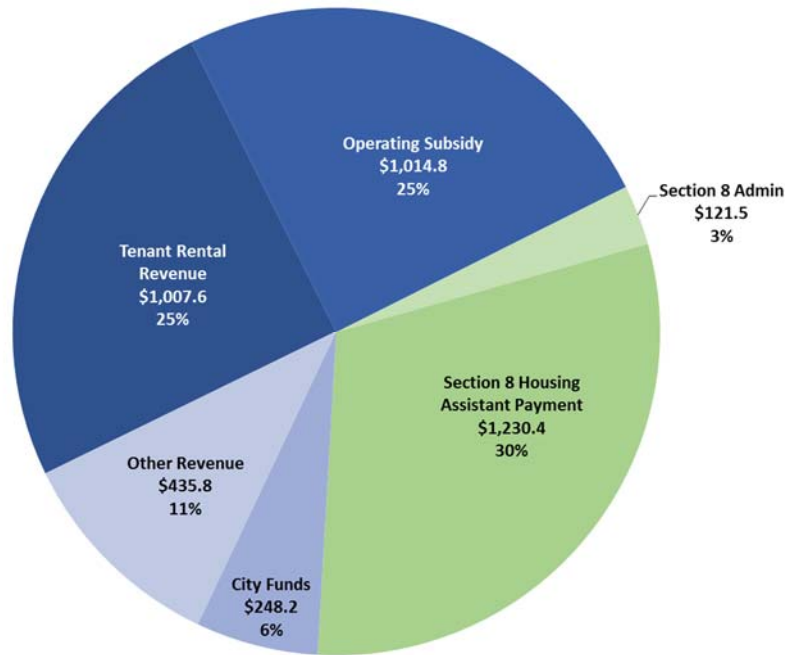
	FY21	FY22	FY23	FY24	FY25
<b>Expenditures</b>					
<b><u>Personnel Services:</u></b>					
Salary F/T	741,378	755,855	730,936	699,537	686,053
Salary P/T	92	92	92	92	92
Seasonal	24,561	20,199	20,199	20,199	20,199
Overtime	89,787	86,574	83,387	80,896	80,109
Salary Retro	286	286	286	286	286
Shift Differential	4,953	4,657	4,385	4,149	4,091
Fringe	570,589	610,599	613,811	615,298	622,917
Other Salaries	12,180	11,760	11,366	11,066	10,976
<b>Subtotal Personnel Services</b>	<b>1,443,825</b>	<b>1,490,022</b>	<b>1,464,462</b>	<b>1,431,524</b>	<b>1,424,722</b>
<b><u>Other Than Personnel Services:</u></b>					
Leases	69,265	54,089	55,204	56,987	56,987
Supplies	105,243	114,126	92,220	81,733	79,846
Utilities	512,541	476,167	435,295	402,745	400,602
Equipment	31,479	28,786	24,159	21,172	20,645
Contracts	612,499	440,380	400,910	377,447	373,444
Insurance	88,522	91,572	93,395	95,446	97,366
Section 8 Payments	1,184,960	1,317,379	1,587,265	1,840,442	2,027,599
Debt Services	9,806	9,431	9,077	8,698	8,279
OTPS Other	25,538	40,850	41,727	28,341	20,181
<b>Subtotal Other Than Personnel Services</b>	<b>2,639,854</b>	<b>2,572,780</b>	<b>2,739,252</b>	<b>2,913,011</b>	<b>3,084,948</b>
<b>Total Expenses</b>	<b>4,083,679</b>	<b>4,062,801</b>	<b>4,203,715</b>	<b>4,344,535</b>	<b>4,509,670</b>
<b>Revenues</b>					
<b><u>Revenues from Operations:</u></b>					
Tenant Rental Revenue	1,007,586	918,003	828,666	757,670	740,443
Other Revenue from Operations	23,215	21,668	19,610	17,945	17,463
<b>Subtotal Revenues from Operations</b>	<b>1,030,801</b>	<b>939,672</b>	<b>848,275</b>	<b>775,614</b>	<b>757,906</b>
<b><u>Other Revenues:</u></b>					
Federal Subsidies	1,014,848	921,198	875,390	839,867	815,772
Contract Based Section 8 Properties Subsidy	-	-	-	-	-
Debt Services Subsidy	131	81	40	8	-
Section 8 Phased Conversion	42,080	34,171	31,396	28,993	29,428
Section 8 Management Fees	23,578	25,458	30,104	34,641	38,343
Capital Funds Reimbursements	290,157	175,503	175,503	175,503	175,503
Interest on Investments	705	2,086	3,561	5,684	9,068
Other	27,689	20,464	19,710	18,976	17,484
Categorical Grants	4,381	4,020	4,020	3,700	3,700
Section 8 Subsidy	1,164,760	1,311,429	1,522,653	1,795,938	2,052,799
Section 8 Admin	121,465	95,692	112,699	129,547	143,641
Section 8 Admin Reserve	-	-	-	-	-
City Funds	248,226	232,912	217,179	217,179	217,179
<b>Subtotal Other Revenues</b>	<b>2,938,019</b>	<b>2,823,015</b>	<b>2,992,257</b>	<b>3,250,037</b>	<b>3,502,919</b>
<b>Total Revenues</b>	<b>3,968,820</b>	<b>3,762,687</b>	<b>3,840,532</b>	<b>4,025,651</b>	<b>4,260,825</b>
HAP Reserve (HUD-HELD)	-	-	-	-	-
Reserve	89,503	-	-	-	-
<b>Total Revenue w/ Reserve</b>	<b>4,058,323</b>	<b>3,762,687</b>	<b>3,840,532</b>	<b>4,025,651</b>	<b>4,260,825</b>
<b>Surplus/ (Deficit) w/ Reserve</b>	<b>(25,356)</b>	<b>(300,115)</b>	<b>(363,183)</b>	<b>(318,884)</b>	<b>(248,845)</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 2021 Operating Revenue  
(\$000)**



**Total Revenue \$4.06 billion**

Tenant Rental Revenue and Federal Operating Subsidies account for nearly 50 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 17 percent consists of many different components, but mainly Capital Fund Reimbursements and City Funds.

**Table 3: FY 2020 Revenue by Funding Categories  
(%)**

GF01	61.7%
F006	31.7%
City Grants	6.1%
Federal Grants	0.4%
<b>Total</b>	<b>100.0%</b>



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### *Tenant Rental Revenue*

Projected rent paid to NYCHA by residents, or Tenant Rental Revenue, represents nearly 25 percent of total revenues in FY 2021. Rent projections are modeled at the property level based on data that includes the number of occupied units, tenants rent, and collection losses. 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 1.01 billion to \$0.74 billion mainly attributed to ongoing effort to transition from public housing to RAD to help attract financial resources. Separately, projection includes a compounded growth rate of 1 percent for remaining public housing units.

### *Federal Subsidies*

This Plan projects Federal Operating Subsidy to be \$1.01 billion in FY 2021 and decrease to \$0.82 billion in FY 2025. The 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 92.36 percent for the past decade.

For FY 2021 - 2025, reflective of the observed proration trends over the past 3 years (2018-2020) averaging over 97 percent or a loss of 3% in potential revenue (also known as eligibility). It is important note that in FY 2020, in recognition of unprecedented pandemic outbreak affecting livelihood especially the low-income families, Housing Urban Development (HUD) provided additional funding support. As a point of reference, the Authority was eligible to receive \$1 billion in FY'20, however, received \$1.12 billion was received, or additional \$120 million based on national proration of 112% 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 2,050 units in LLC 2 will be converted and transitioned to RAD through the PACT initiative by year-end 2021 securing an estimated \$42.1 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 \$23.9 million annually.



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### *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 2021 financial Plan is forecasting Section 8 Subsidy to increase from \$1.2 billion to \$2.1 billion over the next five years (2021 – 2025). The Administrative Fees is expected to increase from what was received in 2020 attributed to the projected increase in units. This assumes a total Unit Months Leased (UML) of 1,050,783 for a monthly average of 87,565 vouchers in 2021.

### *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 the grants awarded and does not reflect anticipated awards. The budget reflects categorical grants funding amount of approximately \$4 million in its 5-year plan 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. These reimbursements are projected to be \$290 million in FY2021 reflective of increase in capital funding allocation.

### *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 increase from \$0.7 million in FY 2021 to \$9.1 million in FY 2025, 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 to decrease from \$23.2 million in FY2021 to \$17.5 million in FY2025 primarily attributed to RAD transition.



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### *City Funds*

The City is committed to supporting NYCHA’s goal and mission. To address NYCHA’s challenges, this administration has granted NYCHA with approximately \$248 million in 2021 to fund several initiatives and program in support of public housing program. The budgeted amount for FY 2021 is \$248 million primarily composed of \$120 million for the reimbursement of general wage increases, \$73 million for the Housing Grant, nearly \$50 million via CDBG programs, and \$5 million for other city funded initiatives.

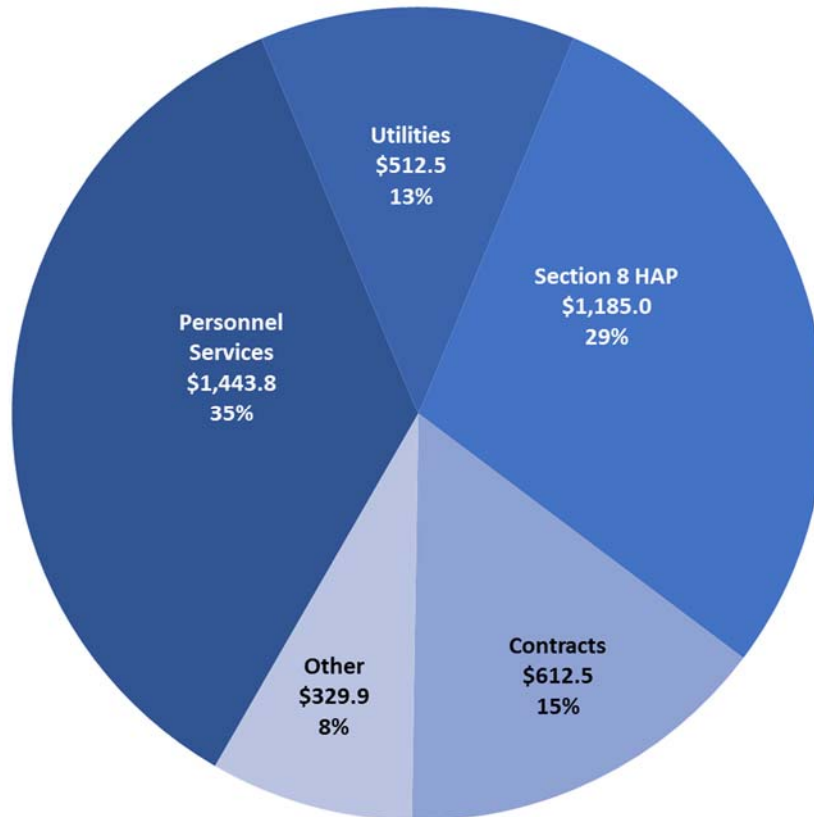
### *Other Non-Operating Revenues*

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, commercial storefront leases, rooftop leases, and sublease income from underutilized office space.

## Operating Expenses

Table 6 shows by category the \$4.08 billion expenditures in NYCHA’s 2021 Operating Budget:

**Chart 2: FY 2021 Use of Operating Funds  
(\$000)**



**Total Expenses \$4.08 billion**

Personnel Service (Salaries and Other Benefits) accounts for 35 percent of the total operating budget expenditures. Section 8 Housing Assistance Payments account for 29 percent, Contracts and Utilities account for 15 percent and 13 percent, respectively, with all other expenses account for the remaining 8 percent of expenditures.





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### *Personnel Services (PS)*

NYCHA will spend \$1.44 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 \$741.4 million in 2021 and covers annual salaries for the 11,811 employees who work on average between 35 and 40 hours a week.
- The seasonal budget is \$24.6 million, and it provides funding support for temporary staffing to help accommodate seasonal needs of operations.
- The budget for part-time salaries is under \$0.1 million.
- The fringe benefits budget is \$570.6 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 \$89.8 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 \$12.2 million.

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

NYCHA will spend \$2.64 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 \$1,185 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 \$512.5 million includes fuels, cooking gas, electricity and water Authority wide.
- The contracts budget is \$612.5 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 \$69.3 million which represents the leasing of various borough and administrative offices throughout the City.
- The insurance budget is \$88.5 million and is used to pay tort claims and premiums; for multiple insurance coverage such as property insurance.
- The budget for supplies is \$105.2 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 \$31.5 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 \$35.3 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 2021.

**Table 4: FY 2021 Departmental Budget**  
(\$000)

DEPARTMENT	HC	PS	OTPS	TOTAL EXPENSES
<b>Chair</b>				
Office of the Chair	8	\$1,975	\$1,517	\$3,492
Inspector General	51	\$5,896	\$77	\$5,972
Equal Opportunity	16	\$1,954	\$612	\$2,566
NYCHA Board Members	-	\$0	\$60	\$60
Office of the Secretary	19	\$2,726	\$353	\$3,079
Environmental Health & Safety	49	\$6,712	\$2,867	\$9,579
Communications	22	\$2,961	\$1,346	\$4,307
Intergovernmental Relations	10	\$1,559	\$17	\$1,576
VP Internal Audit	13	\$2,063	\$1,585	\$3,649
<b>Chair</b>	<b>188</b>	<b>\$25,846</b>	<b>\$8,434</b>	<b>\$34,280</b>
<b>EVP Legal Affairs &amp; General Counsel</b>				
Office of the EVP Legal Affairs & General Counsel	148	\$20,925	\$6,818	\$27,743
Chief Procurement Officer	150	\$18,115	\$2,008	\$20,123
<b>EVP Legal Affairs &amp; General Counsel</b>	<b>298</b>	<b>\$39,041</b>	<b>\$8,826</b>	<b>\$47,866</b>
<b>EVP Information Technology</b>				
Office of the EVP IT	2	\$493	\$9,312	\$9,805
Business Solution Technology	42	\$8,539	\$2,637	\$11,176
Enterprise Technology Portfolio Management	28	\$3,772	\$457	\$4,229
IT Infrastructure	72	\$12,039	\$37,963	\$50,002
Information Management	34	\$5,558	\$319	\$5,877
<b>EVP Information Technology</b>	<b>178</b>	<b>\$30,401</b>	<b>\$50,688</b>	<b>\$81,089</b>
<b>EVP Leased Housing</b>				
Office of the EVP Leased Housing	3	\$644	\$34,102	\$34,746
VP Leased Housing	333	\$39,259	\$661	\$39,920
Central Office Operations	36	\$4,358	\$149	\$4,508
Leased Housing Finance	23	\$2,838	\$39	\$2,877
Quality Assurance Performance Management	21	\$2,637	\$22	\$2,659
Leased Housing-CMA	-	-	\$1,179,107	\$1,179,107
<b>EVP Leased Housing</b>	<b>416</b>	<b>\$49,737</b>	<b>\$1,214,080</b>	<b>\$1,263,816</b>
<b>EVP Real Estate</b>				
Office of the EVP Real Estate	1	\$298	-	\$298
VP Real Estate	42	\$3,856	\$11,057	\$14,913
<b>EVP Real Estate</b>	<b>43</b>	<b>\$4,154</b>	<b>\$11,057</b>	<b>\$15,212</b>
<b>EVP Strategy &amp; Innovation</b>				
Office of the EVP Strategy & Innovation	2	\$574	\$4,873	\$5,446
VP Performance Management & Analysis	24	\$3,443	\$9	\$3,452
Strategic Planning	6	\$1,327	\$15	\$1,342
<b>EVP Strategy &amp; Innovation</b>	<b>32</b>	<b>\$5,344</b>	<b>\$4,896</b>	<b>\$10,240</b>
<b>EVP Finance</b>				
Office of the EVP Finance	5	\$1,045	\$224	\$1,269
VP Finance Accounting and Investment	128	\$16,501	\$4,307	\$20,808
Financial Planning & Analysis	43	\$11,953	\$11,610	\$23,563
Risk Management	9	\$1,443	\$27,698	\$29,142
<b>EVP Finance</b>	<b>185</b>	<b>\$30,942</b>	<b>\$43,840</b>	<b>\$74,782</b>
<b>EVP Compliance</b>				
Office of the EVP Compliance	9	\$1,584	\$2,134	\$3,718
VP Compliance	32	\$4,768	-	\$4,768
<b>EVP Compliance</b>	<b>41</b>	<b>\$6,353</b>	<b>\$2,134</b>	<b>\$8,487</b>



**Table 4: FY 2021 Departmental Budget  
(Continued)**

DEPARTMENT	HC	PS	OTPS	TOTAL EXPENSES
<b>Chief Operating Officer</b>				
Office of the Chief Operating Officer	18	\$3,764	\$20,770	\$24,533
VP Public Safety	77	\$9,173	\$14,954	\$24,127
Office of the VP Healthy Homes	4	\$686		\$686
Lead Hazard Control	136	\$14,308	\$30,100	\$44,408
Mold Hazard Control	46	\$4,681	\$5,540	\$10,221
VP Healthy Homes	186	\$19,675	\$35,640	\$55,315
VP Public Housing Tenancy Administration	144	\$17,723	\$1,261	\$18,984
Office of the VP Wastes Management & Pest Reductions	1	\$275		\$275
Integrated Pest Management	1	\$150	\$12	\$161
Newborn Hazard Prevention Program	-			
Pest Control	87	\$9,452	\$21,228	\$30,680
Waste Management	22	\$2,690	\$2,322	\$5,012
VP Wastes Management & Pest Reductions	111	\$12,567	\$23,562	\$36,129
Operations	-			
Quality Assurance	25	\$2,746	\$663	\$3,408
<b>Chief Operating Officer</b>	<b>561</b>	<b>\$65,649</b>	<b>\$96,849</b>	<b>\$162,497</b>
<b>EVP Administration</b>				
Office of EVP Administration	4	\$898	\$23	\$921
General Services	62	\$6,096	\$12,472	\$18,568
Human Resources	122	\$15,441	\$5,990	\$21,431
Customer Contact Center	143	\$13,058	\$5,177	\$18,234
Customer Operations	15	\$2,219	\$9	\$2,228
Real Estate Services	27	\$3,731	\$69,277	\$73,008
<b>EVP Administration</b>	<b>373</b>	<b>\$41,442</b>	<b>\$92,948</b>	<b>\$134,390</b>
<b>EVP Community Engagement &amp; Partnerships</b>				
Family Partnerships	69	\$6,882	\$3,766	\$10,648
Resident Economic Empowerment and Sustainability	55	\$5,703	\$1,180	\$6,883
Community Development	38	\$3,480	\$146	\$3,626
Resident Engagement	76	\$6,837	\$2,386	\$9,223
Office of the EVP Community Engagement & Partnerships	2	\$479	\$691	\$1,170
Community Health Initiatives	6	\$750	\$3	\$753
Office of Public Private Partnerships	4	\$558	\$145	\$703
<b>EVP Community Engagement &amp; Partnerships</b>	<b>250</b>	<b>\$24,689</b>	<b>\$8,318</b>	<b>\$33,007</b>
<b>EVP Operations</b>				
Office of the EVP Operations	258	\$22,178	\$1,161	\$23,339
Heating Management Services	577	\$74,642	\$1,904	\$76,546
Technical Services	49	\$7,271	\$500	\$7,770
Maintenance Repairs and Skill Trades	234	\$38,670	\$4,440	\$43,111
Elevator Services and Repairs Dept	521	\$84,277	\$582	\$84,859
Emergency Services Dept	162	\$18,707	\$2,953	\$21,660
SVP Support Services Office	3	\$621	\$114	\$735
SVP Support Services	1,546	\$224,188	\$10,493	\$234,681
VP Public Housing Operations BX NGO1	2,023	\$226,625	\$333,117	\$559,742
VP Public Housing Operations MH	1,387	\$157,738	\$227,008	\$384,746
VP Public Housing Operations MF BK	2,501	\$282,687	\$342,704	\$625,390
VP Public Housing Operations QN_SI	814	\$93,707	\$116,467	\$210,173
VP Operational Analysis & Contract Mgt	349	\$54,508	\$31,032	\$85,540
Private Management	-		\$20,981	\$20,981
<b>EVP Operations</b>	<b>8,878</b>	<b>\$1,061,630</b>	<b>\$1,082,962</b>	<b>\$2,144,593</b>
<b>EVP Capital Projects</b>				
Office of the EVP Capital Projects	4	\$928	\$9,407	\$10,335
VP Capital Planning & Design	103	\$16,458	\$24	\$16,482
VP Energy Finance & Sustainability	23	\$3,744	\$4,907	\$8,651
VP Support Services Capital	85	\$12,519	\$474	\$12,992
VP Project Management	148	\$23,914	\$9	\$23,923
VP Recovery & Resilience	5	\$1,036		\$1,036
<b>EVP Capital Projects</b>	<b>368</b>	<b>\$58,598</b>	<b>\$14,821</b>	<b>\$73,419</b>
<b>Total NYCHA Budget</b>	<b>11,811</b>	<b>\$1,443,825</b>	<b>\$2,639,853</b>	<b>\$4,083,678</b>



## Head Count Plan

The following table details NYCHA’s full-time headcount plan by department for FY 2021 through FY 2025. Also included is the budgeted headcount for FY 2020.

**Table 5: FY 2021 – FY 2025 Authorized Head Count**

	Prior Year	Financial Plan				
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Office of the Chair	5	8	8	8	8	8
Inspector General	53	51	51	51	51	51
Equal Opportunity	17	16	16	16	16	16
NYCHA Board Members	0	0	0	0	0	0
Office of the Secretary	18	19	19	19	19	19
Environmental Health & Safety	48	49	49	49	49	49
Communications	17	22	22	22	22	22
Intergovernmental Relations	8	10	10	10	10	10
VP Internal Audit	16	13	13	13	13	13
<b>Chair</b>	<b>182</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>188</b>
General Counsel	22	23	23	23	23	23
Policy & Special Initiatives	0	0	0	0	0	0
Housing Litigation	64	61	61	61	61	61
Corporate Matters	9	7	7	7	7	7
Civil Litigation	28	27	27	27	27	27
Torts	24	24	24	24	24	24
Real Estate & Econo Development Div	6	6	6	6	6	6
Law Dept	0	0	0	0	0	0
Chief Procurement Officer	149	150	150	150	150	150
<b>EVP Legal Affairs &amp; General Counsel</b>	<b>302</b>	<b>298</b>	<b>298</b>	<b>298</b>	<b>298</b>	<b>298</b>
Office of the EVP External Affairs	2	0	0	0	0	0
<b>EVP External Affairs</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Office of the EVP IT	2	2	2	2	2	2
Business Solution Technology	56	42	42	42	42	42
Enterprise Technology Portfolio Management	30	28	28	28	28	28
IT Infrastructure	75	72	72	72	72	72
Information Management	25	34	34	34	34	34
<b>EVP Information Technology</b>	<b>188</b>	<b>178</b>	<b>178</b>	<b>178</b>	<b>178</b>	<b>178</b>
Office of the EVP Leased Housing	3	3	3	3	3	3
VP Leased Housing	314	333	333	333	333	333
Central Office Operations	34	36	36	36	36	36
Leased Housing Finance	22	23	23	23	23	23
Quality Assurance Performance Management	19	21	21	21	21	21
Leased Housing-CMA	0	0	0	0	0	0
<b>EVP Leased Housing</b>	<b>392</b>	<b>416</b>	<b>416</b>	<b>416</b>	<b>416</b>	<b>416</b>
Office of the EVP Real Estate	3	1	1	1	1	1
VP Real Estate	32	42	42	42	42	42
<b>EVP Real Estate</b>	<b>35</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>
Office of the EVP Strategy & Innovation	2	2	2	2	2	2
VP Performance Management & Analysis	24	24	24	24	24	24
Strategic Planning	4	6	6	6	6	6
<b>EVP Strategy &amp; Innovation</b>	<b>30</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>
Office of the EVP Finance	5	5	5	5	5	5
VP Finance Accounting and Investment	137	128	128	128	128	128
Financial Planning & Analysis	45	43	43	43	43	43
Risk Management	10	9	9	9	9	9
<b>EVP Finance</b>	<b>197</b>	<b>185</b>	<b>185</b>	<b>185</b>	<b>185</b>	<b>185</b>
Office of the EVP Compliance	28	9	9	9	9	9
VP Compliance	6	32	32	32	32	32
<b>EVP Compliance</b>	<b>34</b>	<b>41</b>	<b>41</b>	<b>41</b>	<b>41</b>	<b>41</b>



**Table 5: FY 2021 – FY 2025 Authorized Head Count**  
(Continued)

	Prior Year	Financial Plan				
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Office of the Chief Operating Officer	6	18	18	18	18	18
VP Public Safety	76	77	77	77	77	77
VP Healthy Homes	170	186	186	186	186	186
VP Public Housing Tenancy Administration	122	144	144	144	144	144
VP Wastes Management & Pest Reductions	109	111	111	111	111	111
Operations	0	0	0	0	0	0
Quality Assurance	20	25	25	25	25	25
<b>Chief Operating Officer</b>	<b>503</b>	<b>561</b>	<b>561</b>	<b>561</b>	<b>561</b>	<b>561</b>
Office of EVP Administration	4	4	4	4	4	4
General Services	65	62	62	62	62	62
Human Resources	111	122	122	122	122	122
Customer Contact Center	143	143	143	143	143	143
Customer Operations	16	15	15	15	15	15
Real Estate Services	28	27	27	27	27	27
<b>EVP Administration</b>	<b>367</b>	<b>373</b>	<b>373</b>	<b>373</b>	<b>373</b>	<b>373</b>
Family Partnerships	60	69	69	69	69	69
Resident Economic Empowerment and Sustainability	49	55	55	55	44	44
Community Development	32	38	38	38	38	38
Resident Engagement	76	76	76	76	76	76
Office of the EVP Community Engagement & Partnerships	3	2	2	2	2	2
Community Health Initiatives	5	6	6	6	6	6
Office of Public Private Partnerships	4	4	4	4	4	4
<b>EVP Community Engagement &amp; Partnerships</b>	<b>229</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>239</b>	<b>239</b>
Office of the EVP Operations	5	258	258	258	258	258
SVP Support Services	1,444	1,552	1,552	1,552	1,552	1,552
VP Public Housing Operations BX NGO1	2,103	2,023	1,896	1,697	1,368	1,183
VP Public Housing Operations MH	1,439	1,387	1,347	1,249	1,244	1,214
VP Public Housing Operations MF BK	2,623	2,501	2,259	2,171	1,958	1,912
VP Public Housing Operations QN_SI	841	814	814	721	670	670
VP Operational Analysis & Contract Mgt	55	343	343	343	343	343
Private Management	0	0	0	0	0	0
<b>EVP Operations</b>	<b>8,510</b>	<b>8,878</b>	<b>8,469</b>	<b>7,991</b>	<b>7,393</b>	<b>7,132</b>
Office of the EVP Capital Projects	5	4	4	4	4	4
VP Capital Planning & Design	105	103	103	103	103	103
VP Energy Finance & Sustainability	31	23	23	23	23	23
VP Support Services Capital	85	85	85	85	85	85
VP Project Management	138	148	148	148	148	148
VP Recovery & Resilience	4	5	5	5	5	5
<b>EVP Capital Projects</b>	<b>368</b>	<b>368</b>	<b>368</b>	<b>368</b>	<b>368</b>	<b>368</b>
<b>Total NYCHA Budget</b>	<b>11,339</b>	<b>11,811</b>	<b>11,402</b>	<b>10,924</b>	<b>10,315</b>	<b>10,054</b>



# Departmental Operating Budget



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## 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.







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## 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 Legal Affairs & General Counsel, 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.

### Chief Operating Officer

Principal executive administrator of the Authority, the Chief Operating Officer (COO) 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 COO 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.



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## 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 Relations
- Office of the Inspector General



## Financial Overview

Expenditures by account type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	9	\$766	5	\$873	8	\$1,239	3	\$365
Salary Part-Time	.	-	.	-	.	-	-	-
Seasonal		-		-		-		-
Overtime		\$17		\$53		\$53		-
Salary Retro		\$13		\$2		\$2		-
Shift Differential		-		-		-		-
Fringe		\$589		\$507		\$676		169
Other Salary		\$4		\$5		\$5		-
<b>Subtotal PS</b>	<b>9</b>	<b>\$1,390</b>	<b>5</b>	<b>\$1,441</b>	<b>8</b>	<b>\$1,975</b>	<b>3</b>	<b>\$534</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$5		\$7		\$7		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		(\$216)		\$230		\$230		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		-		-		-
<b>Subtotal OTPS</b>		<b>(\$211)</b>		<b>\$236</b>		<b>\$236</b>		<b>\$0</b>
<b>Total Budget</b>	<b>9</b>	<b>\$1,179</b>	<b>5</b>	<b>\$1,678</b>	<b>8</b>	<b>\$2,211</b>	<b>3</b>	<b>\$534</b>

## Financial Review

The 2021 Operating Expense budget for the Executive Department is \$2.2 million, of which \$1.97 million is for PS and \$0.23 million is for OTPS.



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*(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).

### Financial Overview

Expenditures by account type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	15	\$1,154	18	\$1,359	19	\$1,664	1	\$304
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$22	-	\$1	-	\$1	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$867	-	\$942	-	\$1,029	-	87
Other Salary	-	\$29	-	\$33	-	\$33	-	-
<b>Subtotal PS</b>	<b>15</b>	<b>\$2,071</b>	<b>18</b>	<b>\$2,335</b>	<b>19</b>	<b>\$2,726</b>	<b>1</b>	<b>\$391</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	(\$6)	-	\$3	-	\$3	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$191	-	\$150	-	\$350	-	\$200
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	-	-	-	-	-
<b>Subtotal OTPS</b>		<b>\$185</b>		<b>\$153</b>		<b>\$353</b>		<b>\$200</b>
<b>Total Budget</b>	<b>15</b>	<b>\$2,257</b>	<b>18</b>	<b>\$2,488</b>	<b>19</b>	<b>\$3,079</b>	<b>1</b>	<b>\$591</b>

### Financial Review

The 2021 Operating Expense budget for the Office of the Corporate Secretary is \$3.079 million, of which \$2.726 million is for PS and \$0.353 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<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	-	\$0	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$24	-	\$31	-	\$31	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	-	-	-	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$24</b>	<b>-</b>	<b>\$32</b>	<b>-</b>	<b>\$32</b>	<b>-</b>	<b>\$0</b>
<b>Total Budget</b>	<b>-</b>	<b>\$24</b>	<b>-</b>	<b>\$32</b>	<b>-</b>	<b>\$32</b>	<b>-</b>	<b>\$0</b>

**Financial Review**

The 2021 Operating Expense budget for the NYCHA Board Member Department is 0.032 million.



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*(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, natural hair, 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 assistance among internal NYCHA departments





## Financial Overview

Expenditures by Account Type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	17	\$1,091	17	\$1,178	16	\$1,163	(1)	(\$16)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$17	-	\$0	-	\$0	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$814	-	\$845	-	\$769	-	(76)
Other Salary	-	\$20	-	\$21	-	\$21	-	-
<b>Subtotal PS</b>	<b>17</b>	<b>\$1,943</b>	<b>17</b>	<b>\$2,045</b>	<b>16</b>	<b>\$1,954</b>	<b>(1)</b>	<b>(\$92)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$8	-	\$1	-	\$1	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$293	-	\$597	-	\$575	-	(\$22)
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	-	-	-	-	-
<b>Subtotal OTPS</b>		<b>\$301</b>		<b>\$598</b>		<b>\$576</b>		<b>(\$22)</b>
<b>Total Budget</b>	<b>17</b>	<b>\$2,244</b>	<b>17</b>	<b>\$2,643</b>	<b>16</b>	<b>\$2,530</b>	<b>(1)</b>	<b>(\$114)</b>

## Financial Review

The 2021 Operating Expense budget for Department of Equal Opportunity is \$2.53 million, of which \$1.954 million is for PS and \$0.576 million is for OTPS.



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*(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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	10	\$840	16	\$1,161	13	\$1,223	(3)	\$63
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$4	-	\$1	-	\$1	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$684	-	\$821	-	\$748	-	(72)
Other Salary	-	\$66	-	\$91	-	\$91	-	-
<b>Subtotal PS</b>	<b>10</b>	<b>\$1,593</b>	<b>16</b>	<b>\$2,073</b>	<b>13</b>	<b>\$2,063</b>	<b>(3)</b>	<b>(\$10)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$0	-	\$1	-	\$1	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$734	-	\$1,381	-	\$1,381	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	-	-	-	-	-
<b>Subtotal OTPS</b>		<b>\$734</b>		<b>\$1,381</b>		<b>\$1,381</b>		<b>\$0</b>
<b>Total Budget</b>	<b>10</b>	<b>\$2,327</b>	<b>16</b>	<b>\$3,454</b>	<b>13</b>	<b>\$3,445</b>	<b>(3)</b>	<b>(\$10)</b>

## Financial Review

The 2021 Operating Expense budget for the Internal Audit & Assessment is \$3.44 million, of which \$2.063 million is for PS and \$1.38 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.

**Financial Overview**

*Expenditures by account type (\$000)*

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	28	\$905	48	\$4,240	49	\$4,175	1	(\$65)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$10	-	-	-	-	-	-
Salary Retro	-	\$9	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$625	-	\$2,791	-	\$2,537	-	(254)
Other Salary	-	\$12	-	-	-	-	-	-
<b>Subtotal PS</b>	<b>28</b>	<b>\$1,561</b>	<b>48</b>	<b>\$7,031</b>	<b>49</b>	<b>\$6,712</b>	<b>1</b>	<b>(\$319)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$55	-	\$204	-	\$204	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$367	-	\$1,980	-	\$2,523	-	\$543
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	-	-	-	-	-
<b>Subtotal OTPS</b>		<b>\$422</b>		<b>\$2,184</b>		<b>\$2,727</b>		<b>\$543</b>
<b>Total Budget</b>	<b>28</b>	<b>\$1,983</b>	<b>48</b>	<b>\$9,215</b>	<b>49</b>	<b>\$9,439</b>	<b>1</b>	<b>\$224</b>

**Financial Review**

The 2021 Operating Expense budget for the Environmental Health & Safety is \$9.43 million, of which \$6.7 million is for PS and \$2.7 million is for OTPS.



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## *(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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	16	\$1,361	17	\$1,360	22	\$1,853	5	\$493
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$28	-	\$2	-	\$2	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$958	-	\$927	-	\$1,094	-	167
Other Salary	-	\$11	-	\$12	-	\$12	-	-
<b>Subtotal PS</b>	<b>16</b>	<b>\$2,358</b>	<b>17</b>	<b>\$2,302</b>	<b>22</b>	<b>\$2,961</b>	<b>5</b>	<b>\$659</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$2	-	\$7	-	\$7	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$184	-	\$244	-	\$1,331	-	\$1,087
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	-	-	-	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$186</b>	<b>-</b>	<b>\$252</b>	<b>-</b>	<b>\$1,339</b>	<b>-</b>	<b>\$1,087</b>
<b>Total Budget</b>	<b>16</b>	<b>\$2,544</b>	<b>17</b>	<b>\$2,553</b>	<b>22</b>	<b>\$4,300</b>	<b>5</b>	<b>\$1,746</b>

## Financial Review

The 2021 Operating Expense budget for the Department of Communications is \$4.3 million, of which \$2.96 million is for PS and \$1.33 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	7	\$506	8	\$849	10	\$972	2	\$123
Salary Part-Time	-	\$5	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$0		-		-		-
Salary Retro		\$12		\$0		\$0		-
Shift Differential		-		-		-		-
Fringe		\$375		\$541		\$586		46
Other Salary		\$2		\$1		\$1		-
<b>Subtotal PS</b>	<b>7</b>	<b>\$900</b>	<b>8</b>	<b>\$1,391</b>	<b>10</b>	<b>\$1,559</b>	<b>2</b>	<b>\$169</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$1		\$1		\$1		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$1		\$0		\$13		\$13
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		-		-		-
<b>Subtotal OTPS</b>		<b>\$2</b>		<b>\$1</b>		<b>\$14</b>		<b>\$13</b>
<b>Total Budget</b>	<b>7</b>	<b>\$901</b>	<b>8</b>	<b>\$1,391</b>	<b>10</b>	<b>\$1,573</b>	<b>2</b>	<b>\$182</b>

**Financial Review**

The 2021 Operating Expense budget for the Office of Intergovernmental Relations is \$1.57 million, of which \$1.55 million is for PS and \$0.014 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	41	\$3,445	53	\$3,984	51	\$3,567	(2)	(\$417)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal								
Overtime		\$73		\$54		\$54		-
Salary Retro		\$99		\$0		\$0		-
Shift Differential		-		-		-		-
Fringe		\$2,468		\$2,763		\$2,256		(507)
Other Salary		\$16		\$18		\$18		-
<b>Subtotal PS</b>	<b>41</b>	<b>\$6,100</b>	<b>53</b>	<b>\$6,820</b>	<b>51</b>	<b>\$5,896</b>	<b>(2)</b>	<b>(\$924)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		(\$6)		\$9		\$9		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$41		\$16		\$16		-
Insurance		-		-		\$42		\$42
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		-		-		-
<b>Subtotal OTPS</b>		<b>\$35</b>		<b>\$26</b>		<b>\$68</b>		<b>\$42</b>
<b>Total Budget</b>	<b>41</b>	<b>\$6,134</b>	<b>53</b>	<b>\$6,845</b>	<b>51</b>	<b>\$5,964</b>	<b>(2)</b>	<b>(\$882)</b>

**Financial Review**

The 2021 Operating Expense budget for the Office of the Inspector General is \$5.96 million, of which \$5.89 million is for PS and \$0.06 million is for OTPS.





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## *EVP of Legal Affairs and General Counsel*

*(Office of the EVP 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 and develops legal strategies to support the long-term interests of NYCHA, its residents and its developments. The Law Department is divided into the following practice groups: Strategic Initiatives and Special Policies; Appeals; Corporate Affairs; Real Estate and Economic Development; Commercial Litigation; General Litigation; Employee Disciplinary; Housing Litigation; and Torts.

### **Responsibilities**

- Provide legal advice and service in support of NYCHA's residents and its operations, including, but not limited to, general liability, labor and employment, contracting, legislation, policies and procedures, tenancy matters, and real estate development/economic development initiatives;
- 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 Procurement Policy Manual (PPM) and HUD's procurement requirements;
- Provide guidance to NYCHA's Community Engagement and Partnerships 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, 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/PACT) program.

The Executive Vice-President for Legal Affairs also oversees the Office of SVP Supply Management, Materials Management, Procurement, and Vendor Integrity & Supplier Diversity.



## Financial Overview

Expenditures by account type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY
<b>PS</b>								
Salary Full-Time	141	\$11,221	153	\$12,359	148	\$12,538	(5)	\$179
Salary Part-Time	0	-	0	-	0	-	-	-
Seasonal		-		-		-	-	-
Overtime		\$4		-		-	-	-
Salary Retro		\$382		\$25		\$25	-	-
Shift Differential		-		-		-	-	-
Fringe		\$8,622		\$8,481		\$7,829	(652)	-
Other Salary		\$517		\$534		\$534	-	-
<b>Subtotal PS</b>	<b>141</b>	<b>\$20,746</b>	<b>153</b>	<b>\$21,399</b>	<b>148</b>	<b>\$20,925</b>	<b>(5)</b>	<b>(\$474)</b>
<b>OTPS</b>								
Leases		-		-		-	-	-
Supplies		\$41		\$50		\$50	-	-
Equipment		-		-		-	-	-
Utilities		-		-		-	-	-
Contracts		\$5,623		\$1,172		\$6,472	\$5,300	-
Insurance		-		-		-	-	-
Section 8 Payments		-		-		-	-	-
Payment in Lieu of Taxes		-		-		-	-	-
Debt Service		-		-		-	-	-
Other OTPS		\$187		\$296		\$296	-	-
<b>Subtotal OTPS</b>		<b>\$5,852</b>		<b>\$1,518</b>		<b>\$6,818</b>		<b>\$5,300</b>
<b>Total Budget</b>	<b>141</b>	<b>\$26,598</b>	<b>153</b>	<b>\$22,917</b>	<b>148</b>	<b>\$27,743</b>	<b>(5)</b>	<b>\$4,826</b>

## Financial Review

The 2021 Operating Expense budget for the Office of the EVP Legal Affairs and General Counsel is \$27.74 million, of which \$20.92 million is for PS and \$6.81 million is for OTPS.



## Chief Procurement Officer

(Office of the Chief Procurement Officer)

### Financial Overview

Expenditures by account type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY
<b>PS</b>								
Salary Full-Time		-	-	-	1	\$226	1	\$226
Salary Part-Time	#	-	#	-	#	-	-	-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		-		-		\$115		115
Other Salary		-		-		-		-
<b>Subtotal PS</b>	-	-	-	<b>\$0</b>	1	<b>\$341</b>	1	<b>\$341</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		-		-		-		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		-		\$1,300		\$1,300
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		-		-		-
<b>Subtotal OTPS</b>		<b>\$0</b>		<b>\$0</b>		<b>\$1,300</b>		<b>\$1,300</b>
<b>Total Budget</b>	-	<b>\$0</b>	-	<b>\$0</b>	1	<b>\$1,641</b>	1	<b>\$1,641</b>

### Financial Review

The 2021 Operating Expense budget for the Office of the Chief Procurement Officer is \$1.641 million, of which \$0.341 million is for PS and \$1.3 million is for OTPS.



(Office of the SVP Supply Management and Procurement)

**Overview / Mission Statement**

The Supply Management and Procurement Department supports NYCHA’s mission to provide affordable, quality housing by ensuring the effective and efficient procurement of goods and services while also supporting the organization’s broader environmental, sustainability, supplier diversity and inclusion, and related social equity initiatives. We value and envision an approach to procurement and supply management that is ethical, cooperative, and aims to serve the needs of the greater NYCHA community, in a timely manner.

**Financial Overview**

Expenditures by Account Type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY
<b>PS</b>								
Salary Full-Time	3	\$450	3	\$319	3	\$395	-	\$76
Salary Part-Time	0	-	0	-	0	-	-	-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$2		\$0		\$0		-
Shift Differential		-		-		-		-
Fringe		\$348		\$202		\$221		19
Other Salary		\$1		\$7		\$7		-
<b>Subtotal PS</b>	<b>3</b>	<b>\$801</b>	<b>3</b>	<b>\$528</b>	<b>3</b>	<b>\$623</b>	<b>-</b>	<b>\$96</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$3		\$7		\$7		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		\$7,088		-		-		-
Other OTPS		\$28		\$1		\$1		-
<b>Subtotal OTPS</b>		<b>\$7,119</b>		<b>\$8</b>		<b>\$8</b>		<b>\$0</b>
<b>Total Budget</b>	<b>3</b>	<b>\$7,921</b>	<b>3</b>	<b>\$536</b>	<b>3</b>	<b>\$632</b>	<b>-</b>	<b>\$96</b>

**Financial Review**

The 2021 Operating Expense budget for the Office of the SVP Supply Management and Procurement is \$0.632 million, of which \$0.623 million is for PS and \$0.008 is for OTPS.



(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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY
<b>PS</b>								
Salary Full-Time	72	\$3,879	75	\$3,758	75	\$4,679	-	\$921
Salary Part-Time	0	-	0	-	0	-	-	-
Seasonal		-		-		-		-
Overtime		\$242		\$23		\$23		-
Salary Retro		\$37		\$10		\$10		-
Shift Differential		\$10		\$7		\$7		-
Fringe		\$3,088		\$3,119		\$3,431		312
Other Salary		\$119		\$122		\$122		-
<b>Subtotal PS</b>	<b>72</b>	<b>\$7,374</b>	<b>75</b>	<b>\$7,039</b>	<b>75</b>	<b>\$8,272</b>	<b>-</b>	<b>\$1,233</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$126		\$45		\$45		-
Equipment		\$1		-		-		-
Utilities		-		-		-		-
Contracts		\$134		\$194		\$194		-
Insurance		-		-		\$1		\$1
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$18		\$13		\$13		-
<b>Subtotal OTPS</b>		<b>\$279</b>		<b>\$252</b>		<b>\$254</b>		<b>\$1</b>
<b>Total Budget</b>	<b>72</b>	<b>\$7,654</b>	<b>75</b>	<b>\$7,291</b>	<b>75</b>	<b>\$8,526</b>	<b>-</b>	<b>\$1,235</b>

**Financial Review**

The 2021 Operating Expense budget for the Materials Management Department is \$8.526 million, of which \$8.272 million is for PS and \$0.254 million is for OTPS.



(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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY
<b>PS</b>								
Salary Full-Time	58	\$4,336	62	\$4,385	63	\$4,674	1	\$289
Salary Part-Time	"	-	"	-	"	-	-	-
Seasonal		-		-		-		-
Overtime		\$55		\$84		\$84		-
Salary Retro		\$45		\$4		\$4		-
Shift Differential		-		-		-		-
Fringe		\$3,319		\$3,159		\$3,066		(93)
Other Salary		\$32		\$51		\$51		-
<b>Subtotal PS</b>	<b>58</b>	<b>\$7,846</b>	<b>62</b>	<b>\$7,683</b>	<b>63</b>	<b>\$7,879</b>	<b>1</b>	<b>\$196</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$20		\$36		\$36		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$748		\$410		\$410		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$0		-		-		-
<b>Subtotal OTPS</b>		<b>\$768</b>		<b>\$446</b>		<b>\$446</b>		<b>\$0</b>
<b>Total Budget</b>	<b>58</b>	<b>\$8,614</b>	<b>62</b>	<b>\$8,129</b>	<b>63</b>	<b>\$8,325</b>	<b>1</b>	<b>\$196</b>

**Financial Review**

The 2021 Operating Expense budget for the Procurement Department is \$8.325 million, of which \$7.879 million is for PS and \$0.446 million is for OTPS.



*(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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY
<b>PS</b>								
Salary Full-Time	8	\$609	9	\$678	8	\$607	(1)	(\$71)
Salary Part-Time	#	-	#	-	#	-	-	-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$7		-		-		-
Shift Differential		-		-		-		-
Fringe		\$420		\$472		\$392		(80)
Other Salary		\$10		-		-		-
<b>Subtotal PS</b>	<b>8</b>	<b>\$1,045</b>	<b>9</b>	<b>\$1,150</b>	<b>8</b>	<b>\$999</b>	<b>(1)</b>	<b>(\$151)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		-		-		-		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		-		-		-
<b>Subtotal OTPS</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>
<b>Total Budget</b>	<b>8</b>	<b>\$1,045</b>	<b>9</b>	<b>\$1,150</b>	<b>8</b>	<b>\$999</b>	<b>(1)</b>	<b>(\$151)</b>

**Financial Review**

The 2021 Operating Expense budget for the Vendor Integrity & Supplier Diversity is \$0.999 million, of which \$0.999 million is for PS.



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

**Overview / Mission Statement**

IT is currently in the process of conducting an organizational redesign, which will reorganize all departments within IT to streamline our IT service delivery and operations. The final design will be completed and announced Q1 2021 and completed over the course of 2021.

To enable NYCHA to provide quality housing by delivering meaningful, innovative, high-performing, cost-effective technology solutions. The IT Department currently consists of the following departments:

- IT Strategy & Planning
- Business Solutions Technology
- IT Infrastructure
- Cybersecurity & Risk Management
- Process & Information Management
- Enterprise Technology Portfolio Management

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	2	\$300	2	\$308	2	\$316	-	\$8
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$3	-	\$1	-	\$1	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$229	-	\$181	-	\$171	-	(10)
Other Salary	-	\$4	-	\$5	-	\$5	-	-
<b>Subtotal PS</b>	<b>2</b>	<b>\$536</b>	<b>2</b>	<b>\$494</b>	<b>2</b>	<b>\$493</b>	<b>-</b>	<b>(\$2)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$61	-	\$1	-	\$1	-	-
Equipment	-	\$5,049	-	\$6,335	-	\$9,311	-	\$2,976
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$1,967	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$2	-	-	-	-	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$7,079</b>	<b>-</b>	<b>\$6,336</b>	<b>-</b>	<b>\$9,312</b>	<b>-</b>	<b>\$2,976</b>
<b>Total Budget</b>	<b>2</b>	<b>\$7,615</b>	<b>2</b>	<b>\$6,830</b>	<b>2</b>	<b>\$9,805</b>	<b>-</b>	<b>\$2,975</b>

**Financial Review**

The 2021 Operating Expense budget for Office of the EVP for Information Technology is \$9.805 million, of which \$0.493 million is for PS and \$9.312 million is for OTPS.





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## *(Business Solution Technology)*

### **Overview / Mission Statement**

The Business Solutions Technology (BST) Department 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 multiphase 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	55	\$6,016	56	\$6,115	42	\$5,285	(14)	(\$830)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime		\$31		\$90		\$90		-
Salary Retro		\$35		\$4		\$4		-
Shift Differential		\$1		\$1		\$1		-
Fringe		\$4,507		\$3,880		\$2,943		(937)
Other Salary		\$198		\$215		\$215		-
<b>Subtotal PS</b>	<b>55</b>	<b>\$10,787</b>	<b>56</b>	<b>\$10,306</b>	<b>42</b>	<b>\$8,539</b>	<b>(14)</b>	<b>(\$1,767)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$10		\$2		\$2		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$2,035		\$2,928		\$2,632		(\$295)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$2		\$3		\$3		-
<b>Subtotal OTPS</b>		<b>\$2,047</b>		<b>\$2,932</b>		<b>\$2,637</b>		<b>(\$295)</b>
<b>Total Budget</b>	<b>55</b>	<b>\$12,833</b>	<b>56</b>	<b>\$13,238</b>	<b>42</b>	<b>\$11,176</b>	<b>(14)</b>	<b>(\$2,062)</b>

## Financial Review

The 2021 Operating Expense budget for Business Solution Technology is \$11.176 million, of which \$8.539 million is for PS and \$2.637 million is for OTPS.



*(Enterprise Technology Portfolio Management)*

**Overview / Mission Statement**

The Enterprise Technology Portfolio Management (ETPM) Department 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, and IT- Project Management Office (PMO). Collectively, the groups support the business and administrative requirements of the IT Department.

Following the 2021 IT reorganization, the IT department will have the following divisions:

- IT Strategy & Planning
- Enterprise Solutions Management
- Infrastructure & Operations
- Cybersecurity & Risk Management
- IT Support Services

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	25	\$2,156	30	\$2,626	28	\$2,352	(2)	(\$274)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$12	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$1,523	-	\$1,747	-	\$1,399	-	(347)
Other Salary	-	\$41	-	\$20	-	\$20	-	-
<b>Subtotal PS</b>	<b>25</b>	<b>\$3,732</b>	<b>30</b>	<b>\$4,393</b>	<b>28</b>	<b>\$3,772</b>	<b>(2)</b>	<b>(\$621)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$5	-	\$2	-	\$2	-	-
Equipment	-	\$166	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$6,655	-	\$3,892	-	\$441	-	(\$3,451)
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$8	-	\$14	-	\$14	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$6,834</b>	<b>-</b>	<b>\$3,908</b>	<b>-</b>	<b>\$457</b>	<b>(2)</b>	<b>(\$3,451)</b>
<b>Total Budget</b>	<b>25</b>	<b>\$10,565</b>	<b>30</b>	<b>\$8,301</b>	<b>28</b>	<b>\$4,229</b>	<b>(2)</b>	<b>(\$4,072)</b>

**Financial Review**

The 2021 Operating Expense budget for Enterprise Technology Portfolio Management is \$4.229 million, of which \$3.772 million is for PS and \$0.457 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	71	\$6,763	75	\$7,010	72	\$7,120	(3)	\$110
Salary Part-Time	.	-	.	-	.	-	-	-
Seasonal		-		-		-		-
Overtime		\$162		\$222		\$222		-
Salary Retro		\$63		-		-		-
Shift Differential		\$5		\$6		\$6		-
Fringe		\$5,136		\$4,637		\$4,304		(333)
Other Salary		\$274		\$386		\$386		-
<b>Subtotal PS</b>	<b>71</b>	<b>\$12,403</b>	<b>75</b>	<b>\$12,262</b>	<b>72</b>	<b>\$12,039</b>	<b>(3)</b>	<b>(\$223)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$10		\$4		\$4		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$1,388		\$1,500		\$2,146		\$646
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$2		\$12		\$12		-
<b>Subtotal OTPS</b>		<b>\$1,401</b>		<b>\$1,516</b>		<b>\$2,162</b>		<b>\$646</b>
<b>Total Budget</b>	<b>71</b>	<b>\$13,804</b>	<b>75</b>	<b>\$13,778</b>	<b>72</b>	<b>\$14,201</b>	<b>(3)</b>	<b>\$423</b>

**Financial Review**

The 2021 Operating Expense budget for IT Infrastructure is \$14.2 million, of which \$12.03 million is for PS and \$2.16 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	20	\$1,984	25	\$2,205	34	\$3,473	9	\$1,268
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$10		-		-		-
Salary Retro		\$15		\$3		\$3		-
Shift Differential		-		\$1		\$1		-
Fringe		\$1,565		\$1,467		\$2,025		558
Other Salary		\$77		\$56		\$56		-
<b>Subtotal PS</b>	<b>20</b>	<b>\$3,651</b>	<b>25</b>	<b>\$3,732</b>	<b>34</b>	<b>\$5,558</b>	<b>9</b>	<b>\$1,826</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$9		\$2		\$2		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$354		\$300		\$315		\$15
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$1		\$2		\$2		-
<b>Subtotal OTPS</b>		<b>\$363</b>		<b>\$304</b>		<b>\$319</b>		<b>\$15</b>
<b>Total Budget</b>	<b>20</b>	<b>\$4,014</b>	<b>25</b>	<b>\$4,036</b>	<b>34</b>	<b>\$5,877</b>	<b>9</b>	<b>\$1,841</b>

**Financial Review**

The 2021 Operating Expense budget for Process & Information Management is \$5.877 million, of which \$5.558 million is for PS and \$0.319 million is for OTPS.



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## *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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	3	\$596	3	\$397	3	\$401	-	\$4
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$4		\$10		\$10		-
Overtime		\$0		\$2		\$2		-
Salary Retro		\$14		-		-		-
Shift Differential		-		-		-		-
Fringe		\$484		\$241		\$225		(\$17)
Other Salary		\$5		\$7		\$7		-
<b>Subtotal PS</b>	<b>3</b>	<b>\$1,103</b>	<b>3</b>	<b>\$658</b>	<b>3</b>	<b>\$644</b>	<b>-</b>	<b>(\$13)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$2		\$11		\$11		-
Equipment		-		-		-		-
Utilities		\$4		\$4		\$3		(\$1)
Contracts		\$381		\$760		\$24,943		\$24,183
Insurance		-		\$108		\$112		\$3
Section 8 Payments		\$8,847		-		\$7,088		\$7,088
Debt Service		-		-		-		-
Other OTPS		\$376		\$438		\$1,946		\$1,508
<b>Subtotal OTPS</b>		<b>\$9,610</b>		<b>\$1,321</b>		<b>\$34,102</b>		<b>\$32,781</b>
<b>Total Budget</b>	<b>3</b>	<b>\$10,713</b>	<b>3</b>	<b>\$1,979</b>	<b>3</b>	<b>\$34,746</b>	<b>-</b>	<b>\$32,767</b>

## Financial Review

The 2021 Operating Expense budget for the Office of the EVP for Leased Housing is \$34.746 million, of which \$0.644 million is for PS and \$34.102 million is for OTPS which includes \$33 million from The Coronavirus Aid, Relief, and Economic Security (CARES) Act.





*(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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	3	\$80	6	\$545	6	\$575	-	\$30
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		\$39		\$39		-
Overtime		-		-		-		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		\$48		\$363		\$350		(12)
Other Salary		\$0		-		-		-
<b>Subtotal PS</b>	<b>3</b>	<b>\$128</b>	<b>6</b>	<b>\$947</b>	<b>6</b>	<b>\$964</b>	<b>-</b>	<b>\$18</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		-		-		-		-
Equipment		-		-		-		-
Utilities		-		-		\$3		\$3
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		-		-		-
<b>Subtotal OTPS</b>		<b>\$0</b>		<b>\$0</b>		<b>\$3</b>		<b>\$3</b>
<b>Total Budget</b>	<b>3</b>	<b>\$128</b>	<b>6</b>	<b>\$947</b>	<b>6</b>	<b>\$967</b>	<b>-</b>	<b>\$20</b>

**Financial Review**

The 2021 Operating Expense budget for the Office of the VP Leased Housing is \$0.97 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	43	\$1,241	46	\$2,978	48	\$3,217	2	\$239
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$1		-		-		-
Salary Retro		\$1		-		-		-
Shift Differential		-		-		-		-
Fringe		\$813		\$2,235		\$2,217		(18)
Other Salary		\$19		-		-		-
<b>Subtotal PS</b>	<b>43</b>	<b>\$2,075</b>	<b>46</b>	<b>\$5,213</b>	<b>48</b>	<b>\$5,435</b>	<b>2</b>	<b>\$221</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$1		\$8		\$8		-
Equipment		-		-		-		-
Utilities		-		-		\$38		\$38
Contracts		-		\$280		\$160		(\$120)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$0		\$10		\$10		-
<b>Subtotal OTPS</b>		<b>\$1</b>		<b>\$298</b>		<b>\$216</b>		<b>(\$82)</b>
<b>Total Budget</b>	<b>43</b>	<b>\$2,076</b>	<b>46</b>	<b>\$5,512</b>	<b>48</b>	<b>\$5,651</b>	<b>2</b>	<b>\$139</b>

**Financial Review**

The 2021 Operating Expense budget for Inspections is \$5.651 million, of which \$5.435 million is for PS and \$0.216 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	65	\$4,216	69	\$4,538	72	\$4,863	3	\$325
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		(\$0)		-		-		-
Overtime		\$6		\$33		\$33		-
Salary Retro		\$18		-		-		-
Shift Differential		-		-		-		-
Fringe		\$3,388		\$3,403		\$3,355		(48)
Other Salary		\$85		\$124		\$124		-
<b>Subtotal PS</b>	<b>65</b>	<b>\$7,713</b>	<b>69</b>	<b>\$8,099</b>	<b>72</b>	<b>\$8,376</b>	<b>3</b>	<b>\$277</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$8		\$9		\$9		-
Equipment		-		-		-		-
Utilities		-		-		\$12		\$12
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$3		\$5		\$5		-
<b>Subtotal OTPS</b>		<b>\$11</b>		<b>\$14</b>		<b>\$26</b>		<b>\$12</b>
<b>Total Budget</b>	<b>65</b>	<b>\$7,723</b>	<b>69</b>	<b>\$8,112</b>	<b>72</b>	<b>\$8,401</b>	<b>3</b>	<b>\$289</b>

**Financial Review**

The 2021 Operating Expense budget for the Brooklyn Client Services Department is \$8.401 million, of which \$8.376 million is for PS and \$0.026 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	174	\$10,694	193	\$12,766	207	\$14,063	14	\$1,297
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$191		\$506		\$506		-
Salary Retro		\$54		-		-		-
Shift Differential		-		-		-		-
Fringe		\$8,758		\$9,587		\$9,715		128
Other Salary		\$163		\$201		\$201		-
<b>Subtotal PS</b>	<b>174</b>	<b>\$19,861</b>	<b>193</b>	<b>\$23,060</b>	<b>207</b>	<b>\$24,485</b>	<b>14</b>	<b>\$1,425</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$12		\$19		\$19		-
Equipment		-		-		-		-
Utilities		\$99		\$90		\$116		\$26
Contracts		-		\$281		\$281		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$0		-		-		-
<b>Subtotal OTPS</b>		<b>\$111</b>		<b>\$390</b>		<b>\$416</b>		<b>\$26</b>
<b>Total Budget</b>	<b>174</b>	<b>\$19,972</b>	<b>193</b>	<b>\$23,450</b>	<b>207</b>	<b>\$24,901</b>	<b>14</b>	<b>\$1,451</b>

**Financial Review**

The 2021 Operating Expense budget for the Bronx Client Services Department is \$24.90 million, of which \$24.48 million is for PS and \$0.41 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	32	\$3,585	34	\$2,317	36	\$2,535	2	\$218
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$8		-		-		-
Salary Retro		\$16		-		-		-
Shift Differential		-		-		-		-
Fringe		\$3,237		\$1,709		\$1,719		9
Other Salary		\$74		\$104		\$104		-
<b>Subtotal PS</b>	<b>32</b>	<b>\$6,920</b>	<b>34</b>	<b>\$4,131</b>	<b>36</b>	<b>\$4,358</b>	<b>2</b>	<b>\$227</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$14		\$13		\$13		-
Equipment		-		-		-		-
Utilities		\$57		\$65		\$28		(\$37)
Contracts		\$1		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$42		\$108		\$108		-
<b>Subtotal OTPS</b>		<b>\$115</b>		<b>\$186</b>		<b>\$149</b>		<b>(\$37)</b>
<b>Total Budget</b>	<b>32</b>	<b>\$7,034</b>	<b>34</b>	<b>\$4,317</b>	<b>36</b>	<b>\$4,508</b>	<b>2</b>	<b>\$191</b>

**Financial Review**

The 2021 Operating Expense budget for the Central Office Operations Department is \$4.508 million, of which \$4.358 million is for PS and \$0.149 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	20	\$1,416	22	\$1,559	23	\$1,690	1	\$131
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$1	-	\$2	-	\$2	-	-
Salary Retro	-	\$10	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$1,107	-	\$1,121	-	\$1,117	-	(4)
Other Salary	-	\$44	-	\$29	-	\$29	-	-
<b>Subtotal PS</b>	<b>20</b>	<b>\$2,578</b>	<b>22</b>	<b>\$2,711</b>	<b>23</b>	<b>\$2,838</b>	<b>1</b>	<b>\$127</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$2	-	\$7	-	\$7	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	\$17	-	\$25	-	\$18	-	(57)
Contracts	-	\$0	-	\$10	-	\$10	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	\$1,010,888	-	\$1,132,728	-	\$1,177,872	-	\$45,145
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$1,178	-	\$1,239	-	\$1,239	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$1,012,081</b>	<b>-</b>	<b>\$1,134,009</b>	<b>-</b>	<b>\$1,179,146</b>	<b>-</b>	<b>\$45,137</b>
<b>Total Budget</b>	<b>20</b>	<b>\$1,014,659</b>	<b>22</b>	<b>\$1,136,720</b>	<b>23</b>	<b>\$1,181,984</b>	<b>1</b>	<b>\$45,264</b>

**Financial Review**

The 2021 Operating Expense budget for the Leased Housing Finance Department is \$1,181.9 million, of which \$2.8 million is for PS and \$1,179 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	18	\$1,240	19	\$1,357	21	\$1,575	2	\$218
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$1		\$7		\$7		-
Salary Retro		\$10		-		-		-
Shift Differential		\$0		-		-		-
Fringe		\$984		\$977		\$1,038		61
Other Salary		\$10		\$17		\$17		-
<b>Subtotal PS</b>	<b>18</b>	<b>\$2,244</b>	<b>19</b>	<b>\$2,358</b>	<b>21</b>	<b>\$2,637</b>	<b>2</b>	<b>\$279</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$0		\$5		\$5		-
Equipment		-		-		-		-
Utilities		\$16		\$25		\$16		(\$9)
Contracts		\$0		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		\$1		\$1		-
<b>Subtotal OTPS</b>		<b>\$16</b>		<b>\$31</b>		<b>\$22</b>		<b>(\$9)</b>
<b>Total Budget</b>	<b>18</b>	<b>\$2,261</b>	<b>19</b>	<b>\$2,389</b>	<b>21</b>	<b>\$2,659</b>	<b>2</b>	<b>\$270</b>

**Financial Review**

The 2021 Operating Expense budget for the Quality Assurance and Performance Management is \$2.659 million, of which \$2.637 million is for PS and \$0.022 million is for OTPS.



*EVP of Real Estate*

*(Office of the EVP Real Estate)*

**Overview / Mission Statement**

The mission of the Real Estate Development Department is to repair, enhance, and expand publicly-controlled affordable housing in a way that reflects the priorities of the communities we serve. We do so by securing capital sources and operational expertise through innovative partnerships.

**Financial Overview**

*Expenditures by account type (\$000)*

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	1	\$185	3	\$284	1	\$226	(2)	(\$58)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$2	-	\$0	-	\$0	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$127	-	\$185	-	\$71	-	(114)
Other Salary	-	-	-	\$1	-	\$1	-	-
<b>Subtotal PS</b>	<b>1</b>	<b>\$314</b>	<b>3</b>	<b>\$470</b>	<b>1</b>	<b>\$298</b>	<b>(2)</b>	<b>(\$172)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$0	-	-	-	-	-	-
<b>Subtotal OTPS</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>
<b>Total Budget</b>	<b>1</b>	<b>\$314</b>	<b>3</b>	<b>\$470</b>	<b>1</b>	<b>\$298</b>	<b>(2)</b>	<b>(\$172)</b>

**Financial Review**

The 2021 Operating Expense budget for the Office of the EVP Real Estate is \$0.298 million, of which \$0.298 million is for PS.





*(Real Estate Development for Preservation)*

**Financial Overview**

*Expenditures by account type (\$000)*

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	19	\$1,960	32	\$3,094	42	\$2,493	10	(\$602)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$1	-	\$0	-	\$0	-	-
Salary Retro	-	\$9	-	\$7	-	\$7	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$1,427	-	\$2,003	-	\$1,311	-	(692)
Other Salary	-	\$22	-	\$44	-	\$44	-	-
<b>Subtotal PS</b>	<b>19</b>	<b>\$3,420</b>	<b>32</b>	<b>\$5,149</b>	<b>42</b>	<b>\$3,856</b>	<b>10</b>	<b>(\$1,293)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$0	-	\$12	-	\$12	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$2,408	-	\$5,449	-	\$10,161	-	\$4,711
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$668	-	\$885	-	\$885	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$3,076</b>	<b>-</b>	<b>\$6,346</b>	<b>-</b>	<b>\$11,057</b>	<b>-</b>	<b>\$4,711</b>
<b>Total Budget</b>	<b>19</b>	<b>\$6,496</b>	<b>32</b>	<b>\$11,495</b>	<b>42</b>	<b>\$14,913</b>	<b>10</b>	<b>\$3,418</b>

**Financial Review**

The 2021 Operating Expense budget for Real Estate Development for Preservation is \$14.913 million, of which \$3.856 million is for PS and \$11.057 million is for OTPS



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## *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 2021**

- 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
- Implement Data Governance



## Financial Overview

Expenditures by account type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	1	\$45	2	\$298	2	\$377	-	\$79
Salary Part-Time	.	-	.	-	.	-	-	-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		\$26		\$176		\$197		21
Other Salary		-		-		-		-
<b>Subtotal PS</b>	<b>1</b>	<b>\$71</b>	<b>2</b>	<b>\$474</b>	<b>2</b>	<b>\$574</b>	<b>-</b>	<b>\$100</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		-		\$5		\$5		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		-		\$4,863		\$4,863
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$0		\$5		\$5		-
<b>Subtotal OTPS</b>		<b>\$0</b>		<b>\$10</b>		<b>\$4,873</b>		<b>\$4,863</b>
<b>Total Budget</b>	<b>1</b>	<b>\$72</b>	<b>2</b>	<b>\$484</b>	<b>2</b>	<b>\$5,446</b>	<b>-</b>	<b>\$4,963</b>

## Financial Review

The 2021 Operating Expense budget for Office of the EVP Strategy & Innovation is \$5.446 million, of which \$0.574 million is for PS and \$4.873 million is for OTPS.



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(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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	2	\$322	4	\$349	4	\$448	-	\$99
Salary Part-Time	.	-	.	-	.	-	-	-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$7		\$5		\$5		-
Shift Differential		-		-		-		-
Fringe		\$248		\$232		\$260		28
Other Salary		\$2		-		-		-
<b>Subtotal PS</b>	<b>2</b>	<b>\$579</b>	<b>4</b>	<b>\$586</b>	<b>4</b>	<b>\$713</b>	<b>-</b>	<b>\$127</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		-		-		-		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$0		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		-		-		-
<b>Subtotal OTPS</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>
<b>Total Budget</b>	<b>2</b>	<b>\$580</b>	<b>4</b>	<b>\$586</b>	<b>4</b>	<b>\$713</b>	<b>-</b>	<b>\$127</b>

## Financial Review

The 2021 Operating Expense budget for Office of the VP Performance Management & Analytics is \$0.713 million, of which \$0.713 million is for PS.



(Performance Management & Analytics)

**Financial Overview**

Expenditures by Account Type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	18	\$1,341	20	\$1,548	20	\$1,648	-	\$100
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$4	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$970	-	\$1,066	-	\$1,040	-	(26)
Other Salary	-	\$38	-	\$43	-	\$43	-	-
<b>Subtotal PS</b>	<b>18</b>	<b>\$2,353</b>	<b>20</b>	<b>\$2,657</b>	<b>20</b>	<b>\$2,731</b>	<b>-</b>	<b>\$74</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$2	-	\$5	-	\$5	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	-	-	\$3	-	\$3	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	\$1	-	\$1	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$2</b>	<b>-</b>	<b>\$9</b>	<b>-</b>	<b>\$9</b>	<b>-</b>	<b>\$0</b>
<b>Total Budget</b>	<b>18</b>	<b>\$2,354</b>	<b>20</b>	<b>\$2,666</b>	<b>20</b>	<b>\$2,740</b>	<b>-</b>	<b>\$74</b>

**Financial Review**

The 2021 Operating Expense budget for the Performance Management & Analytics department is \$2.74 million, of which \$2.73 million is for PS and 0.009 million is for OTPS.



(Strategic Planning)

**Financial Overview**

Expenditures by account type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	2	\$46	4	\$316	6	\$856	2	\$541
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$0	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$24	-	\$216	-	\$470	-	254
Other Salary	-	-	-	-	-	-	-	-
<b>Subtotal PS</b>	<b>2</b>	<b>\$70</b>	<b>4</b>	<b>\$532</b>	<b>6</b>	<b>\$1,327</b>	<b>2</b>	<b>\$795</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>-</b>	<b>\$0</b>	<b>-</b>	<b>\$815</b>	<b>-</b>	<b>\$15</b>	<b>-</b>	<b>(\$800)</b>
<b>Total Budget</b>	<b>2</b>	<b>\$70</b>	<b>4</b>	<b>\$1,347</b>	<b>6</b>	<b>\$1,342</b>	<b>2</b>	<b>(\$5)</b>

**Financial Review**

The 2021 Operating Expense budget for Strategic Planning is \$1.342 million, of which \$1.327 million is for PS and \$0.015 million is for OTPS.



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## *EVP Finance*

*(Office of the EVP Finance)*

### **Overview / Mission Statement**

The EVP 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;
- 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	4	\$598	5	\$633	5	\$662	-	\$29
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	\$7	-	\$7	-	-
Salary Retro	-	\$5	-	\$4	-	\$4	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$443	-	\$387	-	\$370	-	(16)
Other Salary	-	\$0	-	\$2	-	\$2	-	-
<b>Subtotal PS</b>	<b>4</b>	<b>\$1,046</b>	<b>5</b>	<b>\$1,032</b>	<b>5</b>	<b>\$1,045</b>	<b>-</b>	<b>\$13</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	(\$2)	-	\$1	-	\$1	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$28	-	\$224	-	\$224	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$25</b>	<b>-</b>	<b>\$224</b>	<b>-</b>	<b>\$224</b>	<b>-</b>	<b>\$0</b>
<b>Total Budget</b>	<b>4</b>	<b>\$1,071</b>	<b>5</b>	<b>\$1,256</b>	<b>5</b>	<b>\$1,269</b>	<b>-</b>	<b>\$13</b>

## Financial Review

The 2021 Operating Expense budget for Office of the EVP Finance is \$1.269 million, of which \$1.045 million is for PS and \$0.224 million is for OTPS.



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## *(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**

- Ensures financial transactions of NYCHA and its component units are recorded timely and accurately, manages preparation of Comprehensive Annual Financial Report (CAFR), Single Audit and various reports to HUD and the City and facilitates audits with Deloitte while assuring compliance with GAAP, GASB, and HUD regulations. Manages the fee-for service and cost allocation methodology and develops solutions to meet the respective HUD requirements. Provides critical operational and accounting support in managing programs and entities such as Family Self Sufficiency Program and Fund for Public Housing.
- Ensures accurate and timely payments to over 11,000 permanent employees as well as seasonal and per diem workers. Maintains compliance with federal, state and city regulations along with numerous negotiated collective bargaining unit contracts. Provides high quality customer service to employees and HR in response to inquiries and in the resolution of issues.
- Manages the billing and collection for nearly \$ 4 billion of NYCHA's annual revenues (rent, operating subsidies, capital grants, real estate related etc.) and the recording of such transactions into the Rent Collection system and the general ledger. Administers the parking contract which includes the issuance of permits and the enforcement of parking rules.
- Verifies that purchases in NYCHA's financial system reflect the legal and financial obligations associated with the terms of their respective contracts.
- Manages the accounting and controls for \$ 7.5 billion of net fixed assets along with NYCHA's capital grant commitments.



## Financial Overview

Expenditures by account type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	72	\$5,384	85	\$5,931	81	\$6,056	(4)	\$125
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	\$18	-	\$18	-	-
Salary Retro	-	\$48	-	\$5	-	\$5	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$4,478	-	\$4,242	-	\$3,876	-	(366)
Other Salary	-	\$296	-	\$449	-	\$449	-	-
<b>Subtotal PS</b>	<b>72</b>	<b>\$10,206</b>	<b>85</b>	<b>\$10,646</b>	<b>81</b>	<b>\$10,404</b>	<b>(4)</b>	<b>(\$241)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$7	-	\$10	-	\$10	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$164	-	\$65	-	\$65	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$13	-	\$25	-	\$25	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$184</b>	<b>-</b>	<b>\$100</b>	<b>-</b>	<b>\$100</b>	<b>-</b>	<b>\$0</b>
<b>Total Budget</b>	<b>72</b>	<b>\$10,390</b>	<b>85</b>	<b>\$10,745</b>	<b>81</b>	<b>\$10,504</b>	<b>(4)</b>	<b>(\$241)</b>

## Financial Review

The 2021 Operating Expense budget for Financial Reporting & Accounting Services is \$10.504 million, of which \$10.404 million is for PS and \$0.100 million is for OTPS.



*(Accounts Payable & 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	35	\$2,516	38	\$2,332	36	\$2,554	(2)	\$222
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	(\$0)	-	-	-	-	-	-
Salary Retro	-	\$17	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$2,027	-	\$1,749	-	\$1,706	-	(44)
Other Salary	-	\$146	-	\$192	-	\$192	-	-
<b>Subtotal PS</b>	<b>35</b>	<b>\$4,706</b>	<b>38</b>	<b>\$4,273</b>	<b>36</b>	<b>\$4,452</b>	<b>(2)</b>	<b>\$178</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$10	-	\$20	-	\$20	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$123	-	\$251	-	\$469	-	\$219
Insurance	-	-	-	-	-	\$4	-	\$4
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$19	-	\$20	-	\$20	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$151</b>	<b>-</b>	<b>\$291</b>	<b>-</b>	<b>\$513</b>	<b>-</b>	<b>\$222</b>
<b>Total Budget</b>	<b>35</b>	<b>\$4,858</b>	<b>38</b>	<b>\$4,564</b>	<b>36</b>	<b>\$4,965</b>	<b>(2)</b>	<b>\$401</b>

**Financial Review**

The 2021 Operating Expense budget for Accounts Payable & Utility Management is \$4.965 million, of which \$4.452 million is for PS and \$0.513 million is for OTPS.



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## *(Treasury)*

### **Overview / Mission Statement**

Treasury's mission is to manage cash flow, assure the availability of adequate cash to meet operating and capital expenditure requirements, issue payments directly or facilitate the delivery of payment files to NYCHA's financial institutions, issuance of debt and maintenance of debt covenants, manage bank relationships, manage Fiscal Agent obligations, recording of cash and investment activity, and invest excess cash in HUD-approved investment securities. Treasury's three (3) groups and their responsibilities are as follows:

### **Investments**

- Authority Investments are managed within the Investment group of the Treasury Department, following a formal investment strategy that is periodically updated.
- NYCHA's investment strategy involves a consideration of the basic risks of fixed-income investing, including market risk, credit risk, re-investment risk.
- Investments are placed via a competitive bidding process.
- The Investment group ensures that all assets of the Authority are fully collateralized.

### **Cash Management**

- The Cash Management group manages the cash flow related to investments, operating and capital funds.
- Cash Management prepares a detailed monthly cash flow forecast and reviews actual cash flow activity each month.
- Cash Management provides support for other Departments and individuals at NYCHA, as necessary for business.
- Maintains bank relationships and bank records and arranges for the opening and closing of bank accounts.

### **Treasury Operations**

- Serves as Administrator of the Commercial Card Program (issuing new card, assisting with cardholder issues).
- Provide summary reporting on Commercial Card usage (over \$200K expended per month) and performs a monthly compliance review.
- Manage Authority's checks (payroll, vendor payments and landlord rent) payments and positive pay (fraud prevention) systems.



## Financial Overview

Expenditures by account type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	11	\$950	12	\$987	11	\$978	(1)	(\$9)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$9	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$713	-	\$671	-	\$606	-	(65)
Other Salary	-	\$34	-	\$62	-	\$62	-	-
<b>Subtotal PS</b>	<b>11</b>	<b>\$1,705</b>	<b>12</b>	<b>\$1,719</b>	<b>11</b>	<b>\$1,645</b>	<b>(1)</b>	<b>(\$74)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$1	-	\$12	-	\$12	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$9	-	\$120	-	-	-	(\$120)
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$442	-	\$602	-	\$602	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$451</b>	<b>-</b>	<b>\$734</b>	<b>-</b>	<b>\$614</b>	<b>-</b>	<b>(\$120)</b>
<b>Total Budget</b>	<b>11</b>	<b>\$2,156</b>	<b>12</b>	<b>\$2,453</b>	<b>11</b>	<b>\$2,259</b>	<b>(1)</b>	<b>(\$194)</b>

## Financial Review

The 2021 Operating Expense budget for Treasury is \$2.259 million, of which \$1.645 million is for PS and \$0.614 million is for OTPS.



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## *(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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	9	\$823	10	\$885	9	\$890	(1)	\$5
Salary Part-Time	-	\$3	-	-	-	-	-	-
Seasonal	-	-	-	\$5	-	\$5	-	-
Overtime	-	(\$0)	-	-	-	-	-	-
Salary Retro	-	\$8	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$602	-	\$588	-	\$534	-	(54)
Other Salary	-	\$8	-	\$15	-	\$15	-	-
<b>Subtotal PS</b>	<b>9</b>	<b>\$1,443</b>	<b>10</b>	<b>\$1,493</b>	<b>9</b>	<b>\$1,443</b>	<b>(1)</b>	<b>(\$49)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$2	-	\$5	-	\$5	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	(\$0)	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	(\$0)	-	\$2	-	\$2	-	-
<b>Subtotal OTPS</b>		<b>\$2</b>		<b>\$7</b>		<b>\$7</b>		<b>\$0</b>
<b>Total Budget</b>	<b>9</b>	<b>\$1,445</b>	<b>10</b>	<b>\$1,500</b>	<b>9</b>	<b>\$1,451</b>	<b>(1)</b>	<b>(\$49)</b>

## Financial Review

The 2021 Operating Expense budget for Risk Management is \$1.451 million, of which \$1.443 million is for PS and \$0.007 million is for OTPS.





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## *(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 Chief Operating Officer 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	37	\$2,777	45	\$3,506	43	\$3,613	(2)	\$106
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$5	-	\$20	-	\$20	-	-
Salary Retro	-	\$51	-	\$19	-	\$19	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$2,052	-	\$2,401	-	\$1,550	-	(851)
Other Salary	-	\$40	-	\$105	-	\$105	-	-
<b>Subtotal PS</b>	<b>37</b>	<b>\$4,923</b>	<b>45</b>	<b>\$6,051</b>	<b>43</b>	<b>\$5,306</b>	<b>(2)</b>	<b>(\$745)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$1	-	\$5	-	\$5	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$1	-	\$53	-	\$53	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$2</b>	<b>-</b>	<b>\$58</b>	<b>-</b>	<b>\$58</b>	<b>-</b>	<b>\$0</b>
<b>Total Budget</b>	<b>37</b>	<b>\$4,926</b>	<b>45</b>	<b>\$6,109</b>	<b>43</b>	<b>\$5,365</b>	<b>(2)</b>	<b>(\$745)</b>

#### Financial Review

The 2021 Operating Expense budget for Financial Planning & Analysis is \$5.365 million, of which \$5.306 million is for PS and \$0.058 million is for OTPS.



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## *EVP of Compliance*

*(Office of the EVP Compliance)*

### **Overview / Mission Statement**

The Compliance Department's mission is to ensure that the New York City Housing Authority (NYCHA) complies with laws and regulations and is ethical in fulfilling its overall mission to provide safe, affordable housing to its residents. The Department consists of five units: Executive, Monitoring, Procedures, Compliance Integration Reporting & Evaluation, and Compliance Inquiry Review and Assessment.

### **Responsibilities**

- Oversees NYCHA's compliance with federal, state, and local laws and regulations;
- Ensures the accuracy of NYCHA's regulatory reporting and statements;
- Develops and maintains updated procedures that align with laws and regulations;
- Advises the Environmental Health and Safety Officer about environmental health and safety issues;
- Ensures the integrity of the Public Housing Assessment System (PHAS) and all other inspections at NYCHA;
- Maintains a communication channel for compliance-related complaints made by NYCHA residents, employees, contractors, and the general public;
- Responds to complaints as appropriate;
- Promotes compliance through communication and special initiatives; and
- Ensures that NYCHA management and staff receive appropriate compliance training.



## Financial Overview

Expenditures by account type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	3	\$822	28	\$2,680	9	\$1,001	(19)	(\$1,678)
Salary Part-Time	-	\$44	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$8	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$642	-	\$1,743	-	\$583	-	(1,160)
Other Salary	-	\$3	-	-	-	-	-	-
<b>Subtotal PS</b>	<b>3</b>	<b>\$1,519</b>	<b>28</b>	<b>\$4,422</b>	<b>9</b>	<b>\$1,584</b>	<b>(19)</b>	<b>(\$2,838)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$7	-	\$28	-	\$28	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$30	-	\$45	-	\$295	-	\$250
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$291	-	\$1,811	-	\$1,811	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$328</b>	<b>-</b>	<b>\$1,884</b>	<b>-</b>	<b>\$2,134</b>	<b>-</b>	<b>\$250</b>
<b>Total Budget</b>	<b>3</b>	<b>\$1,846</b>	<b>28</b>	<b>\$6,306</b>	<b>9</b>	<b>\$3,718</b>	<b>(19)</b>	<b>(\$2,588)</b>

## Financial Review

The 2021 Operating Expense budget for the Office of the EVP Compliance is \$3.718 million, of which \$1.584 million is for PS and \$2.134 million is for OTPS.



(Office of the VP Compliance)

**Financial Overview**

Expenditures by Account Type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	19	\$636	6	\$519	32	\$2,970	26	\$2,451
Salary Part-Time		\$15	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$9		-		-		-
Shift Differential		-		-		-		-
Fringe		\$485		\$346		\$1,798		1,452
Other Salary		\$13		-		-		-
<b>Subtotal PS</b>	<b>19</b>	<b>\$1,218</b>	<b>6</b>	<b>\$865</b>	<b>32</b>	<b>\$4,768</b>	<b>26</b>	<b>\$3,903</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		-		-		-		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		-		-		-
<b>Subtotal OTPS</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>
<b>Total Budget</b>	<b>19</b>	<b>\$1,218</b>	<b>6</b>	<b>\$865</b>	<b>32</b>	<b>\$4,768</b>	<b>26</b>	<b>\$3,903</b>

**Financial Review**

The 2021 Operating Expense budget for the Office of the VP Compliance is \$4.768 million, of which \$4.768 million is for PS.



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## *Chief Operating Officer*

### *(Office of the Chief Operating Officer)*

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

The Chief Operating Officer (COO) 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 and VPs act for the COO when required, and work with the COO in the day-to-day operation and administration of the business of the Authority. Each EVP/VP is responsible for a portfolio of Departments and offices within a specific cluster or area.

The following report to the COO:

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

The Chief Operating Officer comprises of the following departments:

- Office of the Chief Operating Officer
  
- 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
  - Asbestos Department
  
- Office of the VP Public Housing Tenancy Administration
  - Public Housing Management Services
  - Applications & Tenancy Administration
  - Public Housing Operations
  
- Quality Assurance Department
  
- VP Waste Management & Pest Control
  - Pest Control
  - Waste Management Unit



- VP Operational Analysis and Contract Management
  - Management and Planning Department
  - Paint Administration
  - Maintenance Repair and Skilled Trades
  - Rapid Response

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	10	\$878	6	\$756	18	\$2,396	12	\$1,640
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal								
Overtime		\$31		\$27		\$27		-
Salary Retro		\$14		-		-		-
Shift Differential		-		-		-		-
Fringe		\$629		\$463		\$1,338		875
Other Salary		\$1		\$3		\$3		-
<b>Subtotal PS</b>	<b>10</b>	<b>\$1,554</b>	<b>6</b>	<b>\$1,249</b>	<b>18</b>	<b>\$3,764</b>	<b>12</b>	<b>\$2,515</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		(\$0)		\$1		\$1		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		-		\$20,743		\$20,743
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		-		-		-
<b>Subtotal OTPS</b>		<b>(\$0)</b>		<b>\$1</b>		<b>\$20,744</b>		<b>\$20,743</b>
<b>Total Budget</b>	<b>10</b>	<b>\$1,554</b>	<b>6</b>	<b>\$1,250</b>	<b>18</b>	<b>\$24,508</b>	<b>12</b>	<b>\$23,258</b>

### Financial Review

The 2021 Operating Expense budget for the Office of the Chief Operating Officer is \$24.50 million, of which \$3.764 million is for PS and \$20.744 million is for OTPS.



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

### **Overview / Mission Statement**

The Office of the VP Public Safety consist of following:

- Safety and Security
- 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	1	\$199	3	\$269	3	\$353	-	\$84
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$2	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$141	-	\$178	-	\$203	-	25
Other Salary	-	-	-	-	-	-	-	-
<b>Subtotal PS</b>	<b>1</b>	<b>\$342</b>	<b>3</b>	<b>\$447</b>	<b>3</b>	<b>\$556</b>	<b>-</b>	<b>\$109</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$12	-	\$1	-	\$1	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	-	-	-	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$12</b>	<b>-</b>	<b>\$1</b>	<b>-</b>	<b>\$1</b>	<b>-</b>	<b>\$0</b>
<b>Total Budget</b>	<b>1</b>	<b>\$354</b>	<b>3</b>	<b>\$448</b>	<b>3</b>	<b>\$557</b>	<b>-</b>	<b>\$109</b>

## Financial Review

The 2021 Operating Expense budget for the Office of the VP Public Safety is \$0.557 million, of which \$0.556 million is for PS and \$0.001 million is for OTPS.



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## *(Office of Safety and Security)*

### **Overview / Mission Statement**

The Office of Safety and Security (OFSS) 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 140 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
- 1200 Waters Place, Bronx, New York

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	50	\$3,954	55	\$3,594	56	\$3,748	1	\$155
Salary Part-Time	0	\$580	-	\$491	-	-	-	(\$491)
Seasonal		-		-		-		-
Overtime		\$449		\$23		\$23		-
Salary Retro		\$41		-		-		-
Shift Differential		\$7		\$10		\$10		-
Fringe		\$3,378		\$2,822		\$2,672		(150)
Other Salary		\$50		\$59		\$59		-
<b>Subtotal PS</b>	<b>50</b>	<b>\$8,460</b>	<b>55</b>	<b>\$6,998</b>	<b>56</b>	<b>\$6,512</b>	<b>1</b>	<b>(\$486)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		(\$355)		\$854		\$854		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		(\$414)		\$13,442		\$13,442		\$0
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		-		-		-
<b>Subtotal OTPS</b>		<b>(\$769)</b>		<b>\$14,295</b>		<b>\$14,296</b>		<b>\$0</b>
<b>Total Budget</b>	<b>50</b>	<b>\$7,691</b>	<b>55</b>	<b>\$21,293</b>	<b>56</b>	<b>\$20,807</b>	<b>1</b>	<b>(\$486)</b>

\* Total Headcount reflected budgeted Full Time Headcount

### Financial Review

The 2021 Operating Expense budget for the Office of Safety and Security is \$20.807 million, of which \$6.512 million is for PS and \$14.296 million is for OTPS.



*(Office of Emergency Management)*

**Overview / Mission Statement**

NYCHA’s Office of Emergency Management (OEM) department was created in 2014 and is the managerial function charged with creating the framework needed to support NYCHA’s operations in disaster response, recovery, and mitigation efforts. NYCHA OEM develops and maintains a strategic network among peer leaders across the City, State and Federal agencies and external stakeholders, to include community-based organizations (CBOs) and community groups, that support accomplishing the department’s mission. OEM provides leadership and guidance on the development and maintenance 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. Some additional department responsibilities include planning, organizing, evaluating, and directing the implementation of NYCHA’s portfolio of emergency preparedness and disaster recovery programs.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	4	\$378	18	\$1,193	18	\$1,263	-	\$70
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$235		-		-		-
Overtime		-		-		-		-
Salary Retro		\$2		-		-		-
Shift Differential		\$3		-		-		-
Fringe		\$283		\$866		\$842		(24)
Other Salary		\$1		-		-		-
<b>Subtotal PS</b>	<b>4</b>	<b>\$901</b>	<b>18</b>	<b>\$2,059</b>	<b>18</b>	<b>\$2,105</b>	<b>-</b>	<b>\$46</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$38		\$16		\$16		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$3		\$485		\$485		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		-		-		-
<b>Subtotal OTPS</b>		<b>\$41</b>		<b>\$501</b>		<b>\$501</b>		<b>\$0</b>
<b>Total Budget</b>	<b>4</b>	<b>\$942</b>	<b>18</b>	<b>\$2,559</b>	<b>18</b>	<b>\$2,606</b>	<b>-</b>	<b>\$46</b>

**Financial Review**

The 2021 Operating Expense budget for the Office of Emergency Management Department is \$2.606 million, of which \$2.105 million is for PS and \$0.501 million is for OTPS.



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

### **Overview / Mission Statement**

The Reporting directly to the Chief Operating Officer 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.



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	2	\$312	3	\$373	4	\$432	1	\$59
Salary Part-Time	.	-	.	-	.	-	-	-
Seasonal		-		-		-		-
Overtime		\$0		-		-		-
Salary Retro		\$1		-		-		-
Shift Differential		-		-		-		-
Fringe		\$220		\$229		\$254		25
Other Salary		\$0		-		-		-
<b>Subtotal PS</b>	<b>2</b>	<b>\$532</b>	<b>3</b>	<b>\$601</b>	<b>4</b>	<b>\$686</b>	<b>1</b>	<b>\$85</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$59		-		-		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$54		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		-		-		-
<b>Subtotal OTPS</b>		<b>\$113</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>
<b>Total Budget</b>	<b>2</b>	<b>\$645</b>	<b>3</b>	<b>\$601</b>	<b>4</b>	<b>\$686</b>	<b>1</b>	<b>\$85</b>

## Financial Review

The 2021 Operating Expense budget for the Office of the VP Healthy Homes Department is \$0.686 million of which \$0.686 million is for PS.



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*(Lead Hazard Control Department)*

**Overview / Mission Statement**

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 Hazard Control Department.
- **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 was to be completed by December 2020, because of Covid19, all the inspections were stopped nearly for seven months. The current plan is to complete the inspections by December 2021.

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



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	94	\$4,184	136	\$9,122	136	\$8,590	-	(\$532)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$1,147		-		-		-
Overtime		\$549		\$15		\$15		-
Salary Retro		\$37		-		-		-
Shift Differential		\$0		-		-		-
Fringe		\$3,333		\$6,564		\$5,668		(896)
Other Salary		\$170		\$35		\$35		-
<b>Subtotal PS</b>	<b>94</b>	<b>\$9,420</b>	<b>136</b>	<b>\$15,736</b>	<b>136</b>	<b>\$14,308</b>	<b>-</b>	<b>(\$1,428)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$224		\$217		\$217		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$1,868		\$5,039		\$29,871		\$24,833
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		-		-		-
<b>Subtotal OTPS</b>		<b>\$2,092</b>		<b>\$5,255</b>		<b>\$30,088</b>		<b>\$24,833</b>
<b>Total Budget</b>	<b>94</b>	<b>\$11,512</b>	<b>136</b>	<b>\$20,992</b>	<b>136</b>	<b>\$44,396</b>	<b>-</b>	<b>\$23,405</b>

## Financial Review

The 2021 Operating Expense budget for the Lead Hazard Control Department is \$44.4 million, of which \$14.3 million is for PS and \$30 million is for OTPS.





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*(Mold Hazard Control Department)*

**Overview / Mission Statement**

As mentioned earlier, we established NYCHA’s Office of Mold Assessment and Remediation (OMAR) in 2018. Its staff are dedicated to addressing mold, and OMAR is organized into the following units:

- The Mold Response Unit, which is composed of project managers and Resident Communication Associates focused on customer service. They work with the independent court appointed Ombudsperson Call Center (OCC) to resolve mold and leaks that haven’t been addressed by the NYCHA staff who initially respond. The Resident Communication Associates interact with both residents and development staff to ensure inspections are scheduled and to expedite the completion of work orders; residents are pleased with this improved communication and dedication to customer service.
- Contract Administration, which works to improve building ventilation by spearheading the ventilation initiative where engineering and contractor services are used to assess and to modernize the ventilation systems. It also oversees contracts to remediate the most critical mold and leak cases.
- Analytics & Process Change, which works with independent data analysts to analyze mold data and determine how we can further refine the Mold Busters process. This team improved data reporting and transparency through a metrics dashboard accessible to all staff, and it’s currently developing a new Standard Procedure for addressing leaks.



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	14	\$575	31	\$2,467	46	\$2,894	15	\$427
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$19		-		-		-
Overtime		\$2		-		-		-
Salary Retro		\$13		-		-		-
Shift Differential		-		-		-		-
Fringe		\$422		\$1,693		\$1,777		84
Other Salary		\$4		\$10		\$10		-
<b>Subtotal PS</b>	<b>14</b>	<b>\$1,035</b>	<b>31</b>	<b>\$4,170</b>	<b>46</b>	<b>\$4,681</b>	<b>15</b>	<b>\$512</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		(\$0)		\$1		\$1		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$299		\$7,827		\$5,527		(\$2,300)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		-		-		-
<b>Subtotal OTPS</b>		<b>\$299</b>		<b>\$7,828</b>		<b>\$5,528</b>		<b>(\$2,300)</b>
<b>Total Budget</b>	<b>14</b>	<b>\$1,333</b>	<b>31</b>	<b>\$11,998</b>	<b>46</b>	<b>\$10,209</b>	<b>15</b>	<b>(\$1,788)</b>

## Financial Review

The 2021 Operating Expense budget for the Mold Hazard Control Department is \$10.2 million, of which \$4.68 million is for PS and \$5.52 million is for OTPS.



*(Office of the VP Waste Management & Pest Control)*

**Overview / Mission Statement**

The Waste Management and Pest Control Department’s mission and highest priority is to improve the residents’ quality of life effected by waste and pests. We are committed to ensuring that trash on the grounds and common areas of each NYCHA development is removed from the premises or stored in a manner that prevents access by pests. We endeavor to maintain a clean and pest free environment optimizing the management of pest and daily waste operations by identifying areas of improvement, through implementation and coordination of recycling and refuse programs, and by administering the compactor maintenance program for all NYCHA’s compactors. We are committed to our residents’ wellbeing, so they can live in a litter-free and pest-free development that they are proud to call home.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	-	-	-	-	1	\$180	1	\$180
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	-	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	-	-	-	-	\$95	-	95
Other Salary	-	-	-	-	-	-	-	-
<b>Subtotal PS</b>	-	-	-	\$0	1	\$275	1	\$275
<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	1	\$275	1	\$275

**Financial Review**

The 2021 Operating Expense budget for the Office of the VP Waste Management & Pest Control is \$0.275 million, of which \$0.275 million is for PS.



*(Integrated Pest Management)*

**Financial Overview**

Expenditures by Account Type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	1	\$88	1	\$91	1	\$91	-	\$0
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal								
Overtime		\$6						
Salary Retro		\$4						
Shift Differential								
Fringe		\$103		\$68		\$56		(12)
Other Salary		\$2		\$2		\$2		
<b>Subtotal PS</b>	<b>1</b>	<b>\$203</b>	<b>1</b>	<b>\$162</b>	<b>1</b>	<b>\$150</b>	<b>-</b>	<b>(\$12)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$15		\$7		\$7		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		(\$0)		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		-		-		-
<b>Subtotal OTPS</b>		<b>\$15</b>		<b>\$7</b>		<b>\$7</b>		<b>\$0</b>
<b>Total Budget</b>	<b>1</b>	<b>\$218</b>	<b>1</b>	<b>\$169</b>	<b>1</b>	<b>\$157</b>	<b>-</b>	<b>(\$12)</b>

**Financial Review**

The 2021 Operating Expense budget for the Integrated Pest Management is \$0.157 million, of which \$0.150 million is for PS and \$0.007 million is for OTPS.



*(Pest Control)*

**Overview / Mission Statement**

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

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	34	\$1,000	88	\$4,865	87	\$4,034	(1)	(\$831)
Salary Part-Time	0	\$5	-	-	-	-	-	-
Seasonal		\$209		\$2,011		\$2,257		246
Overtime		\$24		\$10		\$10		-
Salary Retro		\$18		-		-		-
Shift Differential		-		-		-		-
Fringe		\$727		\$4,009		\$3,131		(878)
Other Salary		\$12		\$20		\$20		-
<b>Subtotal PS</b>	<b>34</b>	<b>\$1,995</b>	<b>88</b>	<b>\$10,916</b>	<b>87</b>	<b>\$9,452</b>	<b>(1)</b>	<b>(\$1,463)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$552		\$1,806		\$1,806		-
Equipment		-		\$2,419		\$2,419		-
Utilities		-		-		-		-
Contracts		\$2,129		\$17,892		\$16,979		(\$914)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		-		-		-
<b>Subtotal OTPS</b>		<b>\$2,681</b>		<b>\$22,118</b>		<b>\$21,204</b>		<b>(\$914)</b>
<b>Total Budget</b>	<b>34</b>	<b>\$4,676</b>	<b>88</b>	<b>\$33,033</b>	<b>87</b>	<b>\$30,656</b>	<b>(1)</b>	<b>(\$2,377)</b>

**Financial Review**

The 2021 Operating Expense budget for the Pest Control Department is \$30.65 million, of which \$9.45 million is for PS and \$21.2 million is for OTPS.



*(Waste Management Unit)*

**Overview / Mission Statement**

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.

**Financial Overview**

Expenditures by Account Type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	18	\$1,349	20	\$1,459	22	\$1,577	2	\$118
Salary Part-Time	-	-	-	-	-	\$92	-	\$92
Seasonal		\$1,006		-		-		-
Overtime		\$790		-		-		-
Salary Retro		\$32		-		-		-
Shift Differential		\$4		-		-		-
Fringe		\$1,715		\$1,169		\$1,008		(161)
Other Salary		\$13		\$12		\$12		-
<b>Subtotal PS</b>	<b>18</b>	<b>\$4,907</b>	<b>20</b>	<b>\$2,641</b>	<b>22</b>	<b>\$2,690</b>	<b>2</b>	<b>\$49</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$37		\$52		\$52		-
Equipment		-		-		\$2,000		\$2,000
Utilities		-		-		-		-
Contracts		\$20		-		\$250		\$250
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		-		-		-
<b>Subtotal OTPS</b>		<b>\$57</b>		<b>\$52</b>		<b>\$2,302</b>		<b>\$2,250</b>
<b>Total Budget</b>	<b>18</b>	<b>\$4,964</b>	<b>20</b>	<b>\$2,693</b>	<b>22</b>	<b>\$4,992</b>	<b>2</b>	<b>\$2,299</b>

**Financial Review**

The 2021 Operating Expense budget for the Waste Management Unit is \$4.99 million, of which \$2.69 million is for PS and \$2.3 million is for OTPS.



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

## **Overview / Mission Statement**

RAD/PACT Conversion Unit – This unit coordinates Property Management activities to ensure the conversions are successful by working in collaboration with the Department of Real Estate & Development, Operations/Property Management Department, and Leased Housing Department, as well as liaise between various NYCHA departments in preparation of the completion of all tasks related to the final conversion of the PACT properties.

Low Income Housing Tax Credit (LIHTC) Unit – The LIHTC Unit is responsible for monitoring NYCHA’s compliance with the LIHTC program. The unit provides oversight and support services to the LLC1 portfolio. The LIHTC team guides staff on various tasks, such as unit rentals and annual recertifications to ensure compliance with LIHTC rules. The unit also serves as a liaison between the investors and our partner, HDC, to ensure all submissions are in accordance with the LIHTC program and fulfills all auditing requirements.

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



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## *(Applications & 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	-	\$5,912	-	\$6,191	-	\$6,139	-	(\$52)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$18	-	-	-	-	-	-
Salary Retro	-	\$24	-	-	-	-	-	-
Shift Differential	-	-	-	\$0	-	\$0	-	-
Fringe	-	\$4,421	-	\$4,616	-	\$4,180	-	(436)
Other Salary	-	\$102	-	\$117	-	\$117	-	-
<b>Subtotal PS</b>	<b>-</b>	<b>\$10,477</b>	<b>-</b>	<b>\$10,924</b>	<b>-</b>	<b>\$10,436</b>	<b>-</b>	<b>(\$488)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$6	-	\$25	-	\$25	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$5	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$0	-	\$1	-	\$1	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$11</b>	<b>-</b>	<b>\$27</b>	<b>-</b>	<b>\$27</b>	<b>-</b>	<b>\$0</b>
<b>Total Budget</b>	<b>-</b>	<b>\$10,488</b>	<b>-</b>	<b>\$10,951</b>	<b>-</b>	<b>\$10,463</b>	<b>-</b>	<b>(\$488)</b>

## Financial Review

The 2021 Operating Expense budget for Applications & Tenancy Administration is \$10.463 million, of which \$10.436 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	21	\$1,930	22	\$1,678	32	\$2,378	10	\$700
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		\$60		60
Overtime		\$14		-		-		-
Salary Retro		\$24		-		-		-
Shift Differential		-		-		-		-
Fringe		\$1,484		\$1,182		\$1,523		341
Other Salary		\$26		\$39		\$39		-
<b>Subtotal PS</b>	<b>21</b>	<b>\$3,479</b>	<b>22</b>	<b>\$2,899</b>	<b>32</b>	<b>\$4,000</b>	<b>10</b>	<b>\$1,101</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$3		\$15		\$15		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$17		\$164		\$464		\$300
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$63		\$1		\$1		-
<b>Subtotal OTPS</b>		<b>\$83</b>		<b>\$180</b>		<b>\$480</b>		<b>\$300</b>
<b>Total Budget</b>	<b>21</b>	<b>\$3,563</b>	<b>22</b>	<b>\$3,079</b>	<b>32</b>	<b>\$4,480</b>	<b>10</b>	<b>\$1,401</b>

**Financial Review**

The 2021 Operating Expense budget for the Public Housing Management Services Department is \$4.48 million, of which \$4 million is for PS and \$0.480 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	20	\$975	6	\$305	21	\$1,460	15	\$1,155
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal				\$332		\$332		-
Overtime		\$6		\$15		\$15		-
Salary Retro		\$2		-		-		-
Shift Differential		-		-		-		-
Fringe		\$679		\$302		\$999		697
Other Salary		\$25		\$24		\$24		-
<b>Subtotal PS</b>	<b>20</b>	<b>\$1,687</b>	<b>6</b>	<b>\$978</b>	<b>21</b>	<b>\$2,830</b>	<b>15</b>	<b>\$1,852</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$1		\$7		\$7		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		-		\$744		\$744
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$0		\$3		\$3		-
<b>Subtotal OTPS</b>		<b>\$1</b>		<b>\$10</b>		<b>\$754</b>		<b>\$744</b>
<b>Total Budget</b>	<b>20</b>	<b>\$1,688</b>	<b>6</b>	<b>\$988</b>	<b>21</b>	<b>\$3,584</b>	<b>15</b>	<b>\$2,596</b>

**Financial Review**

The 2021 Operating Expense budget for the Public Housing Litigation Department is \$3.58 million, of which \$2.83 million is for PS and \$0.754 million is for OTPS.



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## *(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 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 Chief Operating Officer, and (during the term of the Agreement) to the Monitor, SDNY, and HUD



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	14	\$559	20	\$1,342	25	\$1,671	5	\$329
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$1	-	-	-	-	-	-
Salary Retro	-	\$0	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$372	-	\$992	-	\$1,075	-	83
Other Salary	-	\$4	-	-	-	-	-	-
<b>Subtotal PS</b>	<b>14</b>	<b>\$936</b>	<b>20</b>	<b>\$2,334</b>	<b>25</b>	<b>\$2,746</b>	<b>5</b>	<b>\$412</b>
<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>		<b>\$0</b>		<b>\$663</b>		<b>\$663</b>		<b>\$0</b>
<b>Total Budget</b>	<b>14</b>	<b>\$936</b>	<b>20</b>	<b>\$2,997</b>	<b>25</b>	<b>\$3,408</b>	<b>5</b>	<b>\$412</b>

## Financial Review

The 2021 Operating Expense budget for the Quality Assurance Department is \$3.40 million, of which \$2.746 million is for PS and \$0.663 million is for OTPS.



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## *EVP Administration*

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

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

Office of the Executive Vice President and Chief Administrative Officer

The Office of the Executive Vice President and Chief Administrative Officer provides administrative services to the Authority. The departments in this area are responsible for providing the staff, training, 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 the Office of the Executive Vice President and Chief Administrative Officer:

- Customer Contact Center
- Customer Operations
- Employee Engagement
- General Services
- Human Resources
- Real Estate Services



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	4	\$543	4	\$558	4	\$572	-	\$14
Salary Part-Time	.	-	.	-	.	-	-	-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$6		\$0		\$0		-
Shift Differential		-		-		-		-
Fringe		\$382		\$335		\$315		(19)
Other Salary		\$0		\$10		\$10		-
<b>Subtotal PS</b>	<b>4</b>	<b>\$931</b>	<b>4</b>	<b>\$903</b>	<b>4</b>	<b>\$898</b>	<b>-</b>	<b>(\$5)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		-		-		-		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$2		\$2		-		(\$2)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$1		\$33		\$23		(\$11)
<b>Subtotal OTPS</b>		<b>\$2</b>		<b>\$35</b>		<b>\$23</b>		<b>(\$13)</b>
<b>Total Budget</b>	<b>4</b>	<b>\$933</b>	<b>4</b>	<b>\$938</b>	<b>4</b>	<b>\$921</b>	<b>-</b>	<b>(\$17)</b>

## Financial Review

The 2021 Operating Expense budget for the Office of the EVP for Administration is \$0.921 million, of which \$0.898 million is for PS and \$0.023 million is for OTPS.



*(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 20K 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 handling many of the Compliance Department’s property management related inquiries.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	16	\$1,330	16	\$1,336	15	\$1,344	(1)	\$8
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$19	-	\$8	-	\$8	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$980	-	\$921	-	\$842	-	(79)
Other Salary	-	\$30	-	\$26	-	\$26	-	-
<b>Subtotal PS</b>	<b>16</b>	<b>\$2,361</b>	<b>16</b>	<b>\$2,290</b>	<b>15</b>	<b>\$2,219</b>	<b>(1)</b>	<b>(\$71)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$1	-	\$9	-	\$9	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	-	-	-	-	-
<b>Subtotal OTPS</b>		<b>\$1</b>		<b>\$9</b>		<b>\$9</b>		<b>\$0</b>
<b>Total Budget</b>	<b>16</b>	<b>\$2,362</b>	<b>16</b>	<b>\$2,299</b>	<b>15</b>	<b>\$2,228</b>	<b>(1)</b>	<b>(\$71)</b>

**Financial Review**

The 2021 Operating Expense budget for the Customer Operations Department is \$2.228 million, of which \$2.219 million is for PS and \$0.009 million is for OTPS.





(Customer Contact Center)

**Overview / Mission Statement**

The Customer Contact Center (CCC) is NYCHA’s single point of contact for residents to report emergencies and schedule routine maintenance repairs in their apartments and developments. The CCC was first introduced in 2005 to improve the delivery of essential services as well as to improve the overall customer experience.

**Financial Overview**

Expenditures by Account Type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	132	\$6,722	143	\$7,370	143	\$7,361	-	(\$9)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$108	-	\$101	-	\$101	-	-
Salary Retro	-	\$26	-	\$21	-	\$21	-	-
Shift Differential	-	\$17	-	\$15	-	\$15	-	-
Fringe	-	\$5,200	-	\$5,903	-	\$5,479	-	(423)
Other Salary	-	\$87	-	\$80	-	\$80	-	-
<b>Subtotal PS</b>	<b>132</b>	<b>\$12,160</b>	<b>143</b>	<b>\$13,490</b>	<b>143</b>	<b>\$13,058</b>	<b>-</b>	<b>(\$432)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$25	-	\$26	-	\$26	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$4,537	-	\$5,137	-	\$5,137	-	-
Insurance	-	-	-	-	-	\$13	-	\$13
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$1	-	\$1	-	\$1	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$4,564</b>	<b>-</b>	<b>\$5,164</b>	<b>-</b>	<b>\$5,177</b>	<b>-</b>	<b>\$13</b>
<b>Total Budget</b>	<b>132</b>	<b>\$16,723</b>	<b>143</b>	<b>\$18,654</b>	<b>143</b>	<b>\$18,234</b>	<b>-</b>	<b>(\$419)</b>

**Financial Review**

The 2021 Operating Expense budget for the Customer Contact Center Department is \$18.234 million, of which \$13.058 million is for PS and \$5.177 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.

**Financial Overview**

Expenditures by Account Type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	63	\$3,543	65	\$3,567	62	\$3,431	(3)	(\$135)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$1		-		-		-
Overtime		\$34		\$39		\$39		-
Salary Retro		\$34		\$10		\$10		-
Shift Differential		\$4		\$5		\$5		-
Fringe		\$2,853		\$2,769		\$2,453		(316)
Other Salary		\$156		\$156		\$156		-
<b>Subtotal PS</b>	<b>63</b>	<b>\$6,626</b>	<b>65</b>	<b>\$6,547</b>	<b>62</b>	<b>\$6,096</b>	<b>(3)</b>	<b>(\$451)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$287		\$393		\$394		\$1
Equipment		-		\$42		\$7		(\$35)
Utilities		-		-		-		-
Contracts		\$379		\$221		\$225		\$4
Insurance		\$47		\$29		\$45		\$16
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$42		\$326		\$326		-
<b>Subtotal OTPS</b>		<b>\$755</b>		<b>\$1,011</b>		<b>\$997</b>		<b>(\$14)</b>
<b>Total Budget</b>	<b>63</b>	<b>\$7,380</b>	<b>65</b>	<b>\$7,558</b>	<b>62</b>	<b>\$7,093</b>	<b>(3)</b>	<b>(\$465)</b>

**Financial Review**

The 2021 Operating Expense budget for General Services is \$7.093 million, of which \$6.096 million is for PS and \$0.997 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, labor and employee relations, benefits administration, professional development, performance management, and retention of a qualified and talented workforce.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	119	\$8,445	111	\$8,305	122	\$9,173	11	\$868
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$155		-		-		-
Overtime		\$22		\$69		\$69		-
Salary Retro		\$64		\$13		\$13		-
Shift Differential		\$0		-		-		-
Fringe		\$6,336		\$5,818		\$5,892		73
Other Salary		\$302		\$295		\$295		-
<b>Subtotal PS</b>	<b>119</b>	<b>\$15,324</b>	<b>111</b>	<b>\$14,499</b>	<b>122</b>	<b>\$15,441</b>	<b>11</b>	<b>\$942</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$75		\$127		\$127		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$2,392		\$2,133		\$5,747		\$3,614
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$150		\$116		\$116		-
<b>Subtotal OTPS</b>		<b>\$2,618</b>		<b>\$2,376</b>		<b>\$5,990</b>		<b>\$3,614</b>
<b>Total Budget</b>	<b>119</b>	<b>\$17,942</b>	<b>111</b>	<b>\$16,875</b>	<b>122</b>	<b>\$21,431</b>	<b>11</b>	<b>\$4,556</b>

**Financial Review**

The 2021 Operating Expense budget for Human Resources is \$21.431 million, of which \$15.441 million is for PS and \$5.99 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	29	\$2,115	28	\$2,267	27	\$2,130	(1)	(\$137)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$87	-	\$154	-	\$107	-	(47)
Salary Retro	-	\$11	-	\$51	-	\$51	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$1,669	-	\$1,596	-	\$1,374	-	(222)
Other Salary	-	\$53	-	\$70	-	\$70	-	-
<b>Subtotal PS</b>	<b>29</b>	<b>\$3,936</b>	<b>28</b>	<b>\$4,138</b>	<b>27</b>	<b>\$3,731</b>	<b>(1)</b>	<b>(\$407)</b>
<b>OTPS</b>								
Leases	-	\$1,384	-	\$25,000	-	\$16,899	-	(\$8,101)
Supplies	-	\$47	-	\$26	-	\$26	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$3	-	\$15	-	\$15	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$19	-	\$1	-	\$1	-	-
<b>Subtotal OTPS</b>		<b>\$1,453</b>		<b>\$25,043</b>		<b>\$16,942</b>		<b>(\$8,101)</b>
<b>Total Budget</b>	<b>29</b>	<b>\$5,388</b>	<b>28</b>	<b>\$29,181</b>	<b>27</b>	<b>\$20,673</b>	<b>(1)</b>	<b>(\$8,508)</b>

**Financial Review**

The 2021 Operating Expense budget for the Office of Real Estate Services is \$20.67 million, of which \$3.73 million is for PS and \$16.94 million is for OTPS.



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## *EVP for Community Engagement & Partnerships*

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

### **Overview / Mission Statement**

The Department of Community Engagement & Partnerships (CEP) engages and connects NYCHA residents to critical programs, services, and the priorities within NextGeneration NYCHA (NextGen) —the Authority’s 10-year strategic plan. CEP supports NYCHA’s extensive network of Resident Associations and also 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
- Office of Public Private Partnerships



(Office of the EVP for Community Engagement & Partnerships)

**Financial Overview**

Expenditures by Account Type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	3	\$416	3	\$318	2	\$309	(1)	(\$9)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$4	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$304	-	\$201	-	\$167	-	(34)
Other Salary	-	\$0	-	\$2	-	\$2	-	-
<b>Subtotal PS</b>	<b>3</b>	<b>\$723</b>	<b>3</b>	<b>\$521</b>	<b>2</b>	<b>\$479</b>	<b>(1)</b>	<b>(\$43)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$1	-	\$8	-	\$8	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	\$1,424	-	-	-	(\$1,424)
Contracts	-	\$5	-	\$50	-	\$596	-	\$546
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$24	-	\$88	-	\$88	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$30</b>	<b>-</b>	<b>\$1,570</b>	<b>-</b>	<b>\$691</b>	<b>-</b>	<b>(\$878)</b>
<b>Total Budget</b>	<b>3</b>	<b>\$753</b>	<b>3</b>	<b>\$2,091</b>	<b>2</b>	<b>\$1,170</b>	<b>(1)</b>	<b>(\$921)</b>

**Financial Review**

The 2021 Operating Expense budget for the Office of EVP for Community Engagement & Partnerships is \$1.17 million, of which \$0.48 million is for PS and \$0.69 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	47	\$3,055	49	\$3,252	55	\$3,389	6	\$137
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$4	-	-	-	-	-	-
Salary Retro	-	\$40	-	-	-	-	-	-
Shift Differential	-	-	-	\$1	-	\$1	-	(0)
Fringe	-	\$2,222	-	\$2,406	-	\$2,279	-	(127)
Other Salary	-	\$39	-	\$35	-	\$34	-	(2)
<b>Subtotal PS</b>	<b>47</b>	<b>\$5,360</b>	<b>49</b>	<b>\$5,695</b>	<b>55</b>	<b>\$5,703</b>	<b>6</b>	<b>\$8</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$77	-	\$21	-	\$21	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$187	-	\$432	-	\$1,133	-	\$701
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$195	-	\$26	-	\$26	-	-
<b>Subtotal OTPS</b>		<b>\$459</b>		<b>\$480</b>		<b>\$1,180</b>		<b>\$701</b>
<b>Total Budget</b>	<b>47</b>	<b>\$5,819</b>	<b>49</b>	<b>\$6,174</b>	<b>55</b>	<b>\$6,883</b>	<b>6</b>	<b>\$709</b>

**Financial Review**

The 2021 Operating Expense budget for the Resident Economic Empowerment and Sustainability (REES) department is \$6.883 million, of which \$5.703 million is for PS and \$1.18 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	54	\$3,795	60	\$3,642	69	\$4,014	9	\$372
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$6	-	\$3	-	\$3	-	-
Salary Retro	-	\$39	-	-	-	-	-	-
Shift Differential	-	\$0	-	\$0	-	\$0	-	(0)
Fringe	-	\$2,959	-	\$2,737	-	\$2,785	-	48
Other Salary	-	\$103	-	\$82	-	\$80	-	(2)
<b>Subtotal PS</b>	<b>54</b>	<b>\$6,902</b>	<b>60</b>	<b>\$6,464</b>	<b>69</b>	<b>\$6,882</b>	<b>9</b>	<b>\$418</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$84	-	\$14	-	\$14	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	\$729	-	-	-	-	-	-
Contracts	-	\$1,854	-	\$1,866	-	\$3,716	-	\$1,850
Insurance	-	\$26	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$2,732	-	\$36	-	\$36	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$5,425</b>	<b>-</b>	<b>\$1,916</b>	<b>-</b>	<b>\$3,766</b>	<b>-</b>	<b>\$1,850</b>
<b>Total Budget</b>	<b>54</b>	<b>\$12,328</b>	<b>60</b>	<b>\$8,381</b>	<b>69</b>	<b>\$10,648</b>	<b>9</b>	<b>\$2,268</b>

**Financial Review**

The 2021 Operating Expense budget for the Family Partnerships department is \$10.648 million, of which \$6.882 million is for PS and \$3.766 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	65	\$4,093	76	\$4,638	76	\$4,507	-	(\$131)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$14	-	\$34	-	\$32	-	(2)
Salary Retro	-	\$18	-	-	-	-	-	-
Shift Differential	-	\$0	-	\$0	-	\$0	-	(0)
Fringe	-	\$3,167	-	\$2,851	-	\$2,236	-	(615)
Other Salary	-	\$75	-	\$65	-	\$62	-	(3)
<b>Subtotal PS</b>	<b>65</b>	<b>\$7,367</b>	<b>76</b>	<b>\$7,588</b>	<b>76</b>	<b>\$6,837</b>	<b>-</b>	<b>(\$751)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$14	-	\$32	-	\$32	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$46	-	\$35	-	\$35	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$686	-	\$2,339	-	\$2,319	-	(\$20)
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$746</b>	<b>-</b>	<b>\$2,406</b>	<b>-</b>	<b>\$2,386</b>	<b>-</b>	<b>(\$20)</b>
<b>Total Budget</b>	<b>65</b>	<b>\$8,113</b>	<b>76</b>	<b>\$9,994</b>	<b>76</b>	<b>\$9,223</b>	<b>-</b>	<b>(\$771)</b>

**Financial Review**

The 2021 Operating Expense budget for the Resident Engagement department is \$9.223 million, of which \$6.837 million is for PS and \$2.386 million is for OTPS.



*(Community Development)*

**Overview / Mission Statement**

Engages Residents on real estate programs related to new construction (such as 100% Affordable, NextGeneration (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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	32	\$1,477	32	\$1,958	38	\$2,002	6	\$44
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$34	-	\$35	-	\$34	-	(2)
Salary Retro	-	\$16	-	-	-	-	-	-
Shift Differential	-	\$0	-	\$0	-	\$0	-	(0)
Fringe	-	\$1,109	-	\$1,466	-	\$1,415	-	(51)
Other Salary	-	\$29	-	\$30	-	\$29	-	(1)
<b>Subtotal PS</b>	<b>32</b>	<b>\$2,665</b>	<b>32</b>	<b>\$3,490</b>	<b>38</b>	<b>\$3,480</b>	<b>6</b>	<b>(\$10)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	(\$0)	-	\$10	-	\$10	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$281	-	\$88	-	\$88	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$7	-	\$48	-	\$48	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$288</b>	<b>-</b>	<b>\$146</b>	<b>-</b>	<b>\$146</b>	<b>-</b>	<b>\$0</b>
<b>Total Budget</b>	<b>32</b>	<b>\$2,953</b>	<b>32</b>	<b>\$3,636</b>	<b>38</b>	<b>\$3,626</b>	<b>6</b>	<b>(\$10)</b>

**Financial Review**

The 2021 Operating Expense budget for the Community Development department is \$3.626 million, of which \$3.480 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	5	\$262	5	\$411	6	\$453	1	\$42
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	\$0	-	\$0	-	-
Salary Retro	-	\$6	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$191	-	\$279	-	\$295	-	16
Other Salary	-	\$3	-	\$3	-	\$3	-	-
<b>Subtotal PS</b>	<b>5</b>	<b>\$462</b>	<b>5</b>	<b>\$692</b>	<b>6</b>	<b>\$750</b>	<b>1</b>	<b>\$58</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$1	-	\$3	-	\$3	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$3	-	\$1	-	\$1	-	-
<b>Subtotal OTPS</b>		<b>\$4</b>		<b>\$3</b>		<b>\$3</b>		<b>\$0</b>
<b>Total Budget</b>	<b>5</b>	<b>\$466</b>	<b>5</b>	<b>\$696</b>	<b>6</b>	<b>\$753</b>	<b>1</b>	<b>\$58</b>

**Financial Review**

The 2021 Operating Expense budget for the Community Health Initiatives department is \$0.753 million, of which \$0.750 million is for PS and \$0.003 million is for OTPS.



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*(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
- JP Morgan Chase & Co.
- The Rockefeller Fund
- USTA
- New York Community Trust
- Carmelo Anthony Foundation



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	1	\$22	4	\$218	4	\$341	-	\$123
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$6	-	\$0	-	\$0	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$25	-	\$169	-	\$213	-	44
Other Salary	-	\$0	-	\$4	-	\$4	-	-
<b>Subtotal PS</b>	<b>1</b>	<b>\$52</b>	<b>4</b>	<b>\$390</b>	<b>4</b>	<b>\$558</b>	<b>-</b>	<b>\$167</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	(\$1)	-	\$2	-	\$2	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$4	-	\$81	-	\$81	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$0	-	\$63	-	\$63	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$3</b>	<b>-</b>	<b>\$145</b>	<b>-</b>	<b>\$145</b>	<b>-</b>	<b>\$0</b>
<b>Total Budget</b>	<b>1</b>	<b>\$55</b>	<b>4</b>	<b>\$535</b>	<b>4</b>	<b>\$703</b>	<b>-</b>	<b>\$167</b>

## Financial Review

The 2021 Operating Expense budget for the Office of Public Private Partnerships is \$0.703 million, of which \$0.558 million is for PS and \$0.145 million is for OTPS.



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## *Operations*

### **Overview / Mission Statement**

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
- SVP Support Services Office
- Heating Management Services
- Technical Services
- Maintenance, Repair & Skilled Trades
- Elevator Services and Repair
- Emergency Services
- Mixed Finance Asset Management Office
- 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	8	\$1,105	5	\$674	258	\$12,608	253	\$11,934
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$75		-		-		-
Salary Retro		\$14		-		-		-
Shift Differential		\$1		-		-		-
Fringe		\$836		\$461		\$9,567		9,106
Other Salary		\$3		\$3		\$3		-
<b>Subtotal PS</b>	<b>8</b>	<b>\$2,034</b>	<b>5</b>	<b>\$1,138</b>	<b>258</b>	<b>\$22,178</b>	<b>253</b>	<b>\$21,040</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$4		\$0		-		(\$0)
Equipment		-		-		-		-
Utilities		\$811		-		\$983		\$983
Contracts		\$533		\$1,000		-		(\$1,000)
Insurance		\$60		\$71		\$179		\$108
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		(\$42)		\$206		-		(\$206)
<b>Subtotal OTPS</b>		<b>\$1,366</b>		<b>\$1,277</b>		<b>\$1,161</b>		<b>(\$116)</b>
<b>Total Budget</b>	<b>8</b>	<b>\$3,399</b>	<b>5</b>	<b>\$2,415</b>	<b>258</b>	<b>\$23,339</b>	<b>253</b>	<b>\$20,924</b>

Financial Review

The 2021 Operating Expense budget for Office of the EVP Operations is \$23.34 million, of which \$22.18 million is for PS and \$1.16 million is for OTPS.



(SVP Support Services Office)

**Overview / Mission Statement**

The office of support services oversees teams of specialized resource advisors for all major skilled trades utilized by NYCHA for the maintenance and preservation of New York’s public housing.

**Financial Overview**

Expenditures by Account Type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	3	\$388	4	\$427	3	\$378	(1)	(\$49)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$1		-		-		-
Salary Retro		\$1		-		-		-
Shift Differential		-		-		-		-
Fringe		\$210		\$306		\$241		(65)
Other Salary		-		\$1		\$1		-
<b>Subtotal PS</b>	<b>3</b>	<b>\$601</b>	<b>4</b>	<b>\$734</b>	<b>3</b>	<b>\$621</b>	<b>(1)</b>	<b>(\$113)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$1		\$10		\$10		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$80		\$98		\$103		\$4
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$0		\$1		\$1		-
<b>Subtotal OTPS</b>		<b>\$80</b>		<b>\$110</b>		<b>\$114</b>		<b>\$4</b>
<b>Total Budget</b>	<b>3</b>	<b>\$681</b>	<b>4</b>	<b>\$844</b>	<b>3</b>	<b>\$735</b>	<b>(1)</b>	<b>(\$109)</b>

**Financial Review**

The 2021 Operating Expense budget for SVP Support Services Office is \$0.735 million, of which \$0.621 million is for PS and \$0.114 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	555	\$28,662	575	\$31,319	577	\$35,468	2	\$4,149
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$865		\$1,318		\$1,318		-
Overtime		\$12,851		\$10,971		\$8,636		(2,335)
Salary Retro		\$296		-		-		-
Shift Differential		\$988		\$958		\$958		-
Fringe		\$31,296		\$31,285		\$27,756		(3,529)
Other Salary		\$459		\$506		\$506		-
<b>Subtotal PS</b>	<b>555</b>	<b>\$75,417</b>	<b>575</b>	<b>\$76,357</b>	<b>577</b>	<b>\$74,642</b>	<b>2</b>	<b>(\$1,715)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$166		\$111		\$111		-
Equipment		-		-		\$569		\$569
Utilities		-		-		-		-
Contracts		\$332		-		\$801		\$801
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$244		\$2,230		\$423		(\$1,808)
<b>Subtotal OTPS</b>		<b>\$742</b>		<b>\$2,342</b>		<b>\$1,904</b>		<b>(\$438)</b>
<b>Total Budget</b>	<b>555</b>	<b>\$76,159</b>	<b>575</b>	<b>\$78,699</b>	<b>577</b>	<b>\$76,546</b>	<b>2</b>	<b>(\$2,153)</b>

**Financial Review**

The 2021 Operating Expense budget for Heating Management Services is \$76.546 million, of which \$74.642 million is for PS and \$1.904 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	40	\$2,335	68	\$4,069	68	\$3,855	-	(\$214)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$244		\$755		\$580		(176)
Salary Retro		\$49		-		-		-
Shift Differential		-		-		-		-
Fringe		\$2,017		\$3,210		\$2,764		(446)
Other Salary		\$45		\$72		\$72		-
<b>Subtotal PS</b>	<b>40</b>	<b>\$4,690</b>	<b>68</b>	<b>\$8,106</b>	<b>68</b>	<b>\$7,271</b>	<b>-</b>	<b>(\$836)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$48		\$160		\$160		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$1,465		\$796		\$270		(\$526)
Insurance		-		-		\$44		\$44
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$1,374		\$61		\$25		(\$35)
<b>Subtotal OTPS</b>		<b>\$2,887</b>		<b>\$1,017</b>		<b>\$500</b>		<b>(\$517)</b>
<b>Total Budget</b>	<b>40</b>	<b>\$7,577</b>	<b>68</b>	<b>\$9,123</b>	<b>68</b>	<b>\$7,770</b>	<b>-</b>	<b>(\$1,353)</b>

**Financial Review**

The 2021 Operating Expense budget for Technical Services is \$7.770 million, of which \$7.271 million is for PS and \$0.500 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:

- *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 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	110	\$11,322	174	\$14,537	221	\$17,186	47	\$2,648
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$8,654		\$644		\$644		-
Overtime		\$12,325		\$9,456		\$7,258		(2,198)
Salary Retro		\$396		-		-		-
Shift Differential		\$8		\$3		\$3		-
Fringe		\$15,717		\$13,911		\$13,333		(578)
Other Salary		\$307		\$247		\$247		-
<b>Subtotal PS</b>	<b>110</b>	<b>\$48,730</b>	<b>174</b>	<b>\$38,798</b>	<b>221</b>	<b>\$38,670</b>	<b>47</b>	<b>(\$128)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$1,247		\$1,136		\$1,130		(\$6)
Equipment		(\$1)		\$993		\$1,030		\$37
Utilities		-		-		-		-
Contracts		\$541		\$382		\$2,061		\$1,679
Insurance		-		-		\$45		\$45
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$156		\$174		\$174		-
<b>Subtotal OTPS</b>		<b>\$1,943</b>		<b>\$2,685</b>		<b>\$4,440</b>		<b>\$1,755</b>
<b>Total Budget</b>	<b>110</b>	<b>\$50,674</b>	<b>174</b>	<b>\$41,483</b>	<b>221</b>	<b>\$43,111</b>	<b>47</b>	<b>\$1,628</b>

**Financial Review**

The 2021 Operating Expense budget for Maintenance, Repair & Skilled Trades is \$41.288 million, of which \$36.880 million is for PS and \$4.408 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	413	\$35,517	473	\$37,380	521	\$40,233	48	\$2,854
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal						\$3,719		3,719
Overtime		\$11,130		\$11,580		\$10,754		(827)
Salary Retro		\$133		-		-		-
Shift Differential		\$729		\$723		\$723		-
Fringe		\$33,838		\$33,355		\$28,673		(4,681)
Other Salary		\$188		\$174		\$174		0
<b>Subtotal PS</b>	<b>413</b>	<b>\$81,536</b>	<b>473</b>	<b>\$83,212</b>	<b>521</b>	<b>\$84,277</b>	<b>48</b>	<b>\$1,065</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$263		\$719		\$253		(\$466)
Equipment		-		-		\$250		\$250
Utilities		-		-		-		-
Contracts		\$250		\$0		\$0		-
Insurance		-		-		\$4		\$4
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$77		\$76		\$76		-
<b>Subtotal OTPS</b>		<b>\$590</b>		<b>\$795</b>		<b>\$582</b>		<b>(\$212)</b>
<b>Total Budget</b>	<b>413</b>	<b>\$82,126</b>	<b>473</b>	<b>\$84,007</b>	<b>521</b>	<b>\$84,859</b>	<b>48</b>	<b>\$853</b>

**Financial Review**

The 2021 Operating Expense budget for Elevators Services & Repair is \$84.859 million, of which \$84.277 million is for PS and \$0.582 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, when they occur in developments or other NYCHA structures throughout the five boroughs. ESD personnel handle emergency and high-level communications and manage/respond to after-hours maintenance calls. ESD provides NYCHA supervisors and field staff with viable means of communicating to ensure employee safety, coordination of major emergencies, and improved productivity. Besides its response vehicles (both normal and specialized) and smaller equipment, ESD also manages and deploys larger scale emergency response equipment such as electrical generators, flood panels, and rapid deployment structures.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	124	\$7,147	150	\$8,811	162	\$9,501	12	\$690
Salary Part-Time	12	\$561	-	\$298	-	-	-	(\$298)
Seasonal		-		\$85		-		(85)
Overtime		\$1,196		\$1,470		\$1,164		(305)
Salary Retro		\$73		-		-		-
Shift Differential		\$297		\$270		\$270		-
Fringe		\$6,745		\$7,819		\$7,676		(142)
Other Salary		\$89		\$96		\$96		-
<b>Subtotal PS</b>	<b>124</b>	<b>\$16,109</b>	<b>150</b>	<b>\$18,848</b>	<b>162</b>	<b>\$18,707</b>	<b>12</b>	<b>(\$141)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$813		\$477		\$668		\$191
Equipment		-		\$1,344		\$33		(\$1,310)
Utilities		-		-		-		-
Contracts		\$435		\$2,631		\$2,131		(\$500)
Insurance		-		-		\$76		\$76
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$38		\$341		\$45		(\$296)
<b>Subtotal OTPS</b>		<b>\$1,287</b>		<b>\$4,792</b>		<b>\$2,953</b>		<b>(\$1,839)</b>
<b>Total Budget</b>	<b>124</b>	<b>\$17,396</b>	<b>150</b>	<b>\$23,640</b>	<b>162</b>	<b>\$21,660</b>	<b>12</b>	<b>(\$1,980)</b>

**Financial Review**

The 2021 Operating Expense budget for The Emergency Services Department is \$21.660 million, of which \$18.707 million is for PS and \$2.953 million is for OTPS.



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*(Mixed Finance Asset Management Office)*

**Overview / Mission Statement**

The Mixed Finance Asset Management Office is responsible for the daily operation and maintenance of various units in Brooklyn, Manhattan, Staten Island, and the Bronx. This portfolio includes former city and state-funded developments, and those managed from the same consolidated Asset Management Projects (AMPs). In March 2010, NYCHA received 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 federally subsidize these 21 developments.

An important component of the Mixed Finance initiative is the Low-Income Housing Tax Credit (LIHTC) Program. These developments are considered LLC-I's (tax credit unit) and receive public housing funding for their approximately 11,700 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 from public housing to Section 8 voucher units, which would allow NYCHA 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.

The Mixed Finance portfolio currently has 13 LLC-I developments and two in LLC-II. There are seven developments currently in Mixed Finance Conventional.



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	200	\$15,602	238	\$13,587	190	\$15,390	(48)	\$1,803
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$1,182		\$594		\$741		147
Overtime		\$5,043		\$5,904		\$4,532		(1,372)
Salary Retro		\$189		-		-		-
Shift Differential		\$0		\$0		\$0		-
Fringe		\$14,813		\$13,924		\$11,764		(2,161)
Other Salary		\$247		\$249		\$249		-
<b>Subtotal PS</b>	<b>200</b>	<b>\$37,076</b>	<b>238</b>	<b>\$34,258</b>	<b>190</b>	<b>\$32,676</b>	<b>(48)</b>	<b>(\$1,583)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$57		\$50		\$50		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$90		\$178		\$253		\$75
Insurance		-		-		\$4		\$4
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$33		\$4,811		\$4,782		(\$29)
<b>Subtotal OTPS</b>		<b>\$180</b>		<b>\$5,039</b>		<b>\$5,088</b>		<b>\$49</b>
<b>Total Budget</b>	<b>200</b>	<b>\$37,255</b>	<b>238</b>	<b>\$39,297</b>	<b>190</b>	<b>\$37,764</b>	<b>(48)</b>	<b>(\$1,533)</b>

## Financial Review

The 2021 Operating Expense budget for Mixed Finance Asset Management Office is \$37.8 million, of which \$32.8 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 and 14,468 units in Brooklyn, Manhattan, Staten Island, and the Bronx. Just over 11,700 dwelling units receive their federal funding from HUD, with Section 8 subsidies applicable for the remaining 2,600+ units. These 13 developments are required to be in compliance with strict IRS LIHTC rules and regulations along with Section 8 voucher program HQS standards.

**Financial Overview**

Expenditures by Account Type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	270	\$19,648	300	\$22,931	300	\$13,925	-	(\$9,005)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$48		-		-		-
Overtime		\$4,004		\$2,514		\$2,514		-
Salary Retro		\$264		-		-		-
Shift Differential		\$73		\$234		\$244		10
Fringe		\$20,326		\$18,486		\$12,231		(6,255)
Other Salary		\$419		\$406		\$340		(66)
<b>Subtotal PS</b>	<b>270</b>	<b>\$44,783</b>	<b>300</b>	<b>\$44,571</b>	<b>300</b>	<b>\$29,255</b>	<b>-</b>	<b>(\$15,316)</b>
<b>OTPS</b>								
Leases		\$17		-		-		-
Supplies		\$7,091		\$7,438		\$7,590		\$151
Equipment		\$3,914		\$921		\$969		\$48
Utilities		\$28,221		\$30,250		\$41,452		\$11,201
Contracts		\$18,104		\$18,488		\$26,061		\$7,572
Insurance		\$1,028		\$1,125		\$4,052		\$2,927
Section 8 Payments		-		-		-		-
Debt Service		\$116		\$94		\$64		(\$30)
Other OTPS		\$5,149		\$462		\$466		\$5
<b>Subtotal OTPS</b>		<b>\$63,640</b>		<b>\$58,778</b>		<b>\$80,653</b>		<b>\$21,875</b>
<b>Total Budget</b>	<b>270</b>	<b>\$108,423</b>	<b>300</b>	<b>\$103,349</b>	<b>300</b>	<b>\$109,908</b>	<b>-</b>	<b>\$6,559</b>

**Financial Review**

The 2021 Operating Expense budget for Tax Credit LLC is \$109.9 million, of which \$29.2 million is for PS and \$80.6 million is for OTPS.





(Non-Tax Credit LLC)

**Overview / Mission Statement**

Non-tax credit LLC (LLC-II) is responsible for operations and maintenance of two developments in Brooklyn. These locations do not have LIHTC's attached and their only source of funding is through the Section 8 voucher program and shared federal subsidies. The two current LLC-II developments are planned to eventually transition to the PACT program in the coming years.

**Financial Overview**

Expenditures by Account Type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	66	\$7,053	49	\$5,585	49	\$2,246	-	(\$3,339)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		(\$0)		-		-		-
Overtime		\$1,283		\$506		\$253		(253)
Salary Retro		\$112		-		-		-
Shift Differential		\$2		\$52		\$26		(26)
Fringe		\$7,440		\$4,080		\$1,955		(2,126)
Other Salary		\$137		\$76		\$34		(42)
<b>Subtotal PS</b>	<b>66</b>	<b>\$16,026</b>	<b>49</b>	<b>\$10,299</b>	<b>49</b>	<b>\$4,514</b>	<b>-</b>	<b>(\$5,785)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$1,956		\$1,682		\$760		(\$922)
Equipment		\$293		\$211		\$106		(\$106)
Utilities		\$9,957		\$5,678		\$4,006		(\$1,673)
Contracts		\$5,943		\$4,814		\$3,217		(\$1,597)
Insurance		\$346		\$393		\$1,373		\$980
Section 8 Payments		-		-		-		-
Debt Service		\$60		\$42		\$31		(\$11)
Other OTPS		\$96		\$52		\$26		(\$26)
<b>Subtotal OTPS</b>		<b>\$18,653</b>		<b>\$12,873</b>		<b>\$9,518</b>		<b>(\$3,355)</b>
<b>Total Budget</b>	<b>66</b>	<b>\$34,679</b>	<b>49</b>	<b>\$23,172</b>	<b>49</b>	<b>\$14,031</b>	<b>-</b>	<b>(\$9,140)</b>

**Financial Review**

The 2021 Operating Expense budget for Non-Tax Credit LLC is \$14 million, of which \$4.5 million is for PS and \$9.5 million is for OTPS.



(Mixed Finance Conventional)

**Overview / Mission Statement**

The 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	374	\$6,793	400	\$7,995	395	\$20,186	(5)	\$12,191
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$0		-		-		-
Overtime		\$1,330		\$1,085		\$1,049		(35)
Salary Retro		(\$24)		-		-		-
Shift Differential		\$12		\$109		\$114		5
Fringe		\$3,638		\$11,524		\$17,073		5,549
Other Salary		\$146		\$208		\$137		(71)
<b>Subtotal PS</b>	<b>374</b>	<b>\$11,896</b>	<b>400</b>	<b>\$20,921</b>	<b>395</b>	<b>\$38,560</b>	<b>(5)</b>	<b>\$17,640</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$2,263		\$2,535		\$2,541		\$6
Equipment		\$471		\$305		\$331		\$26
Utilities		\$15,329		\$16,790		\$14,874		(\$1,916)
Contracts		\$9,136		\$6,058		\$9,198		\$3,140
Insurance		\$354		\$366		\$1,037		\$670
Section 8 Payments		-		-		-		-
Debt Service		\$26		\$42		\$35		(\$7)
Other OTPS		\$98		\$619		\$67		(\$552)
<b>Subtotal OTPS</b>		<b>\$27,677</b>		<b>\$26,715</b>		<b>\$28,083</b>		<b>\$1,368</b>
<b>Total Budget</b>	<b>374</b>	<b>\$39,573</b>	<b>400</b>	<b>\$47,636</b>	<b>395</b>	<b>\$66,643</b>	<b>(5)</b>	<b>\$19,008</b>

**Financial Review**

The 2021 Operating Expense budget for Mixed Finance Conventional is \$66.6 million, of which \$38.5 million is for PS and \$28.1 million is for OTPS.



*(Management & Planning)*

**Overview / Mission Statement**

The Department of Management and Planning provides support functions to property management. The department provides analytical support and short-term maintenance-related process improvements. Additional responsibilities include the contract release adjustment unit which adjusts blanket contract authorizations in NYCHA’s financial system. The department also oversees NYCHA’s contracts with privately managed developments.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	18	\$1,456	55	\$4,335	340	\$22,634	285	\$18,299
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$9,225		\$9,668		\$11,185		1,517
Overtime		\$4,686		\$4,170		\$3,201		(969)
Salary Retro		\$78		-		-		-
Shift Differential		-		-		-		-
Fringe		\$2,888		\$4,794		\$16,852		12,058
Other Salary		\$22		\$21		\$21		-
<b>Subtotal PS</b>	<b>18</b>	<b>\$18,355</b>	<b>55</b>	<b>\$22,989</b>	<b>340</b>	<b>\$53,894</b>	<b>285</b>	<b>\$30,905</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$178		\$33		\$4,979		\$4,946
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$857		\$26,500		\$26,036		(\$464)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$6		\$0		\$0		-
<b>Subtotal OTPS</b>		<b>\$1,040</b>		<b>\$26,533</b>		<b>\$31,015</b>		<b>\$4,482</b>
<b>Total Budget</b>	<b>18</b>	<b>\$19,395</b>	<b>55</b>	<b>\$49,522</b>	<b>340</b>	<b>\$84,909</b>	<b>285</b>	<b>\$35,387</b>

**Financial Review**

The 2021 Operating Expense budget for Department of Management & Planning is \$84.9 million, of which \$53.9 million is for PS and \$31 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<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>\$0</b>	-	<b>\$0</b>	-	<b>\$0</b>	-	<b>\$0</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		(\$0)		-		-		-
Equipment		(\$0)		-		-		-
Utilities		\$4,955		\$5,853		\$4,885		(\$969)
Contracts		\$16,599		\$15,083		\$15,083		(\$1)
Insurance		\$131		\$213		\$1,014		\$801
Section 8 Payments		\$3,544		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$16		\$552		-		(\$552)
<b>Subtotal OTPS</b>		<b>\$25,245</b>		<b>\$21,702</b>		<b>\$20,981</b>		<b>(\$720)</b>
<b>Total Budget</b>	-	<b>\$25,246</b>	-	<b>\$21,702</b>	-	<b>\$20,981</b>	-	<b>(\$720)</b>

**Financial Review**

The 2020 Operating Expense budget for Private Management is \$20.981 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	1,116	\$58,538	1,188	\$60,958	1,145	\$63,799	(43)	\$2,840
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$1,763		\$662		\$826		164
Overtime		\$17,795		\$10,094		\$8,962		(1,132)
Salary Retro		\$826		-		-		-
Shift Differential		\$112		\$469		\$514		45
Fringe		\$59,756		\$57,880		\$52,952		(4,928)
Other Salary		\$1,338		\$1,109		\$989		(120)
<b>Subtotal PS</b>	<b>1,116</b>	<b>\$140,129</b>	<b>1,188</b>	<b>\$131,171</b>	<b>1,145</b>	<b>\$128,041</b>	<b>(43)</b>	<b>(\$3,130)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$16,247		\$17,256		\$16,295		(\$961)
Equipment		\$3,815		\$1,800		\$2,208		\$408
Utilities		\$90,383		\$100,807		\$89,657		(\$11,150)
Contracts		\$52,807		\$33,372		\$65,581		\$32,209
Insurance		\$1,743		\$1,988		\$10,673		\$8,685
Section 8 Payments		\$17,056		-		-		-
Debt Service		\$495		\$456		\$706		\$249
Other OTPS		\$3,053		\$496		\$508		\$13
<b>Subtotal OTPS</b>		<b>\$185,599</b>		<b>\$156,175</b>		<b>\$185,629</b>		<b>\$29,453</b>
<b>Total Budget</b>	<b>1,116</b>	<b>\$325,728</b>	<b>1,188</b>	<b>\$287,346</b>	<b>1,145</b>	<b>\$313,669</b>	<b>(43)</b>	<b>\$26,323</b>

**Financial Review**

The 2021 Operating Expense budget for Bronx Property Management is \$313.67 million, of which \$128.041 million is for PS and \$185.63 million is for OTPS.



Brooklyn Property Management

Financial Overview

Expenditures by Account Type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	1,567	\$83,783	1,627	\$83,511	1,564	\$87,237	(63)	\$3,726
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$2,806		\$941		\$1,175		234
Overtime		\$19,591		\$16,554		\$14,200		(2,354)
Salary Retro		\$883		-		-		-
Shift Differential		\$257		\$695		\$760		65
Fringe		\$79,696		\$79,566		\$72,481		(7,085)
Other Salary		\$1,790		\$1,501		\$1,268		(232)
<b>Subtotal PS</b>	<b>1,567</b>	<b>\$188,806</b>	<b>1,627</b>	<b>\$182,767</b>	<b>1,564</b>	<b>\$177,121</b>	<b>(63)</b>	<b>(\$5,647)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$15,385		\$22,413		\$19,892		(\$2,521)
Equipment		\$5,381		\$2,442		\$2,825		\$383
Utilities		\$109,832		\$121,363		\$105,995		(\$15,368)
Contracts		\$62,591		\$47,860		\$70,804		\$22,944
Insurance		\$2,986		\$3,186		\$13,604		\$10,418
Section 8 Payments		\$7,688		-		-		-
Debt Service		\$820		\$2,406		\$2,598		\$191
Other OTPS		\$1,925		\$9,330		\$2,959		(\$6,371)
<b>Subtotal OTPS</b>		<b>\$206,609</b>		<b>\$209,000</b>		<b>\$218,677</b>		<b>\$9,677</b>
<b>Total Budget</b>	<b>1,567</b>	<b>\$395,415</b>	<b>1,627</b>	<b>\$391,768</b>	<b>1,564</b>	<b>\$395,798</b>	<b>(63)</b>	<b>\$4,030</b>

Financial Review

The 2021 Operating Expense budget for Brooklyn Property Management is \$395.798 million, of which \$177.121 million is for PS and \$218.677 million is for OTPS.



Manhattan Property Management

Financial Overview

Expenditures by Account Type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	1,388	\$71,859	1,439	\$74,610	1,384	\$77,568	(55)	\$2,959
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$1,743		\$846		\$1,056		210
Overtime		\$18,956		\$14,386		\$12,253		(2,133)
Salary Retro		\$855		-		-		-
Shift Differential		\$229		\$623		\$630		7
Fringe		\$71,056		\$71,329		\$64,460		(6,869)
Other Salary		\$1,701		\$1,269		\$1,160		(109)
<b>Subtotal PS</b>	<b>1,388</b>	<b>\$166,399</b>	<b>1,439</b>	<b>\$163,063</b>	<b>1,384</b>	<b>\$157,127</b>	<b>(55)</b>	<b>(\$5,936)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$17,115		\$21,691		\$19,797		(\$1,894)
Equipment		\$3,117		\$2,316		\$2,663		\$346
Utilities		\$116,565		\$120,761		\$120,459		(\$302)
Contracts		\$60,183		\$41,479		\$68,821		\$27,341
Insurance		\$3,247		\$3,414		\$12,579		\$9,165
Section 8 Payments		-		-		-		-
Debt Service		\$756		\$1,285		\$2,040		\$755
Other OTPS		\$571		\$2,735		\$633		(\$2,102)
<b>Subtotal OTPS</b>		<b>\$201,553</b>		<b>\$193,682</b>		<b>\$226,992</b>		<b>\$33,310</b>
<b>Total Budget</b>	<b>1,388</b>	<b>\$367,952</b>	<b>1,439</b>	<b>\$356,744</b>	<b>1,384</b>	<b>\$384,119</b>	<b>(55)</b>	<b>\$27,375</b>

Financial Review

The 2021 Operating Expense budget for Manhattan Property Management is \$384.119 million, of which \$157.127 million is for PS and \$226.992 million is for OTPS. 193.708 million is for OTPS.



Queens/Staten Island (SI) Property Management

**Financial Overview**

Expenditures by Account Type (\$000)

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	824	\$42,743	841	\$44,237	811	\$46,530	(30)	\$2,293
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$1,288		\$444		\$554		110
Overtime		\$8,031		\$7,011		\$6,258		(753)
Salary Retro		\$498		-		-		-
Shift Differential		\$91		\$259		\$293		34
Fringe		\$40,261		\$41,696		\$38,739		(2,957)
Other Salary		\$947		\$821		\$722		(99)
<b>Subtotal PS</b>	<b>824</b>	<b>\$93,858</b>	<b>841</b>	<b>\$94,468</b>	<b>811</b>	<b>\$93,096</b>	<b>(30)</b>	<b>(\$1,372)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$8,488		\$11,438		\$10,278		(\$1,159)
Equipment		\$5,026		\$1,227		\$1,400		\$172
Utilities		\$56,616		\$65,693		\$56,880		(\$8,813)
Contracts		\$26,085		\$24,779		\$39,608		\$14,829
Insurance		\$1,446		\$1,865		\$6,865		\$5,000
Section 8 Payments		\$11,806		-		-		-
Debt Service		-		\$277		\$1,079		\$802
Other OTPS		\$343		\$344		\$341		(\$4)
<b>Subtotal OTPS</b>		<b>\$109,810</b>		<b>\$105,623</b>		<b>\$116,451</b>		<b>\$10,827</b>
<b>Total Budget</b>	<b>824</b>	<b>\$203,668</b>	<b>841</b>	<b>\$200,092</b>	<b>811</b>	<b>\$209,547</b>	<b>(30)</b>	<b>\$9,455</b>

**Financial Review**

The 2021 Operating Expense budget for Queens/SI Property Management is \$209.547 million, of which \$93.096 million is for PS and \$116.451 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 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	885	\$46,136	908	\$47,457	875	\$49,163	(33)	\$1,706
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$1,070		\$513		\$641		127
Overtime		\$11,729		\$7,179		\$6,406		(773)
Salary Retro		\$486		-		-		-
Shift Differential		\$82		\$337		\$370		33
Fringe		\$44,007		\$44,757		\$40,712		(4,045)
Other Salary		\$955		\$761		\$672		(89)
<b>Subtotal PS</b>	<b>885</b>	<b>\$104,465</b>	<b>908</b>	<b>\$101,005</b>	<b>875</b>	<b>\$97,964</b>	<b>(33)</b>	<b>(\$3,041)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$10,507		\$13,725		\$12,894		(\$831)
Equipment		\$3,087		\$1,407		\$1,615		\$208
Utilities		\$67,205		\$73,138		\$70,560		(\$2,578)
Contracts		\$37,687		\$29,125		\$49,690		\$20,565
Insurance		\$1,732		\$1,963		\$9,066		\$7,102
Section 8 Payments		\$1,813		-		-		-
Debt Service		-		\$1,404		\$3,252		\$1,848
Other OTPS		\$451		\$591		\$395		(\$196)
<b>Subtotal OTPS</b>		<b>\$122,484</b>		<b>\$121,354</b>		<b>\$147,472</b>		<b>\$26,118</b>
<b>Total Budget</b>	<b>885</b>	<b>\$226,948</b>	<b>908</b>	<b>\$222,359</b>	<b>875</b>	<b>\$245,435</b>	<b>(33)</b>	<b>\$23,076</b>

**Financial Review**

The 2021 Operating Expense budget for Next Generation Operations One is \$245.435 million, of which \$97.964 million is for PS and \$147.472 million is for OTPS.



*EVP for Capital Project*

**Overview / Mission Statement**

The Capital Project Division (CPD) is committed to preserving and modernizing safe and secure public housing for NYCHA residents by providing professional design, construction management and support services efficiently and with the highest level of safety and quality.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2019		FY 2020		FY 2021		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 20 vs. FY 21
<b>PS</b>								
Salary Full-Time	304	\$27,633	368	\$44,367	368	\$33,900	-	(\$10,467)
Salary Part-Time	0	-	0	-	0	-	-	-
Seasonal		\$5		-		-		-
Overtime		\$223		\$170		\$170		-
Salary Retro		\$242		\$90		\$90		-
Shift Differential		-		\$2		\$2		-
Fringe		\$23,145		\$22,469		\$23,104		635
Other Salary		\$1,214		\$1,332		\$1,332		-
<b>Subtotal PS</b>	<b>304</b>	<b>\$52,463</b>	<b>368</b>	<b>\$68,429</b>	<b>368</b>	<b>\$58,598</b>	<b>-</b>	<b>(\$9,831)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$1		\$65		\$65		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$2,305		\$9,475		\$14,456		\$4,981
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$116		\$300		\$300		-
<b>Subtotal OTPS</b>		<b>\$2,422</b>		<b>\$9,840</b>		<b>\$14,821</b>		<b>\$4,981</b>
<b>Total Budget</b>	<b>304</b>	<b>\$54,885</b>	<b>368</b>	<b>\$78,270</b>	<b>368</b>	<b>\$73,419</b>	<b>-</b>	<b>(\$4,851)</b>

**Financial Review**

The 2021 Operating Expense budget for EVP Capital Projects is \$73.419 million, of which \$58.598 million is for PS and \$14.821 million for OTPS.



# Capital Budget



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## 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 2021 and planned for the following four years.

NYCHA's 2021 Capital Plan provides approximately \$7.405 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 \$6.6 billion in Federal and City funds to address physical improvements to the Authority's buildings. The City funding includes \$1.6 billion to address lead, mold, heating, elevators and pests. The Federal funding includes \$951 million to address structural and exterior work, including brick and roof projects, \$682 million to address heating and plumbing work and \$121 million for elevator replacements. The State funding includes \$334 million for boilers and \$81 million for elevator replacements. Overall, of the \$7.405 billion dollars included in this Plan, 48.9% is from Annual Federal Capital Grants, 40.4% is from the City of New York, 5.7 % comes from the State of New York, and 5.0% comes from other sources (Community Development Block Grant, Disaster Recovery, and Other).



**Table 1: Capital Budget: FY 2021 – FY 2025**  
 (\$000)

<b>Non-CPD EVP Programs</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>
Administration	1,724	-	-	-	-
Community Engagement & Partner	120	-	-	-	-
Healthy Homes	172,814	16,700	-	-	-
Information Technology	25,651	15,716	5,698	4,404	4,404
Operations	193,409	67,865	84,565	84,565	84,565
<b>Subtotal Non-CPD EVP Programs</b>	<b>393,717</b>	<b>100,281</b>	<b>90,263</b>	<b>88,969</b>	<b>88,969</b>
<b>CPD Programs</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>
A and E	10,436	7,530	4,000	6,000	5,000
Consulting Costs	11,017	-	-	-	-
CM Fees	51,630	265	265	-	-
Energy	47,944	7,780	8,207	3,500	1,500
Boilers	539,889	176,121	177,034	19,430	47,822
Heating	71,291	11,012	3,000	3,400	-
Plumbing	130,349	4,250	5,300	23,750	18,000
IT Hardware and Software	198	-	-	-	-
Bathrooms	0	-	-	72,509	111,871
Electrical	7,972	-	-	-	-
Elevators	173,252	12,270	14,080	13,520	17,280
Floors	11	-	-	-	-
Interior Doors	300	-	-	-	-
Lighting	36,911	-	-	-	-
Exterior Compactors	7,782	-	-	-	-
Fire Alarm	2,729	2,734	706	1,003	2,914
Fire Escapes	583	-	-	-	-
Furniture Equip	7	-	-	-	-
Garbage Disposal	5,239	-	-	-	-
Interior Compactors	2,824	-	-	-	-
Miscellaneous	5,091	2,255	1,724	-	-
Section 504	1,372	175	-	-	-
Vehicles	310	-	-	-	-
Contingency	2,671	-	-	-	-
Front Line Costs	17,474	652	-	-	-
CCTV_Layered Access	60,415	1,216	-	7,643	-
Entrances_Exits	6,990	-	-	35,989	21,097
Intercoms_Security	468	-	-	-	-
Apartment Renovation	4,097	-	-	-	-
Brickwork	73,124	36,664	40,653	73,548	37,807
Brickwork_Roofs	11,879	-	10,000	10,000	10,000
Community Center Renov	116,484	4,400	-	-	-
Foundations	7,449	-	1,000	3,000	-
General Construction	770,784	296,633	219,750	210,000	200,000
Grounds	35,065	-	22,994	-	-
Major Renovation	187,198	-	-	-	-
Roofs	275,391	111,000	111,000	111,434	142,389
<b>Subtotal CPD Programs</b>	<b>2,676,627</b>	<b>674,956</b>	<b>619,713</b>	<b>594,725</b>	<b>615,681</b>
<b>Other Capital-Eligible Costs</b>					
Management Fees	117,002	58,501	58,501	58,501	58,501
Contingency	4,784	727	747	2,040	2,040
Debt Service	119,547	59,772	59,769	59,773	38,818
Reimb To Operate	292,506	117,002	117,002	117,002	117,002
Rad Transfer	1,598	-	-	-	-
<b>Subtotal Other Capital-Eligible Costs</b>	<b>535,437</b>	<b>236,002</b>	<b>236,019</b>	<b>237,317</b>	<b>216,362</b>
<b>Total Capital Plan</b>	<b>3,605,781</b>	<b>1,011,239</b>	<b>945,995</b>	<b>921,012</b>	<b>921,012</b>



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## Use of Capital Funds

NYCHA plans to spend \$3.605 million for capital improvements during FY 2021. These funds are spent on construction as well as non-construction projects and programs.

## Non-Construction Projects and Development Program

In FY 2021, NYCHA will spend \$929 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.

## 2020 Accomplishments

### *Capital Projects Division*

#### *Completed Projects:*

In 2020, Capital Projects Division (CPD) succeeded in completing capital work at 106 developments, valued at \$358 million, impacting more than 84,000 households. As of end of December 2020, there was ongoing construction at 200 developments, totaling \$4.07 billion, impacting over 138,00 households. 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 \$310 million primarily for boiler replacements, heating controls, and lighting efficiency. The projects completed in 2020 and ongoing work include improvements to playgrounds, security enhancements, interior and exterior compactors, apartment renovations, boiler replacements, elevator replacements, and fortifying NYCHA's building envelopes (including exterior brick and roofs). Below are NYCHA's selected capital projects highlights and accomplishments for 2020.

#### *City Capital Accomplishments:*

##### *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 \$1.3 billion to replace aging roofs and to improve the lives of approximately 175,000 NYCHA residents in 947 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 53 buildings at 7 developments.
- Legal issues at Breukelen delayed the completion of 25 roofs. Legal issues have been resolved and construction has resumed.

#### **Tranche III:**

- Tranche III consists of 9 developments, containing 92 roofs.
- Construction has been fully completed at six developments, which consist of 65 roofs.
- Construction is ongoing at three developments, of which 18 roofs have been completed and 9 roofs remaining to be completed.

#### **Tranche IV:**

- This Tranche comprises 134 roof replacements at 12 developments.
- Construction has started in two developments.
- Ten developments are in Procurement process.

#### **Tranche V:**

- There are eight developments with a total of 111 roofs to be replaced. These projects are in varying stages of Design.
- Security Enhancements
- Two developments were completed under the MAP CCTV/LAC program in 2020 and one development is remaining to be completed.
- Completion of 15 Non-MAP CCTV/LAC projects in 2020, with predominantly City funding of approximately \$8.3 million.
- Three lighting projects are in the pipeline, two of which are already in design.
- Quality of Life
- Completed renovation of one basketball court at Jefferson in 2020, costing about \$500,000.
- Completed structural upgrade to four senior centers, including bathroom renovations, new kitchen equipment, plumbing, and electrical upgrades, costing about \$8.1 million.
- One gym in a community center at Forest in 2020, costing about \$400,000.

#### **Waste and Pest Management Initiative**

- Interior compactors, exterior compactors, and bulk crushers are to be replaced at 37 developments.



- In 2020, 15 projects were completed, impacting 12 developments.
- The Initiative will be completed in 2021.

### *Federal Capital Accomplishments*

In compliance with HUD’s mandated deadlines, NYCHA places priority on achieving its Capital Plan obligation and expenditure targets ahead of schedule. NYCHA’s goal is to obligate 90% of its capital funds within 16 – 18 months, ahead of HUD’s 24-month obligation deadline.

Due to COVID-19, HUD extended the obligation and expenditure deadlines by one year.

To date, the grants under the Capital Fund Programs have been obligated and expended as follows:

### **HUD Obligations**

- 2017 Capital Fund Grant - to date, CPD has obligated \$222 million, or 100%. 90% of the funds were obligated within 15 months of receipt of funds, 9 months ahead of deadline. The grant was fully obligated by May 2020.
- 2018 Capital Fund Grant – to date, CPD obligated \$344 million, or 92% of the \$374 million budget.
- 2019 Capital Fund Grant – to date, CPD obligated \$265 million, or 64% of the \$415 million budget.
- 2020 Capital Fund Grant – to date, CPD obligated \$84 million, or 33% of the \$257 million budget.

### **HUD Expenditures**

- 2017 Capital Fund Grant – CPD fully expended \$222 million by May 2020.
- 2018 Capital Fund Grant – CPD has expended \$210 million, which is 56% of the grant of \$374 million, to be fully expended by May 2023.
- 2019 Capital Fund Grant – There has not been any expenditure for this grant, which has a deadline of April 2024.

### *Energy & Sustainability*

#### *Energy*

- Continued construction for four active energy performance contracts totaling \$310 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.
- All lighting work is complete, 37 heating control sites are online with the BMS and Whitman boiler room plant is operating on the new boilers.



- Executed a \$23 million re-financing of the Ameresco A EPC to include heating controls at 7 additional developments.
- AC Pilot: Installed 230 ACs, covering about 75% of the buildings. A controls vendor was procured and began installing the WIFI network that will control the units for demand response. Project will be complete in time for the 2021 Summer.
- Entered into \$1.7 million in Weatherization Assistance Program Agreements at 2 developments.
- In collaboration with NYSERDA finalized the procured an architecture and engineering firm to design a net-zero solution at Ravenswood building 12.
- Procured four Energy Service Companies (ESCO) to implement future energy performance contracts. Three task orders issued to the new ESCOs and energy audits have begun.

### Sustainability

- NYCHA's first lease, for 1.8 MW of solar at Queensbridge North and South began construction in August and is currently in progress. In 2020, NYCHA also signed its second solar lease, for 1.2 MW of solar power across 40 roofs across Kingsborough, Glenwood, and Carver, and construction began in November. In addition to the 3 MW of solar power currently in construction, an additional 8 MW are in development. Over two dozen NYCHA residents have been trained and hired to install the solar projects currently in construction.
- NRR funding for additional food waste disposal (FWD) installations was cut due to COVID-19 budget cuts. Sustainability assessed the potential decrease in food waste from the waste stream at sites where food waste FWDs disposals were installed. The reports did not conclude any significant reduction in food waste, NYCHA will not pursue additional funding for FWD retrofit installations.
- Enlarged ground-floor trash chute doors were installed at 10 developments, bringing the NYCHA total to 50 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.
- Sustainability awarded a task order to install 131 interior compactors at 24 developments.
- As part of a new IDIQ contract awarded in July 2020, NYCHA installed cardboard balers at nine developments and 1 NYCHA vehicle repair shop to prepare cardboard for recycling by DSNY and remove it from bulk waste streams sent to landfills. NYCHA started demonstration projects at Morris I and Marcy Houses to convert a hydraulic trash compactor into a cardboard-only compactor. They also receive cardboard from at least 3 surrounding developments. NYCHA is in discussions with DSNY on expanding this work.
- In March 2020, NYCHA released Requests for Qualifications for two Design-Build (DB) procurements for the redesign of waste and recycling facilities at 7 sites and for installation of a pneumatic waste

collection system at Polo Grounds Towers. Both DB procurements were shortlisted to 3 teams, each to move on to the RFP stage in the fall of 2020. RFP drafting began in September and is underway.

- Sustainability released a Mattress Recycling Program RFP in September 2020 to procure mattress recycling services for up to 100 developments as funding allows.
- In June 2020, NYCHA awarded a contract for the development of a behavioral change campaign to promote a positive waste management culture among NYCHA residents. The campaign will apply public awareness and behavioral change techniques, including updating outdated waste management and recycling signage and replacing it with standard up-to-date signage.
- In Fall 2020, Sustainability awarded contracts to 4 separate vendors to support waste management and other sustainability programs through resident engagement, outreach, and graphic design. The firms (Green City Force, Hester Street, Pratt, and Grain Collective) will help inform residents of sustainability work that is going on in their developments, how they can participate, and how they can shape current and future programming.
- 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.
- FEMA and DEP funded Cloudburst Project in East Harlem: Dewberry Engineering was contracted to lead the project and has completed the desktop research and geotechnical analysis. DEP and Dewberry are currently coordinating on creation of a conceptual design and cost benefit analysis. The final report and presentation are expected by 4th quarter 2021.

#### [Local Law 11](#)

Pursuant to the NYC 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 37 buildings were completed at a cost of \$27 million in 2020.

- Completed inspection at 1,533 buildings (100%) of Cycle 8 of LL11 buildings.
- Increased the number of safe buildings in Cycle 8 from 607 to 653.
- Cycle 9 started on February 21, 2020 and 37 buildings have been filed with DOB.



- Received authorization for approximately \$80.1 million.
- Expended approximately \$27 million for repair work and approximately \$19 million on sidewalk sheds. In 2020, 39,013 linear feet of sheds were installed.
- Removed approximately 31,075 linear feet of sidewalk sheds in 2020.

## 2021 Capital Plan Highlights

### *Capital Projects Division*

#### *City Plan*

The City's capital projects portfolio being managed by CPD through 2025 is approximately \$3 billion. Approximately 54% of the funds received by the City are attached to the HUD Agreement. The funding allocated for the HUD Agreement is addressing lead, mold, heating plants, and waste management. In addition to other city funded projects including roof replacement, façade repairs, boiler replacement and related repairs, security enhancements, grounds improvement, and energy conservation measures.

The City agreement is for \$2.2 billion over the next 10 years for capital projects improvements. The Plan is currently pending monitor approval. Approximately 60% of the action plan is allocated toward lead abatement projects. An additional 10% is allocated toward building systems, including heating and elevators. The balance is allocated toward waste management.

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 was available in FY 2020, and 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 are funded under the Mayor's \$1.3 billion roofing initiative. In 2021, the allocation is for \$62 million (4% of the 2021 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



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delivery time for these replacements. Over the next 4 years, there will be an allocation of approximately \$111 million for each of the years to replace the roofs at the designated developments. CPD requested the allocation for 2021 be increased to \$213 million by advancing allocations from future years.

The schedule for 2021 is to continue to complete the remaining roofs in Tranche 3, with an expected completion date of February 2021 for one development, with the remaining two developments projected to be completed by December 2021. Tranche 4 is in progress: construction has started at two of twelve developments. The eight developments of Tranche 5 are in various stages of Design.

### Security Enhancement

The remaining MAP CCTV/LAC project at Patterson is expected to be fully completed by November 2021. The CCTV portion was already completed. MAP CCTV and lighting work at Red Hook East and Red Hook West is incorporated into the work currently being done under the Recovery and Resilience program.

The 2020-2024 City Plan has allocated approximately \$55 million (4%) of the 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.

### Quality of Life

In 2021, approximately \$129 million (8%) 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 Parkside, \$1.7 million in City funding has been allocated for the community center to address the HVAC upgrade, kitchen renovation, window placement, and new mirrors in the multi-purpose room. The project is currently in the planning stage.

Ongoing senior center projects include a kitchen renovation at Bronx River, with an allocation of \$1 million projected to be completed by September 2022.

Approximately \$38 million has been allocated in 2021 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 6 developments putting them back on the rent roll so that more apartments are available for residents. Repairs



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at Taft are expected to begin in 2021. Additional apartments have been identified by Recovery and Resilience and will be added to the project once the scope is approved.

### 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 \$53 million are at various stages of the construction cycle. Developments impacted are Smith, Castle Hill, and Wagner.

### Ventilation Modernization

In 2017, the City committed \$20 million to modernize ventilation systems in 17 developments located in East Harlem as part of the East Harlem Rezoning portfolio. Design and preparation of construction documents is complete. NYCHA is in the process of procurement. It is anticipated that the work will commence in the second quarter of 2021.

### Federal Plan

The Capital Projects Division will receive \$1.265 billion in new Federal Funding over the period from 2021 to 2025 for investment in NYCHA's building portfolio. The projections over the upcoming years are summarized below.

### Brick and Roof Projects

For the FY 2021-2025 Capital Plan, \$272 million, or approximately 22% 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 9 developments. The remaining



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portion of this funding will support major exterior roof work at Polo Grounds and Harborview Terrace 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.

### Elevators

The funding for the elevator portfolio is \$54 million which is 4% of the Federal Plan. This allocation will be used to replace 78 elevators at 6 developments, including Grant, Lafayette, and Smith. Sites are prioritized based on conditions assessments.

One of the largest projects in the elevator portfolio is a comprehensive replacement of the 24 cars at Smith development.

### Heating and Plumbing

Over \$602 million, or about 48% of the Federal Plan will be allocated to heating and plumbing projects.

Heating plant replacements are planned for 17 developments including: Woodside, Mitchel, and Pomonok. Additionally, there are 16 developments that are being federally funded as a supplement to State funding. 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 3 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, NYCHA's Operations requests, and availability of replacement parts. In addition, this allocation will be used for gas risers at Van Dyke I, roof tanks at 3 developments (including Butler), and underground fire/water lines at 2 developments, including Whitman.

### Safety and Security

From the Federal Plan, \$73 million, or about 6%, will be allocated for fire alarm and security systems. Of this amount, \$65 million is slated for inclusive security upgrade to install new main entrances, intercom and CCTV at 6 sites, including Kingsborough, O'Dwyer, and Roosevelt I and II.

### Apartment Bathrooms

The Federal Plan allocates approximately 14% of funding, \$177 million, for the renovation of bathrooms at Jefferson, Highbridge, and Mitchel 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.



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## Energy Programs

### Energy Performance Contracts (EPC):

- NYCHA set a goal of securing \$300 million in energy performance contracts funding by 2025. NYCHA has exceeded this goal and has received HUD approval of \$310 million for five energy performance contracts serving 93 developments. NYCHA expects to complete construction in 2021 for the three energy performance contracts.
- NYCHA has issued task orders to four IDIQ Energy Service Companies to begin energy audits for future energy performance contracts as of January 2021.

### Weatherization Assistance Program

In 2016 NYCHA set a goal of securing \$30 million in Weatherization Assistance Program (WAP) by 2025. To date, NYCHA WAP contracts total \$14 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 2021 – March 2022 program year.

### 80x50 and Demonstrations Programs

- NYCHA is engaged in testing new technology to provide guidance on 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). NYCHA has procured an architecture and engineering firm to design a net-zero solution at Ravenswood building 12.
- NYCHA also developed a demonstration program to provide energy-efficient, smart AC units. Over 200 air conditioners were installed at Meltzer Tower. In response to the COVID-19 crisis, NYCHA partnered with the City to install approximately 12,000 new window ACs in apartments to provide in-unit cooling in response to the closing of cooling centers. Through a partnership with the Mayor's Office of Sustainability and with funding from NYSERDA, NYCHA installed a demonstration installation of a VRF air-source heat pump for 7 top-floor apartments.
- NYCHA is also working with NYSERDA on a Research & Development challenge to develop an efficient packaged window heat pump. The goal is to invite manufacturers to create a cold climate heat pump with the efficiency of a split system that can be easily installed through an existing window opening. This would help reduce the costs of electrification for NYCHA as well as other affordable buildings seeking to convert to cleaner sources of heat.





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## Sustainability Programs

### Waste Management

- Install Waste Management infrastructure: Sustainability awarded a task order to install interior compactors at 24 developments and enlarged hopper doors at an additional 10 developments. The enlarged hopper door installations were completed in 2020 and the interior compactor replacements are planned to be completed April 2021.
- In March 2020, NYCHA released a Design-Build RFQ for the design and construction of enhanced, centralized waste and recycling facilities at 7 developments. The re-envisioning of NYCHA's waste yards with a focus on design excellence and stakeholder engagement provides the opportunity to transform these facilities with sustainability and innovation at the forefront. Waste and recycling facilities have the potential to improve the quality of life for residents while increasing the ability of staff to manage and store waste and recyclables for collection. The first 7 sites will provide a design model for future installations, and construction will include the replacement of exterior compactors, the addition of a bulk crusher, and a cardboard baler where appropriate.
- In March 2020, NYCHA released a Design-Build RFQ for a pneumatic waste collection system at Polo Grounds Towers in East Harlem. The system will provide residents with convenient disposal access for waste and recycling. Waste sent through the system will collect at a single location, making it convenient for DSNY pickup and eliminating the need for caretakers to transport trash. The system will be assessed for success and operational cost savings before NYCHA pursues funding for additional installations.
- Sustainability released a Mattress Recycling Program RFP in September 2020 to procure mattress recycling services for up to 100 developments as funding allows. The first batch of sites will be selected for 2021 implementation after the contract is awarded. The Program will provide the collection infrastructure and services to keep NYCHA campuses free of improperly disposed mattresses and box springs. An added benefit of this program is that it will keep mattresses from overwhelming bulk waste management.
- In July 2020, NYCHA entered into a contract for the provision and installation of, and training on cardboard balers. Cardboard balers save development staff hours of time spent manually breaking down cardboard and tying bundles by mechanically compressing and securing cardboard for easy storage and collection. Balers also increase the recycling rate of NYCHA developments by increasing the likelihood of separation from trash and collection by DSNY recycling trucks. 10 balers were installed in 2020.
- At larger sites with enough compactor capacity, NYCHA is demonstrating the use of a hydraulic compactor and clustering sites for paper and cardboard recycling. The demonstration projects are



taking place at Morris I, with paper/cardboard being collected from Morris I, Morris II, Butler, Webster, and Morrisania Houses, and Marcy, with paper/cardboard being collected from Roosevelt I, Roosevelt II, Tompkins, Sumner, Bedford-Stuyvesant Rehab, and 303 Vernon Avenue. NYCHA is discussing additional potential compactor conversions and clusters with DSNY. Converting compactors to be cardboard-only comes at no cost to NYCHA.

- In June 2020, NYCHA awarded a contract for the development of a behavioral change campaign to promote a positive waste management culture among NYCHA residents. The campaign will apply public awareness and behavioral change techniques, including updating outdated waste management and recycling signage and replacing it with standard up-to-date signage.
- In the fall of 2020, Sustainability awarded contracts to 4 separate vendors to support waste management and other sustainability programs through resident engagement, outreach, and graphic design. The firms (Green City Force, Hester Street, Pratt, and Grain Collective) will help inform residents of sustainability work that is going on in their developments, how they can participate, and how they can shape current and future programming.

#### Green Infrastructure

- Develop Green Infrastructure Stewardship Program: NYCHA is developing a volunteer Green Infrastructure (GI) education and stewardship program that promotes care of vegetative GI through clean up as well as planting days and programing at Bronx River Houses.
- Kick off GI projects to mitigate Combined Sewer Overflow: Maintenance at the 4 GI demonstration sites is ongoing. Designs for the 18 phase II green infrastructure sites have been completed. Construction kick off is scheduled for mid-March 2021 at Penn-Wortman, Linden, Boulevard, Cypress Hills, Pink and Throggs Neck Houses. All other Phase II GI sites are slated to begin construction in late spring or summer of 2021. Pre-planning work and geotechnical analysis for the 19 phase III GI sites is underway.
- 75% designs for the cloudburst project at South Jamaica Houses are being developed. Outreach to elected officials for funding of additional amenities including lighting and benches is being conducted.
- A FEMA funded study for a possible cloudburst project at Clinton Houses kicked off in September 2019. The total study award is for \$198,000 and DEP is the local match for the project. Geotechnical Analysis was completed in January 2021. A conceptual design, cost benefit analysis and final report are being developed.

#### Climate & Solar

- 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



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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.

- In 2016, NYCHA set a goal of hosting 25 MW of renewable energy on its property by 2025. NYCHA's first community solar lease was signed in 2019, and in 2020 NYCHA signed its second solar lease; both projects broke ground last year. 3 MW of solar power are currently in construction across 5 developments and an additional 8 MW are in development. Over two dozen NYCHA residents have been trained and hired to install the solar projects currently in construction.

### 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. Through December 2020, 7 developments have had major Sandy Recovery Projects substantially completed, covering 63 residential buildings. As of the end of December 2020, NYCHA has awarded over \$3.12 billion in contracts related to Sandy Recovery and spent over \$1.92 billion. NYCHA continues 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 2020, NYCHA has either delivered or is currently performing services at 35 developments, benefitting 246 buildings.



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## Status of Construction

- 7 developments complete.
- 28 developments with major progress (211 buildings benefiting).
- 94% of construction anticipated to be complete by end of 2022.

## Construction Milestones

- 178 roofs completed.
- 1,566 exterior lights installed.
- 937 CCTV cameras installed.
- 67 layered access control (LAC) systems at doors installed.
- 77 new annexes in progress.
- 39 new annexes completed.
- 156 hot water heaters installed.
- 54 boilers in place.
- 116 generators installed.
- 25 generators turned over and operational.

## Status of Funds

- \$3.26 billion total funding from HUD and FEMA
  - \$317 million CDBG-DR Award
    - \$261 million spent, \$56 million remaining to be spent
    - 90% of CDBG-DR Award expected to be spent by March 2021 (\$285 million)
    - Final 10% of CDBG-DR Award expected to be spent by April 2022 (\$32 million)
  - \$3.12 billion in contracts awarded
  - \$1.92 billion in work completed
    - Immediate Storm Response
    - Preliminary Construction
    - Design
    - Construction Management
    - Major Construction
    - Program Management

## Status of Jobs



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- 933 new Section 3 positions created
  - 202 pre-apprenticeship training graduates (100% CDBG-DR funded)

### *Information Technology*

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 technology upgrade that supports NYCHA's transformation business strategy.

In 2020/2021 NYCHA IT will transform its internal organizational structure to better support NYCHA's Blue Print for Change: Draft Transformation Plan by:

#### **1. Developing a holistic strategic direction for IT**

- Assess the current IT maturity and satisfaction
- Evaluate the stability of our infrastructure and application architecture
- Publish an IT strategy and technology modernization plan

#### **2. Closing the inter- and intra-departmental divide across major IT services and engagements**

- Stand up a business relationship management function
- Establish Business IT Liaisons to represent every NYCHA department
- Centralize IT communications and collaboration function
- Design and launch a new IT intake process
- Align decentralized neighborhood model with IT intake process
- Conduct an IT organizational redesign to align to new operating model

#### **3. Building out a cybersecurity program and enhance testing function**

- Onboard a Chief Information Security Officer
- Develop a stronger partnership with NYC3
- Develop a cybersecurity management roadmap
- Consolidate the IT quality assurance (QA) function
- Establish and execute an IT QA management and end-to-end testing strategy

#### **4. Standardizing around IT Service Management (ITSM) processes**

- Conduct ITIL training for IT process owners, managers, and other practitioners
- Establish an independent ITSM function led by a senior manager
- Develop and integrate ITIL-processes (e.g., incident, problem, change, service asset and config, release mCOOt.)
- Staff ITSM unit-level functions
- Complete the full deployment of ServiceNow

**The 2021 portfolio of projects include:**

- Optimize NYCHA’s datacenters—both on-premise and in the cloud (PAAS, SAAS, IAAS, etc.),
- Upgrade Security tools to strengthen protections of PII, HIPAA, and financial data.,
- Harden NYCHA’s DMZ and strengthen firewall to improve application and systems security.,
- Upgrade NYCHA’s communication network and voice over internet protocol (VOIP) equipment (VOIP),
- Implement infrastructure upgrade/enhancements to replace end of life (EOL) infrastructure equipment,
- Upgrade EOL and obsolete router and switches,
- Refresh network printers across the authority,
- Refresh desktop computer equipment,
- Upgrade data storage,
- Support various application development upgrades and enhancements,
- Implement Kronos upgrade,
- Improve network security in response to identified threat intelligence,
- Support Oracle eBusiness suite enhancements including re-platforming Hyperion budget module,
- Upgrading, enhancing and expanding NYCHA’s imaging systems,
- Complete implementation of business application supporting NYCHA’s legal processes,
- Upgrade systems supporting NYCHA’s Customer Contact center (CCC),
- Begin implementation of the initial phase of a Human Capital Management system,
- Begin conversion of hardcopy legal, HR and resident case documents to electronic formats,
- Support Maximo development work to support business functionality enhancement requests,
- Deliver various application enhancement to support critical business functionality in the Siebel CRM system,
- Replace end-of-life (EOL) business applications including Movaris business workflow system,
- Provide technical training to staff.



## Financial Comparison: FY2020 vs FY2021

Table 2 below provides NYCHA's actual capital expenditures for FY2020, the Adopted Budget for FY2020 and FY2021 Budgets by managing departments.

**Table 2: Comparison of FY 2020 and FY 2021 Budgets**  
(\$'000)

	FY2020	FY2020	FY2021	Variance
	Actuals	Adopted Budget	Budget	FY20 vs FY21
<b>Non-CPD EVP Programs</b>				
Administration	80	3,346	1,724	1,622
Chair	-	1,000	-	1,000
Community Engagement & Partner	-	120	120	0
Healthy Homes	21,218	122,600	172,814	(50,214)
Information Technology	18,501	32,793	25,651	7,143
Operations	10,629	157,040	193,409	(36,369)
Safety & Security	-	250	-	250
<b>Subtotal Non-CPD EVP Programs</b>	<b>50,427</b>	<b>317,149</b>	<b>393,717</b>	<b>(76,568)</b>
<b>CPD Programs</b>				
A and E	10,261	2,204	10,436	(8,232)
Consulting Costs	214	20,000	11,017	8,983
CM Fees	25,614	955	51,630	(50,674)
Energy	2,881	42,025	47,944	(5,919)
Boilers	164,700	475,631	539,889	(64,258)
Fuel Oil Tanks	2,334	1,568	-	1,568
Heating	71,699	106,647	71,291	35,356
Plumbing	15,828	147,661	130,349	17,311
IT Hardware and Software	9	3,724	198	3,525
Bathrooms	229	55,831	0	55,831
Electrical	10,923	5,371	7,972	(2,601)
Electrical_Lighting	9,247	7,000	-	7,000
Elevators	2,790	207,484	173,252	34,231
Floors	469	-	11	(11)
Interior Doors	-	-	300	(300)
Kitchens	-	50,091	-	50,091
Lighting	3,193	24,406	36,911	(12,505)
Environmental	102	-	-	0
Exterior Compactors	3,763	21,253	7,782	13,472
Fire Alarm	1,408	6,924	2,729	4,195
Fire Escapes	348	-	583	(583)
Furniture Equipment	3,308	14	7	7
Garbage Disposal	2,206	18,529	5,239	13,290
Interior Compactors	2,271	2,851	2,824	28
Miscellaneous	-	4,786	5,091	(305)
Section 504	2,114	835	1,372	(537)
Vehicles	-	310	310	0
Contingency	-	2,765	2,671	94
Front Line Costs	28,861	1,000	17,474	(16,474)
CCTV_Layered Access	6,975	57,444	60,415	(2,971)
Entrances_Exits	704	2,100	6,990	(4,890)
Intercoms_Security	149	-	468	(468)
Apartment Renovation	293	10,359	4,097	6,262
Brickwork	71,533	115,546	73,124	42,422
Brickwork_Roofs	37,371	45,146	11,879	33,267
Community Center Renov	4,769	67,318	116,484	(49,166)
Foundations	1,462	15,804	7,449	8,355
General Construction	410,774	510,526	770,784	(260,258)
Grounds	7,719	38,459	35,065	3,394
Major Renovation	11,537	295,798	187,198	108,601
Roofs	59,961	252,593	275,391	(22,798)
<b>Subtotal CPD Programs</b>	<b>978,019</b>	<b>2,620,958</b>	<b>2,676,627</b>	<b>(55,669)</b>
<b>Other Capital-Eligible Costs</b>				
Management Fees	58,501	55,175	117,002	(61,827)
Contingency	-	10,383	4,784	5,599
Debt Service	58,900	119,535	119,547	(12)
Reimb To Operate	65,547	115,047	292,506	(177,459)
Rad Transfer	2,347	1,026	1,598	(572)
<b>Subtotal Other Capital-Eligible Costs</b>	<b>185,295</b>	<b>301,166</b>	<b>535,437</b>	<b>(234,271)</b>
<b>Total Capital Plan</b>	<b>1,213,742</b>	<b>3,239,274</b>	<b>3,605,781</b>	<b>(366,507)</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.

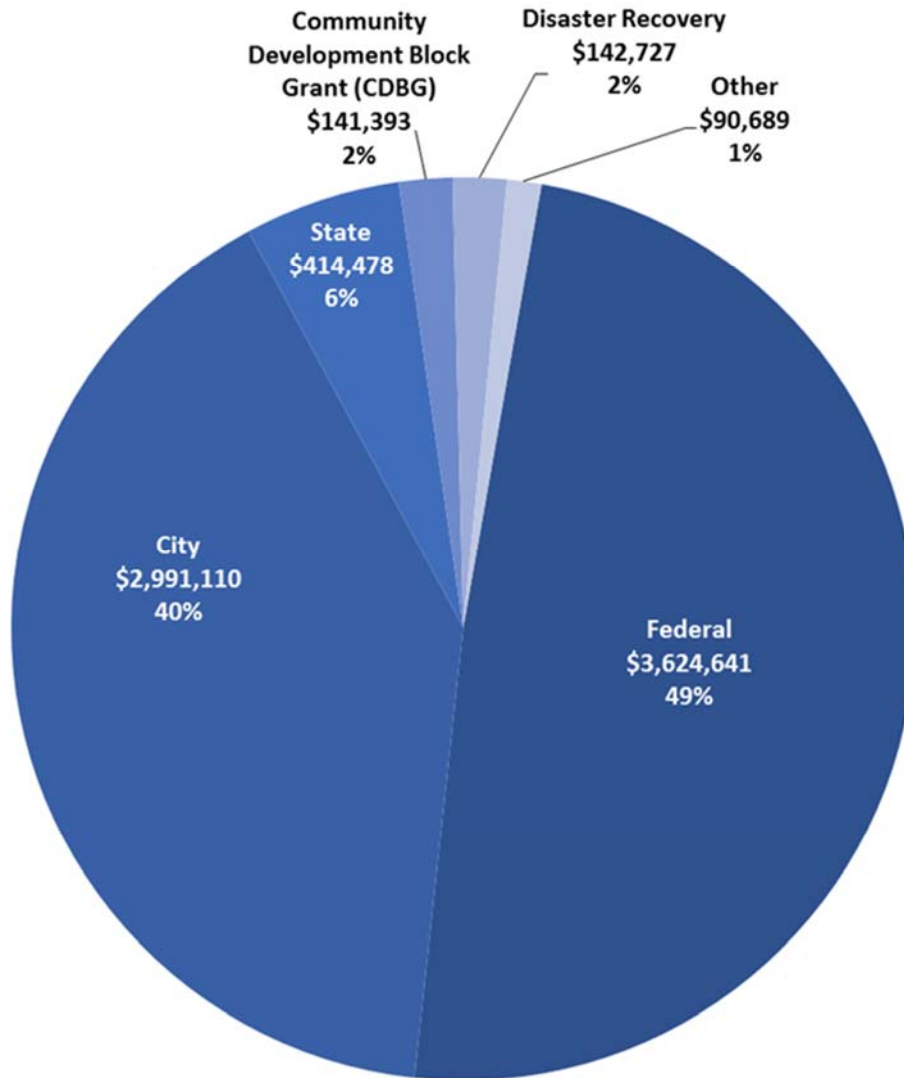
## Capital Fund Program (CFP)

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	8/15/2020	8/15/2022
CAPITAL FUND 2018	528,246	5/29/2018	5/28/2021	5/28/2023
CAPITAL FUND 2019	551,749	4/15/2019	4/15/2022	4/15/2024
CAPITAL FUND 2020	585,012	3/26/2020	3/25/2023	3/25/2025

Chart 1: FY 2021 Capital Budget Sources  
(\$000)



Total \$7.4 billion





## 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 2021 - FY 2025. Capital budget information by development is arranged by borough.

**Table 1: FY 2021 Summary of Capital Budget by Borough  
(\$000)**

<b>Boroughs</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>Total</b>
Bronx	329,865	97,797	31,009	72,779	80,860	612,309
Brooklyn	551,696	67,697	90,147	61,291	22,249	793,080
Central Office	1,952,904	728,039	685,965	653,286	631,331	4,651,525
Manhattan	470,428	97,358	56,199	91,847	138,750	854,582
Queens	134,354	8,601	82,675	41,808	47,822	315,259
Staten Island	166,534	11,748	0	0	0	178,282
<b>Total NYCHA</b>	<b>3,605,781</b>	<b>1,011,239</b>	<b>945,995</b>	<b>921,012</b>	<b>921,012</b>	<b>7,405,038</b>



**Table 2: FY 2021 Capital Project by Developments  
(\$000)**

<u>Bronx Org</u>	<u>Project # and Name</u>	<u>FY21*</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>Total</u>
1010 EAST 178TH ST	10314-LOCAL LAW11_AT_1010 E178TH	7	0	0	0	0	7
	10827-GROUNDS2_AT_1010 E178TH	17	0	0	0	0	17
	<b>Total for 1010 EAST 178TH ST:</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24</b>
ADAMS	8729-ELEVATORS_AT_ADAMS	7,387	0	0	0	0	7,387
	9300-GROUNDS2_AT_ADAMS	7	0	0	0	0	7
	10878-GROUNDS3_AT_ADAMS	17	0	0	0	0	17
	<b>Total for ADAMS:</b>	<b>7,411</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,411</b>
BAILEY AVE - WEST 193rd ST	8277-SEC ENHANCEMENTS_AT_BAILEY-W193	17	0	0	0	0	17
	9896-CCTV_AT_BAILEY-W193	564	0	0	0	0	564
	<b>Total for BAILEY AVE - WEST 193rd ST:</b>	<b>581</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>581</b>
BETANCES I	7175-CC-UPGRADE2_AT_BET I	1	0	0	0	0	1
	7719-CCTV_AT_BETANCES	25	0	0	0	0	25
	9862-GROUNDS_AT_BETANCES CC	250	0	0	0	0	250
	<b>Total for BETANCES I:</b>	<b>276</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>276</b>
BOSTON ROAD PLAZA	9162-ELEVATORS_AT_BOSTON RD	75	0	0	0	0	75
	9658-CC-UPGRADE3_AT_BOSTON RD CC	1,000	0	0	0	0	1,000
	10261-LOCAL LAW 11_AT_BOSTON RD	10	0	0	0	0	10
	10538-ENERGY SMART AC_AT_AMSTERDAM	1,000	0	1,000	1,500	1,500	5,000
	<b>Total for BOSTON ROAD PLAZA:</b>	<b>2,085</b>	<b>0</b>	<b>1,000</b>	<b>1,500</b>	<b>1,500</b>	<b>6,085</b>
BOSTON SECOR	9090-GROUNDS4_AT_BOSTON SECOR	130	0	0	0	0	130
	10299-LOCAL LAW 11_AT_BOSTON SECOR	49	0	0	0	0	49
	10632-HEATING5_AT_BOSTON SECOR	14	0	0	0	0	14
	10867-GROUNDS5_AT_BOSTON SECOR	11	0	0	0	0	11
	<b>Total for BOSTON SECOR:</b>	<b>205</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>205</b>



**Table 2: FY 2021 Capital Project by Developments Continued  
(\$000)**

	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total	
BRONX RIVER	10721-ELEVATOR LOCK_AT_BRONXRIVER	32	0	0	0	0	32	
	10788-ELEVATORS2_AT_BRONXRIVER	688	0	0	0	0	688	
	7772-GROUNDS_AT_BRONXRIVER	42	0	0	0	0	42	
	9272-ROOFS_AT_BRONXRIVER A	1,069	0	0	0	0	1,069	
	9311-CC-UPGRADE3_AT_BRONXRIVER CC	56	0	0	0	0	56	
	9863-CC-UPGRADE2_AT_BRONXRIVER	1,000	0	0	0	0	1,000	
	11265-GC_AT_BRONXRIVER	84	0	0	0	0	84	
	<b>Total for BRONX RIVER:</b>	<b>2,972</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,972</b>	
BRONX RIVER ADDITION	10787-ELEVATORS_AT_BRONXRIVER A	153	0	0	0	0	153	
	10113-ROOFS_AT_BRONXRIVER ADD	190	0	0	0	0	190	
	10399-BOILER_AT_BRONXRIVER A	12,946	0	0	0	0	12,946	
	10680-LOCAL LAW 11_AT_BRONXRIVER A	309	0	0	0	0	309	
	<b>Total for BRONX RIVER ADDITION:</b>	<b>13,597</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,597</b>	
BRYANT AVE - EAST 174TH ST	10096-LOCAL LAW 11_AT_BRYANT-E174TH	40	0	0	0	0	40	
		<b>Total for BRYANT AVE - EAST 174TH ST:</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40</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	700	0	0	0	0	700	
	9933-ROOFS4_AT_BUTLER	1,692	0	0	0	0	1,692	
	10292-ELEVATORS3_AT_BUTLER	13,473	0	0	0	0	13,473	
	10401-BOILER_AT_BUTLER	1,399	14,137	0	0	0	15,535	
	10869-GROUNDS4_AT_BUTLER	11	0	0	0	0	11	
	11262-GC6_AT_BUTLER	84	0	0	0	0	84	
	11294-PLUMBINGS5_AT_BUTLER	0	0	0	2,400	0	2,400	
	<b>Total for BUTLER:</b>	<b>17,551</b>	<b>14,137</b>	<b>0</b>	<b>2,400</b>	<b>0</b>	<b>34,088</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 HILL	1,882	0	0	0	0	1,882	
	9292-PLUMBING3_AT_CASTLE HILL	10,138	0	0	0	0	10,138	
	11021-BATHROOMS2_AT_CASTLE HILL	0	0	0	500	7,000	7,500	
	11257-GC2_AT_CASTLE HILL	83	0	0	0	0	83	
		<b>Total for CASTLE HILL:</b>	<b>13,270</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>7,000</b>	<b>20,770</b>
	CLAREMONT PARKWAY - FRANKLIN AVE	11013-VENTILATION_AT_CLAREMONT PK	17	0	0	0	0	17
			<b>Total for CLAREMONT PARKWAY - FRANKLIN AVE:</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	CLAREMONT REHAB GROUP 2	8939-CC-UPGRADE_AT_MORRIS I	1,445	0	0	0	0	1,445
10968-FIRE PRO-ESCAPE_AT_CLAREMONT CONS		488	0	0	0	0	488	
	<b>Total for CLAREMONT REHAB GROUP 2:</b>	<b>1,933</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,933</b>	
CLAREMONT REHAB GROUP 3	10371-BRICKWORK2_AT_CLAREMONT 3	38	0	0	0	0	38	
		<b>Total for CLAREMONT REHAB GROUP 3:</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>38</b>
CLAREMONT REHAB GROUP 4	10659-ROOFS3_AT_CLAREMONT 4	147	0	0	0	0	147	
		<b>Total for CLAREMONT REHAB GROUP 4:</b>	<b>147</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>147</b>
CLAREMONT REHAB GROUP 5	9316-SEC ENHANCEMENTS_AT_CLAREMONT CON	29	0	0	0	0	29	
		<b>Total for CLAREMONT REHAB GROUP 5:</b>	<b>29</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29</b>



**Table 2: FY 2021 Capital Project by Developments Continued  
(\$000)**

Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
CLASON POINT GARDENS						
10741-CARBON MONOXIDE_AT_CLASON PT	2	0	0	0	0	2
7142-GROUNDS2_AT_CLASON PT	52	0	0	0	0	52
10863-GROUNDS3_AT_CLASON PT	11	0	0	0	0	11
<b>Total for CLASON POINT GARDENS:</b>	<b>66</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>66</b>
COLLEGE AVE - EAST 165TH ST						
9113-CCTV_AT_COLLEGE-E165	158	0	0	0	0	158
<b>Total for COLLEGE AVE - EAST 165TH ST:</b>	<b>158</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>158</b>
DAVIDSON						
11010-VENTILATION_AT_DAVIDSON	12	0	0	0	0	12
7120-CC-UPGRADE_AT_DAVIDSON	290	0	0	0	0	290
10893-GROUNDS2_AT_DAVIDSON	11	0	0	0	0	11
<b>Total for DAVIDSON:</b>	<b>314</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>314</b>
EAST 152ND ST - COURTLAND AVE						
9901-CCTV2_AT_E152ND-COURT	305	0	0	0	0	305
10822-GROUNDS2_AT_E152ND-COURT	11	0	0	0	0	11
<b>Total for EAST 152ND ST - COURTLAND AVE:</b>	<b>316</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>316</b>
EAST 165TH ST - BRYANT AVENUE						
10826-GROUNDS2_AT_E165TH-BRYANT	17	0	0	0	0	17
<b>Total for EAST 165TH ST - BRYANT AVENUE:</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17</b>
EAST 173RD ST - VYSE AVENUE						
1082-ENTR/EXIT-DWEL_AT_E173RD-VYSE	1,123	0	0	0	0	1,123
10895-GROUNDS2_AT_E173RD-VYSE	11	0	0	0	0	11
<b>Total for EAST 173RD ST - VYSE AVENUE:</b>	<b>1,134</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,134</b>
EAST 180TH ST - MONTEREY AVE						
11008-VENTILATION_AT_E180TH-MON	13	0	0	0	0	13
10228-GROUNDS2_AT_E180TH-MON	225	0	0	0	0	225
10316-LOCAL LAW11_AT_E180TH-MON	1	0	0	0	0	1
10443-SECTION 5042_AT_E180TH-MON	0	0	50	0	0	50
10559-EXT COMPACTORS_AT_E180TH-MON	129	0	0	0	0	129
10896-GROUNDS3_AT_E180TH-MON	11	0	0	0	0	11
11255-GROUNDS_AT_MONTEREY	225	0	0	0	0	225
<b>Total for EAST 180TH ST - MONTEREY AVE:</b>	<b>605</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>655</b>
EASTCHESTER GARDENS						
8275-SEC ENHANCMENTS_AT_EASTCHESTER	25	0	0	0	0	25
9537-FIRE PRO-ALARM_AT_EASTCHESTER CC	134	0	0	0	0	134
9857-BOILER_AT_EASTCHESTER	9,486	28,871	0	0	0	38,357
10334-CC-UPGRADE2_AT_EASTCHESTER	3,805	0	0	0	0	3,805
<b>Total for EASTCHESTER GARDENS:</b>	<b>13,450</b>	<b>28,871</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42,320</b>
EDENWALD						
6860-CCTV2_AT_EDENWALD	7	0	0	0	0	7
9293-PLUMBING8_AT_EDENWALD	9,000	0	0	0	0	9,000



**Table 2: FY 2021 Capital Project by Developments Continued  
(\$000)**

	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
	10162-LOCAL LAW 11_AT_EDENWALD	61	0	0	0	0	61
	<b>Total for EDENWALD:</b>	<b>9,068</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,068</b>
FOREST	962-ELEVATORS_AT_FOREST	746	0	0	0	0	746
	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
	10033-LOCAL LAW 11_AT_FOREST	2	0	0	0	0	2
	10879-GROUNDS4_AT_FOREST	17	0	0	0	0	17
	<b>Total for FOREST:</b>	<b>18,217</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,217</b>
FT INDEPENDENCE ST - HEATH AVE	8278-SEC ENHANCEMENTS_AT_FT IND	6	0	0	0	0	6
	8666-GROUNDS_AT_FT IND	14	0	0	0	0	14
	9443-ELEVATORS3_AT_FT IND	0	0	400	3,600	0	4,000
	10071-HEATING2_AT_FT IND	964	9,112	3,000	1,500	0	14,576
	10780-SECTION 504_AT_FT IND	0	500	0	0	0	500
	10821-GROUNDS2_AT_FT IND	17	0	0	0	0	17
	<b>Total for FT INDEPENDENCE ST - HEATH AVE:</b>	<b>1,001</b>	<b>9,612</b>	<b>3,400</b>	<b>5,100</b>	<b>0</b>	<b>19,113</b>
GLEBE AVE - WESTCHESTER AVE	9626-FIRE PRO-ALARM_AT_GLEBE-WEST	26	0	0	0	0	26
	<b>Total for GLEBE AVE - WESTCHESTER AVE:</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26</b>
GRAVESEND	7816-SANDY GC_AT_GRAVESEND	492	0	0	0	0	492
	8331-SANDY RENO_AT_GRAVESEND	970	424	0	0	0	1,394
	<b>Total for GRAVESEND:</b>	<b>1,462</b>	<b>424</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,886</b>
GUN HILL	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	197	0	0	0	197
	<b>Total for GUN HILL:</b>	<b>209</b>	<b>197</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>406</b>
HIGHBRIDGE GARDENS	9372-LIGHTING2_AT_HIGHBRIDGE	50	0	0	0	0	50
	10018-EXT COMPACTORS_AT_HIGHBRIDGE	51	0	0	0	0	51
	10081-SECTION 504_AT_HIGHBRIDGE	59	0	0	0	0	59
	10260-LOCAL LAW 11_AT_HIGHBRIDGE	7,132	0	0	0	0	7,132
	10291-ELEVATORS2_AT_HIGHBRIDGE	12,060	0	0	0	0	12,060
	10562-BATHROOMS_AT_HIGHBRIDGE	0	0	0	3,146	28,400	31,546
	10944-GROUNDS3_AT_HIGHBRIDGE	12	0	0	0	0	12
	11261-GC4_AT_HIGHBRIDGE	83	0	0	0	0	83
	<b>Total for HIGHBRIDGE GARDENS:</b>	<b>19,446</b>	<b>0</b>	<b>0</b>	<b>3,146</b>	<b>28,400</b>	<b>50,992</b>
HOE AVE - EAST 173RD ST	10020-LOCAL LAW 11_AT_HOE-E173RD	4	0	0	0	0	4
	<b>Total for HOE AVE - EAST 173RD ST:</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>
JACKSON	7629-PLUMBING3_AT_JACKSON	28	0	0	0	0	28
	8405-BOILER_AT_JACKSON	6,866	0	0	0	0	6,866
	9469-SECTION 504_AT_JACKSON	500	0	0	0	0	500
	10032-LOCAL LAW 11_AT_JACKSON	25	0	0	0	0	25
	10124-ELECTRICAL3_AT_JACKSON	3,313	0	0	0	0	3,313
	10127-ROOFS5_AT_JACKSON	37	0	0	0	0	37
	10525-EXT COMPACTORS2_AT_JACKSON	144	0	0	0	0	144
	10876-GROUNDS3_AT_JACKSON	17	0	0	0	0	17
	11266-GC2_AT_JACKSON	83	0	0	0	0	83
	<b>Total for JACKSON:</b>	<b>11,014</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,014</b>



**Table 2: FY 2021 Capital Project by Developments Continued**

(\$000)

Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
JUSTICE SOTOMAYOR						
9314-IT_AT_SOTOMAYOR CC	42	0	0	0	0	42
7286-MAJOR RENO2_AT_SOTOMAYOR	2,193	0	0	0	0	2,193
9034-MAJOR RENO3_AT_SOTOMAYOR	28,332	0	0	0	0	28,332
9035-MAJOR RENO4_AT_SOTOMAYOR	9,217	0	0	0	0	9,217
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_SOTOMAYOR	81	0	0	0	0	81
9988-HEATING3_AT_SOTOMAYOR	2,454	0	0	0	0	2,454
11264-GC_AT_SOTOMAYOR	83	0	0	0	0	83
<b>Total for JUSTICE SOTOMAYOR:</b>	<b>48,401</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>48,401</b>
MARBLE HILL						
8273-SEC ENHANCEMENTS2_AT_MARBLE HILL	1	0	0	0	0	1
9899-SEC ENHANCEMENTS2_AT_MARBLE HILL	75	0	0	0	0	75
9910-GROUNDS3_AT_MARBLE HILL	139	0	0	0	0	139
10352-BOILER_AT_MARBLE HILL	14,128	0	0	0	0	14,128
11251-GROUNDS5_AT_MARBLE HILL	50	0	0	0	0	50
<b>Total for MARBLE HILL:</b>	<b>14,393</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,393</b>
MCKINLEY						
8276-SEC ENHANCEMENTS_AT_MCKINLEY	8	0	0	0	0	8
8967-BOILER_AT_MCKINLEY	17,900	0	0	0	0	17,900
9439-ELEVATORS2_AT_MCKINLEY	4,279	0	0	0	0	4,279
10857-GROUNDS3_AT_MCKINLEY	11	0	0	0	0	11
<b>Total for MCKINLEY:</b>	<b>22,198</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,198</b>
MELROSE						
8909-GROUNDS2_AT_MELROSE	179	0	0	0	0	179
9279-ROOFS2_AT_MELROSE	2,635	0	0	0	0	2,635
9823-SEC ENHANCEMENTS2_AT_MELROSE	3,000	0	0	0	0	3,000
10894-GROUNDS3_AT_MELROSE	11	0	0	0	0	11
11268-GC2_AT_MELROSE	84	0	0	0	0	84
<b>Total for MELROSE:</b>	<b>5,909</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,909</b>
MIDDLETOWN PLAZA						
5470-ELECTRICAL_AT_MIDDLETOWN SCC	20	0	0	0	0	20
8274-SEC ENHANCEMENTS_AT_MIDDLETOWN	27	0	0	0	0	27
<b>Total for MIDDLETOWN PLAZA:</b>	<b>47</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>47</b>
MILL BROOK						
8291-GC_AT_MILLBROOK	150	0	0	0	0	150
9106-GROUNDS3_AT_MILLBROOK	93	0	0	0	0	93
9358-LIGHTING2_AT_MILLBROOK	40	0	0	0	0	40
9871-GROUNDS4_AT_MILLBROOK	500	0	0	0	0	500
10174-SEC ENHANCEMENTS_AT_MILLBROOK	300	0	0	0	0	300
10365-LOCAL LAW 11_AT_MILLBROOK	0	0	0	6,040	0	6,040
10428-PLUMBING2_AT_MILLBROOK E	1,841	0	0	0	0	1,841
10972-GROUNDS5_AT_MILLBROOK	12	0	0	0	0	12
11016-CC-UPGRADE_AT_MILLBROOK	1,800	0	0	0	0	1,800
<b>Total for MILL BROOK:</b>	<b>4,735</b>	<b>0</b>	<b>0</b>	<b>6,040</b>	<b>0</b>	<b>10,775</b>
MITCHEL						
9189-ELEVATORS_AT_MITCHEL	10,782	0	0	0	0	10,782
9347-SEC LIGHTING_AT_MITCHEL	22	0	0	0	0	22
9523-PLUMBING2_AT_MITCHEL	5,815	0	0	0	0	5,815
9743-BATHROOMS3_AT_MITCHEL	0	0	0	44,093	33,960	78,053
10409-BOILER_AT_MITCHEL	1,865	18,849	0	0	0	20,714
10429-PLUMBING3_AT_MITCHEL	2,000	0	0	0	0	2,000
10877-GROUNDS2_AT_MITCHEL	17	0	0	0	0	17





**Table 2: FY 2021 Capital Project by Developments Continued  
(\$000)**

	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
	11017-CC-UPGRADE2_AT_MITCHEL	4,400	0	0	0	0	4,400
	11260-GC3_AT_MITCHEL	83	0	0	0	0	83
	<b>Total for MITCHEL:</b>	<b>24,984</b>	<b>18,849</b>	<b>0</b>	<b>44,093</b>	<b>33,960</b>	<b>121,885</b>
MONROE	8147-CC-UPGRADE_AT_MONROE	422	0	0	0	0	422
	9044-CC-UPGRADE3_AT_MONROE	1,000	0	0	0	0	1,000
	9116-CCTV_AT_MONROE	88	0	0	0	0	88
	9927-ROOFS2_AT_MONROE	4,941	0	0	0	0	4,941
	9938-GARBAGE DISPOS2_AT_MONROE	2,829	0	0	0	0	2,829
	10095-LOCAL LAW 11_AT_MONROE	7	0	0	0	0	7
	10177-CCTV2_AT_MONROE	2,506	0	0	0	0	2,506
	10410-BOILER_AT_MONROE	1,279	14,257	0	0	0	15,535
	10862-GROUNDS3_AT_MONROE	11	0	0	0	0	11
	11248-CC-UPGRADE4_AT_MONROE	5,738	0	0	0	0	5,738
	11259-GC_AT_MONROE	84	0	0	0	0	84
	11312-FIRE PRO-ALARM2_AT_MONROE	0	512	0	0	0	512
	<b>Total for MONROE:</b>	<b>18,906</b>	<b>14,769</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>33,675</b>
MOORE	9917-GROUNDS_AT_MOORE	1,200	0	0	0	0	1,200
	10088-PLUMBING3_AT_MOORE	5	0	0	0	0	5
	10892-GROUNDS2_AT_MOORE	11	0	0	0	0	11
	<b>Total for MOORE:</b>	<b>1,217</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,217</b>
MORRISANIA	9147-SEC ENHANCEMETS_AT_MORRISANIA	55	0	0	0	0	55
	<b>Total for MORRISANIA:</b>	<b>55</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>55</b>
MORRISANIA AIR RIGHTS	9441-ELEVATORS2_AT_MORRISANIA A	71	0	0	0	0	71
	9544-FIRE PRO-ALARM_AT_MORRISANIA A	20	0	0	0	0	20
	9911-ELEVATORS3_AT_MORRISANIA A	10,200	0	0	0	0	10,200
	10411-BOILER_AT_MORRISANIA A	932	9,425	0	0	0	10,357
	10622-INT COMPACTORS_AT_MORRISANIA A	31	0	0	0	0	31
	10820-GROUNDS4_AT_MORRISANIA A	11	0	0	0	0	11
	<b>Total for MORRISANIA AIR RIGHTS:</b>	<b>11,266</b>	<b>9,425</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,690</b>
MORRIS I	9342-GROUNDS2_AT_MORRIS	210	0	0	0	0	210
	10175-LIGHTING_AT_MORRIS	250	0	0	0	0	250
	10951-GROUNDS3_AT_MORRIS I	17	0	0	0	0	17
	<b>Total for MORRIS I:</b>	<b>477</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>477</b>
MORRIS II	9337-GROUNDS2_AT_MORRIS II	435	0	0	0	0	435
	9861-ROOFS2_AT_MORRIS II	1,325	0	0	0	0	1,325
	10532-EXT COMPACTORS2_AT_MORRIS II	144	0	0	0	0	144
	10880-GROUNDS3_AT_MORRIS II	17	0	0	0	0	17
	<b>Total for MORRIS II:</b>	<b>1,922</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,922</b>
MOTT HAVEN	10098-LOCAL LAW 11_AT_MOTT HAVEN	229	0	0	0	0	229



**Table 2: FY 2021 Capital Project by Developments Continued**  
**(\$000)**

	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
	10323-BOILER_AT_MOTT HAVEN	7,733	0	16,559	0	0	24,291
	10875-GROUNDS2_AT_MOTT HAVEN	17	0	0	0	0	17
	11018-CC-UPGRADE_AT_MOTT HAVEN	1,600	0	0	0	0	1,600
	11258-GC_AT_MOTT HAVEN	83	0	0	0	0	83
	<b>Total for MOTT HAVEN:</b>	<b>9,662</b>	<b>0</b>	<b>16,559</b>	<b>0</b>	<b>0</b>	<b>26,221</b>
MURPHY	9133-GROUNDS_AT_MURPHY	300	0	0	0	0	300
	9369-GROUNDS4_AT_MURPHY	250	0	0	0	0	250
	<b>Total for MURPHY:</b>	<b>550</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>550</b>
PARKSIDE	9569-FIRE PRO-ALARM2_AT_PARKSIDE	0	106	0	0	0	106
	10335-CC-UPGRADE2_AT_PARKSIDE	1,700	0	0	0	0	1,700
	10861-GROUNDS3_AT_PARKSIDE	11	0	0	0	0	11
	<b>Total for PARKSIDE:</b>	<b>1,711</b>	<b>106</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,817</b>
PATTERSON	8786-BRICK/ROOFS_AT_PATTERSON	0	0	10,000	10,000	10,000	30,000
	8858-SEC LIGHTING_AT_PATTERSON	189	0	0	0	0	189
	8999-SECTION 504_AT_PATTERSON	813	0	0	0	0	813
	9022-SEC ENHANCEMENTS2 at PATTERSON	327	0	0	0	0	327
	9246-PLUMBING7_AT_PATTERSON	2,481	0	0	0	0	2,481
	9345-CC-UPGRADE2_AT_PATTERSON	1,000	0	0	0	0	1,000
	9897-GROUNDS3_AT_PATTERSON	161	0	0	0	0	161
	10121-LOCAL LAW 11_AT_PATTERSON	156	0	0	0	0	156
	10645-BRICKWORK2_AT_PATTERSON	358	0	0	0	0	358
	10868-GROUNDS4_AT_PATTERSON	11	0	0	0	0	11
	11019-CC-UPGRADE3_AT_PATTERSON	5,100	0	0	0	0	5,100
	11263-GC2_AT_PATTERSON	83	0	0	0	0	83
	<b>Total for PATTERSON:</b>	<b>10,680</b>	<b>0</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>40,680</b>
PELHAM PARKWAY	5772-CC-UPGRADE3_AT_PELHAM PKWY	50	0	0	0	0	50
	7636-HEATING2_AT_PELHAM PKWY	8,628	0	0	0	0	8,628
	7774-SEC ENHANCEMENTS_AT_PELHAM PKWY	2	0	0	0	0	2
	8747-SEC LIGHTING_AT_PELHAM PKWY	121	0	0	0	0	121
	9568-FIRE PRO-ALARM2_AT_PELHAM PKWY	217	0	0	0	0	217
	<b>Total for PELHAM PARKWAY:</b>	<b>9,018</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,018</b>
RANDALL AVE - BALCOM AVE	9383-CCTV_AT_RAND-BALCOM	57	0	0	0	0	57
	<b>Total for RANDALL AVE - BALCOM AVE:</b>	<b>57</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>57</b>
SACK WERN	10745-CARBON MONOXIDE_AT_SACKWERN	4	0	0	0	0	4
	7773-GROUNDS4_AT_SACKWERN	19	0	0	0	0	19
	10865-GROUNDS6_AT_SACKWERN	11	0	0	0	0	11
	<b>Total for SACK WERN:</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35</b>
SAINT MARY'S PARK	8289-GROUNDS3_AT_ST MARY'S PK	176	0	0	0	0	176
	10684-PLUMBING_AT_STMARY'S PK	18	0	0	0	0	18
	10701-LOCAL LAW 11_AT_ST MARY'S PK	62	0	0	0	0	62
	<b>Total for SAINT MARY'S PARK:</b>	<b>255</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>255</b>
SEDGWICK	9052-ROOFS3_AT_SEDGWICK	29	0	0	0	0	29
	9636-FIRE PRO-ALARM3_AT_SEDGWICK	0	400	0	0	0	400
	10215-ENTR/EXIT-DWEL2_AT_SEDGWICK	880	0	0	0	0	880
	10706-LOCAL LAW 11_AT_SEDGWICK	14	0	0	0	0	14
	10761-LOCAL LAW 11 INSPECT_AT_SEDGWICK	9	0	0	0	0	9
	<b>Total for SEDGWICK:</b>	<b>932</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,332</b>





**Table 2: FY 2021 Capital Project by Developments Continued  
(\$000)**

	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
SOUNDVIEW	9315-IT_AT_SOUNDVIEW CC	42	0	0	0	0	42
	7721-CCTV_AT_SOUNDVIEW	6	0	0	0	0	6
	10866-GROUNDS7_AT_SOUNDVIEW	11	0	0	0	0	11
	<b>Total for SOUNDVIEW:</b>	<b>59</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>59</b>
SOUTH BRONX AREA (SITE 402)	11011-VENTILATION_AT_SBRONX(402)	19	0	0	0	0	19
	<b>Total for SOUTH BRONX AREA (SITE 402):</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19</b>
STEBBINS AVE - HEWITT PLACE	6868-GARBAGE DISPOS_AT_STEBBINS-HEW	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
	10819-GROUNDS4_AT_STEBBINS-HEW	17	0	0	0	0	17
	<b>Total for STEBBINS AVE - HEWITT PLACE:</b>	<b>985</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>985</b>
TELLER AVE - EAST 166TH ST	10372-BRICKWORK2_AT_TELLER-E166	64	0	0	0	0	64
	10818-GROUNDS_AT_TELLER-E166	11	0	0	0	0	11
	<b>Total for TELLER AVE - EAST 166TH ST:</b>	<b>76</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>76</b>
THROGGS NECK	3203-FLOORS_AT_THROGGS NK	11	0	0	0	0	11
	8114-BRICK/ROOFS_AT_THROGGS NK	173	0	0	0	0	173
	8719-LIGHTING3_AT_THROGGS NK	6	0	0	0	0	6
	9635-FIRE PRO-ALARM_AT_THROGGS NK	0	1,007	0	0	0	1,007
	10138-EXT COMPACTORS_AT_THROGGS NK	162	0	0	0	0	162
	10642-LOCAL LAW 11_AT_THROGGS NK	133	0	0	0	0	133
	<b>Total for THROGGS NECK:</b>	<b>485</b>	<b>1,007</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,492</b>
THROGGS NECK ADDITION	9338-CC-UPGRADE_AT_THROGGS NK A	1,000	0	0	0	0	1,000
	9339-CC-UPGRADE2_AT_THROGGS NK A	195	0	0	0	0	195
	9340-CC-UPGRADE3_AT_THROGGS NK A	600	0	0	0	0	600
	10137-EXT COMPACTORS_AT_THROGGS NK A	199	0	0	0	0	199
<b>Total for THROGGS NECK ADDITION:</b>	<b>1,994</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,994</b>	
TWIN PARKS EAST (SITE 9)	11009-VENTILATION_AT_TWIN PK E(9)	10	0	0	0	0	10
	<b>Total for TWIN PARKS EAST (SITE 9):</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>
UNION AVE - EAST 166TH ST	11012-VENTILATION_AT_UNION-E166	21	0	0	0	0	21
<b>Total for UNION AVE - EAST 166TH ST:</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21</b>	
UNIVERSITY AVE REHAB	9921-CCTV_AT_UNI REHAB	121	0	0	0	0	121
	<b>Total for UNIVERSITY AVE REHAB:</b>	<b>121</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>121</b>
WEBSTER	9267-ROOFS2_AT_WEBSTER	1,749	0	0	0	0	1,749
	10540-EXT COMPACTORS2_AT_WEBSTER	144	0	0	0	0	144
	10817-GROUNDS3_AT_MORRISANIA	11	0	0	0	0	11
	10855-GROUNDS_AT_WEBSTER	11	0	0	0	0	11
	11267-GC4_AT_WEBSTER	83	0	0	0	0	83
	<b>Total for WEBSTER:</b>	<b>1,999</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,999</b>
<b>Bronx Org</b>		<b>329,865</b>	<b>97,797</b>	<b>31,009</b>	<b>72,779</b>	<b>80,860</b>	<b>612,309</b>



**Table 2: FY 2021 Capital Project by Developments Continued**  
**(\$000)**

	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
<b>Brooklyn Org</b>							
104-14 TAPSCOTT ST	10196-LOCAL LAW 11_AT_TAPSCOTT REH	11	0	0	0	0	11
	<b>Total for 104-14 TAPSCOTT ST:</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>
303 VERNON AVE	10703-PLUMBING3_AT_303 VERNON	745	0	0	0	0	745
	9440-ELEVATORS3_AT_303 VERNON	1,325	0	0	0	0	1,325
	10502-INT COMPACTORS_AT_303 VERNON	6	0	0	0	0	6
	10557-EXT COMPACTORS2_AT_303 VERNON	129	0	0	0	0	129
	10851-GROUNDS2_AT_303 VERNON	17	0	0	0	0	17
	<b>Total for 303 VERNON AVE:</b>	<b>2,223</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,223</b>
33-35 SARATOGA AVE	9918-ELEVATORS_AT_SARATOGA	2,000	0	0	0	0	2,000
	10803-GROUNDS_AT_SARATOGA SQ	11	0	0	0	0	11
	<b>Total for 33-35 SARATOGA AVE:</b>	<b>2,011</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,011</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>Total for 572 WARREN STREET:</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13</b>
ALBANY	9889-GROUNDS2_AT_ALBANY	1,050	0	0	0	0	1,050
	10901-GROUNDS3_AT_ALBANY	11	0	0	0	0	11
	<b>Total for ALBANY:</b>	<b>1,061</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,061</b>
ALBANY II	10902-GROUNDS_AT_ALBANY II	11	0	0	0	0	11
	<b>Total for ALBANY II:</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>
ATLANTIC TERMINAL SITE 4B	9161-ELEVATORS_AT_ATLANTIC T	1,356	0	0	0	0	1,356
	9391-GROUNDS2_AT_ATLANTIC T	347	0	0	0	0	347
	10108-LOCAL LAW 11_AT_ATLANTIC T	17,831	0	0	0	0	17,831
	10853-GROUNDS3_AT_ATLANTIC T	17	0	0	0	0	17
	<b>Total for ATLANTIC TERMINAL SITE 4B:</b>	<b>19,552</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,552</b>
BAY VIEW	9118-CCTV4_AT_BAYVIEW	35	0	0	0	0	35
	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	52,357	0	0	0	0	52,357
	11216-GROUNDS4_AT_BAYVIEW	250	0	0	0	0	250
	<b>Total for BAY VIEW:</b>	<b>55,330</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>55,330</b>
BELMONT - SUTTER AREA	10873-GROUNDS3_AT_BELMONT-S	11	0	0	0	0	11
	<b>Total for BELMONT - SUTTER AREA:</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>
BERRY ST - SOUTH 9TH ST	8925-SEC ENHANCMENTS2_AT_BERRY-S9TH	180	0	0	0	0	180
	9046-GROUNDS2_AT_BERRY-S9TH	1	0	0	0	0	1
	9122-CCTV_AT_BERRY-S9TH	12	0	0	0	0	12
	<b>Total for BERRY ST - SOUTH 9TH ST:</b>	<b>193</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>193</b>
BORINQUEN PLAZA I	9377-ROOFS2_AT_BORINQUEN I	1,872	0	0	0	0	1,872
	9436-CC-UPGRADE_AT_BORINQUEN I	400	0	0	0	0	400
	11300-ENERGY SOLAR_AT_BORINQUEN I	1,000	1,000	2,000	0	0	4,000
	<b>Total for BORINQUEN PLAZA I:</b>	<b>3,272</b>	<b>1,000</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>6,272</b>
BORINQUEN PLAZA II	9378-ROOFS2_AT_BORINQUEN II	21	0	0	0	0	21
	<b>Total for BORINQUEN PLAZA II:</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21</b>



**Table 2: FY 2021 Capital Project by Developments Continued  
(\$000)**

	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
BOULEVARD	316-BRICKWORK_AT_BOULEVARD	2,210	0	0	0	0	2,210
	9019-SEC ENHANCEMENTS_AT_BOULEVARD	202	0	0	0	0	202
	<b>Total for BOULEVARD:</b>	<b>2,412</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,412</b>
BREUKELEN	7525-BRICK/ROOFS_AT_BREUKELEN	5,400	0	0	0	0	5,400
	<b>Total for BREUKELEN:</b>	<b>5,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,400</b>
BREVOORT	10772-HEATING/VACUUM TANKS_AT_BREVOORT	220	0	0	0	0	220
	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	28,627	0	0	0	0	28,627
	10139-LOCAL LAW 11_AT_BREVOORT	90	0	0	0	0	90
	10214-GROUNDS_AT_BREVOORT	800	0	0	0	0	800
	10330-BOILER_AT_BREVOORT	7,403	0	25,071	0	0	32,474
	10418-PLUMBING4_AT_BREVOORT	1,863	0	0	0	0	1,863
	<b>Total for BREVOORT:</b>	<b>39,262</b>	<b>0</b>	<b>25,071</b>	<b>0</b>	<b>0</b>	<b>64,333</b>
BROWNSVILLE	8853-SEC ENHANCEMENTS3_AT_BROWNSVILLE	948	0	0	0	0	948
	9023-SEC LIGHTING_AT_BROWNSVILLE	844	0	0	0	0	844
	9828-BOILER2_AT_BROWNSVILLE	9,043	0	0	0	0	9,043
	10094-LOCAL LAW 11_AT_BROWNSVILLE	5,612	8,234	0	0	0	13,845
	10130-ROOFS_AT_BROWNSVILLE	75	0	0	0	0	75
	10190-CC-UPGRADE_AT_BROWNSVILLE	10,053	0	0	0	0	10,053
	10378-CC-UPGRADE2_AT_BROWNSVILLE	10,043	0	0	0	0	10,043
	10933-GROUNDS3_AT_BROWNSVILLE	12	0	0	0	0	12
<b>Total for BROWNSVILLE:</b>	<b>36,628</b>	<b>8,234</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>44,862</b>	
BUSHWICK	8850-SEC LIGHTING_AT_BUSHWICK	892	0	0	0	0	892
	9024-SEC ENHANCEMENTS_AT_BUSHWICK	161	0	0	0	0	161
	9431-EXT COMPACTORS2_AT_BUSHWICK	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>Total for BUSHWICK:</b>	<b>3,218</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,218</b>
BUSHWICK II CDA (GROUP E)	8934-BOILER_AT_BUSHWICK 2E	1,500	0	0	0	0	1,500
	10453-LOCAL LAW 11_AT_BUSHWICK 2E	3	0	0	0	0	3
	<b>Total for BUSHWICK II CDA (GROUP E):</b>	<b>1,503</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,503</b>
CAREY GARDENS	7819-SANDY GC_AT_CAREY	516	0	0	0	0	516
	8319-SANDY RENO_AT_CAREY	128	255	0	0	0	383
	10288-ELEVATORS2_AT_CAREY	2,982	0	0	0	0	2,982
<b>Total for CAREY GARDENS:</b>	<b>3,626</b>	<b>255</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,881</b>	
CONEY ISLAND	7855-SANDY GC_AT_CONEY ISL	140	0	0	0	0	140
	8299-SANDY RENO_AT_CONEY ISL	626	170	0	0	0	796
	9937-GARBAGE DISPOS2_AT_CONEY ISL	865	0	0	0	0	865
	11246-GROUNDS_AT_CONEY ISLAND	500	0	0	0	0	500
<b>Total for CONEY ISLAND:</b>	<b>2,130</b>	<b>170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,301</b>	
CONEY ISLAND (SITE 8)	7814-SANDY GC_AT_CONEY ISL-8	607	0	0	0	0	607
	8304-SANDY RENO_AT_CONEY ISL-8	20	47	0	0	0	67
	9775-BRICK/ROOF_AT_CONEY ISL-8	765	0	0	0	0	765



**Table 2: FY 2021 Capital Project by Developments Continued  
(\$000)**

	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
	10422-PLUMBING_AT_CONEY ISL-8	897	0	0	0	0	897
	<b>Total for CONEY ISLAND (SITE 8):</b>	<b>2,289</b>	<b>47</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,336</b>
CONEY ISLAND I (SITE 1B)	7823-SANDY GC_AT_CONEY ISL-1B	114	0	0	0	0	114
	8309-SANDY RENO_AT_CONEY ISL-1B	44	93	0	0	0	136
	10290-ELEVATORS2_AT_CONEY ISL-1B	1,406	0	0	0	0	1,406
	<b>Total for CONEY ISLAND I (SITE 1B):</b>	<b>1,563</b>	<b>93</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,656</b>
CONEY ISLAND I (SITES 4 & 5)	7843-SANDY GC_AT_CONEY ISL4&5	516	0	0	0	0	516
	8302-SANDY RENO_AT_CONEY ISL4&5	157	64	0	0	0	221
	8684-GROUNDS3_AT_CONEY ISL4&5	75	0	0	0	0	75
	10267-SANDYPLAYGROUNDS_AT_CONEY ISL4&5	11	0	0	0	0	11
	10289-ELEVATORS2_AT_CONEY ISL4&5	1,762	0	0	0	0	1,762
	10341-LOCAL LAW 11_AT_CONEY ISL4&5	44	0	0	0	0	44
	<b>Total for CONEY ISLAND I (SITES 4 &amp; 5):</b>	<b>2,566</b>	<b>64</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,629</b>
COOPER PARK	9596-FIRE PRO-ALARM2_AT_COOPER PARK	155	0	0	0	0	155
	10189-GROUNDS3_AT_COOPER PARK	500	0	0	0	0	500
	10331-BOILER_AT_COOPER PARK	6,956	0	19,964	0	0	26,920
	10813-GROUNDS4_AT_COOPER PARK	17	0	0	0	0	17
	<b>Total for COOPER PARK:</b>	<b>7,628</b>	<b>0</b>	<b>19,964</b>	<b>0</b>	<b>0</b>	<b>27,592</b>
CYPRESS HILLS	9824-BOILER_AT_CYPRESS	706	0	0	0	0	706
	10805-GROUNDS2_AT_CYPRESS	17	0	0	0	0	17
	11299-FIRE PRO-ALARM2_AT_CYPRESS	0	510	0	0	0	510
	<b>Total for CYPRESS HILLS:</b>	<b>723</b>	<b>510</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,234</b>
EAST NEW YORK CITY LINE	8381-BRICKWORK_AT_E NYC LINE	30	0	0	0	0	30
	10806-GROUNDS2_AT_E NYC LINE	11	0	0	0	0	11
	<b>Total for EAST NEW YORK CITY LINE:</b>	<b>41</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>41</b>
FARRAGUT	9121-SEC ENHANCEMENTS_AT_FARRAGUT	22	0	0	0	0	22
	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-ROOFS2_AT_FARRAGUT	4,540	0	0	0	0	4,540
	9966-HEATING5_AT_FARRAGUT	818	0	0	0	0	818
	10388-INT COMPACTORS2_AT_FARRAGUT	92	0	0	0	0	92
	10834-GROUNDS2_AT_FARRAGUT	12	0	0	0	0	12
	<b>Total for FARRAGUT:</b>	<b>6,283</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,283</b>
FIorentino PLAZA	7548-CC-UPGRADE2_AT_UNITY PLZ CON	4,752	0	0	0	0	4,752
	8944-LIGHTING2_AT_FIORENTINO	27	0	0	0	0	27
	9263-GROUNDS4_AT_FIORENTINO	144	0	0	0	0	144
	9853-BOILER_AT_FIORENTINO	16	0	0	0	0	16
	10840-GROUNDS5_AT_FIORENTINO	11	0	0	0	0	11
	11211-CC-UPGRADE3_AT_UNITY PLZ	164	0	0	0	0	164
	<b>Total for FIORENTINO PLAZA:</b>	<b>5,114</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,114</b>



**Table 2: FY 2021 Capital Project by Developments Continued  
(\$000)**

	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
GARVEY (GROUP A)	9621-FIRE PRO-ALARM2_AT_GARVEY	185	0	0	0	0	185
	10145-LOCAL LAW 11A_AT_GARVEY	38	0	0	0	0	38
	10227-CCTV_AT_GARVEY	75	0	0	0	0	75
	10807-GROUNDS2_AT_GARVEY	17	0	0	0	0	17
	<b>Total for GARVEY (GROUP A):</b>	<b>315</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>315</b>
GLENMORE PLAZA	6958-ELEVATORS3_AT_GLENMORE	89	0	0	0	0	89
	<b>Total for GLENMORE PLAZA:</b>	<b>89</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>89</b>
GLENWOOD	10785-ELEVATORS3_AT_GLENWOOD	1,530	0	0	0	0	1,530
	7253-HEATING3_AT_GLENWOOD	226	0	0	0	0	226
	9608-FIRE PRO-ALARM_AT_GLENWOOD CC	155	0	0	0	0	155
	10222-CC-UPGRADE_AT_GLENWOOD	650	0	0	0	0	650
	10804-GROUNDS2_AT_GLENWOOD	17	0	0	0	0	17
	11215-CC-UPGRADE2_AT_GLENWOOD	135	0	0	0	0	135
	11291-HEATING7_AT_GLENWOOD	0	1,900	0	0	0	1,900
	<b>Total for GLENWOOD:</b>	<b>2,713</b>	<b>1,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,613</b>
GOWANUS	10771-HEATING/VACUM TANKS_AT_GOWANUS	110	0	0	0	0	110
	8033-SANDY GC_AT_GOWANUS	52	0	0	0	0	52
	8366-SANDY RENO_AT_GOWANUS	210	109	0	0	0	318
	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	292	477
	10186-SEC ENHANCEMETS2_AT_GOWANUS	150	0	0	0	0	150
	10329-BOILER_AT_GOWANUS	39,857	8,399	0	0	0	48,256
	10904-GROUNDS3_AT_GOWANUS	11	0	0	0	0	11
	<b>Total for GOWANUS:</b>	<b>44,724</b>	<b>8,508</b>	<b>0</b>	<b>0</b>	<b>292</b>	<b>53,525</b>
HABER	7813-SANDY GC_AT_HABER	2	0	0	0	0	2
	8317-SANDY RENO_AT_HABER	102	190	0	0	0	291
	9628-FIRE PRO-ALARM_AT_HABER	155	0	0	0	0	155
	10858-GROUNDS_AT_HABER	17	0	0	0	0	17
	<b>Total for HABER:</b>	<b>275</b>	<b>190</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>465</b>
HOPE GARDENS	9334-CC-UPGRADE2_AT_HOPE GDNS	500	0	0	0	0	500
	10005-RAD TRANSFER_AT_HOPE GDNS	71	0	0	0	0	71
	<b>Total for HOPE GARDENS:</b>	<b>571</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>571</b>
HOWARD	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
<b>Total for HOWARD:</b>	<b>1,603</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,603</b>	
HOWARD AVE	10843-GROUNDS_AT_HOWARD AVE	11	0	0	0	0	11
	10844-GROUNDS3_AT_HOWARD	11	0	0	0	0	11
	<b>Total for HOWARD AVE:</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23</b>
HUGHES APTS	9588-FIRE PRO-ALARM_AT_HUGHES APTS	185	0	0	0	0	185
	10183-SEC ENHANCEMETS_AT_HUGHES	500	0	0	0	0	500
	10856-GROUNDS2_AT_HUGHES APTS	17	0	0	0	0	17
	<b>Total for HUGHES APTS:</b>	<b>702</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>702</b>





**Table 2: FY 2021 Capital Project by Developments Continued  
(\$000)**

	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
HYLAN	8674-GROUNDS2_AT_HYLAN	25	0	0	0	0	25
	9826-ELEVATORS2_AT_HYLAN	3,700	0	0	0	0	3,700
	<b>Total for HYLAN:</b>	<b>3,725</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,725</b>
INDEPENDENCE	6144-CCTV_AT_INDEP/WILLIAMS	7	0	0	0	0	7
	9130-CC-UPGRADE2_AT_INDEPENDENCE CC	100	0	0	0	0	100
	9365-GROUNDS5_AT_INDEPENDENCE	800	0	0	0	0	800
	<b>Total for INDEPENDENCE:</b>	<b>907</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>907</b>
INGERSOLL	8856-SEC LIGHTING_AT_INGERSOLL	95	0	0	0	0	95
	9025-SEC ENHANCEMETS2_AT_INGERSOLL	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	285	0	0	0	0	285
	10941-GROUNDS5_AT_INGERSOLL	12	0	0	0	0	12
	<b>Total for INGERSOLL:</b>	<b>4,171</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,171</b>
KINGSBOROUGH	10835-GROUNDS2_AT_KINGSBORO	11	0	0	0	0	11
	11310-ENTR/EXIT_AT_KINGSBORO	0	0	0	22,338	21,097	43,435
	<b>Total for KINGSBOROUGH:</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>22,338</b>	<b>21,097</b>	<b>43,446</b>
KINGSBOROUGH EXT	10212-GROUNDS2_AT_KINGSBOROUGH	1,800	0	0	0	0	1,800
	10837-GROUNDS2_AT_KINGSBORO E	11	0	0	0	0	11
	11308-ENTR/EXIT_AT_KINGSBORO E	0	0	0	1,241	0	1,241
	<b>Total for KINGSBOROUGH EXT:</b>	<b>1,811</b>	<b>0</b>	<b>0</b>	<b>1,241</b>	<b>0</b>	<b>3,052</b>
LAFAYETTE	9385-SEC ENHANCEMETS_AT_LAFAYETTE	17	0	0	0	0	17
	9579-FIRE PRO-ALARM2_AT_LAFAYETTE	0	0	0	0	59	59
	10031-LOCAL LAW 11_AT_LAFAYETTE	88	0	0	0	0	88
	10396-ELEVATORS4_AT_LAFAYETTE	11,200	0	0	0	0	11,200
	10408-BOILER_AT_LAFAYETTE	932	9,425	0	0	0	10,357
	10478-INT COMPACTORS_AT_LAFAYETTE	19	0	0	0	0	19
	10808-GROUNDS2_AT_LAFAYETTE	17	0	0	0	0	17
	<b>Total for LAFAYETTE:</b>	<b>12,274</b>	<b>9,425</b>	<b>0</b>	<b>0</b>	<b>59</b>	<b>21,757</b>
LINDEN	10377-SECTION 5042_AT_LINDEN	0	25	0	0	0	25
	<b>Total for LINDEN:</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>
LONG ISLAND BAPTIST HOUSES	10117-LOCAL LAW 11_AT_LI BAPTIST	1,545	0	0	0	0	1,545
	10390-INT COMPACTORS2_AT_LI BAPTIST	20	0	0	0	0	20
	10885-GROUNDS2_AT_LI BAPTIST	11	0	0	0	0	11
	<b>Total for LONG ISLAND BAPTIST HOUSES:</b>	<b>1,576</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,576</b>
LOW HOUSES	9599-FIRE PRO-ALARM_AT_SETH LOW	358	0	0	0	0	358
	10578-LAYERED ACCESS_AT_LOW	252	0	0	0	0	252
	<b>Total for LOW HOUSES:</b>	<b>610</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>610</b>
MARCY	7547-GROUNDS2_AT_MARCY	40	0	0	0	0	40
	7643-PLUMBING3_AT_MARCY	880	0	0	0	0	880
	9132-CC-UPGRADE_AT_MARCY	2,398	0	0	0	0	2,398
	9609-FIRE PRO-ALARM2_AT_MARCY	0	0	0	0	287	287
	9930-ROOFS3_AT_MARCY	48,228	0	0	0	0	48,228
	10012-EXT COMPACTORS2_AT_MARCY	628	0	0	0	0	628



**Table 2: FY 2021 Capital Project by Developments Continued  
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	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
	10324-BOILER_AT_MARCY	53,533	7,432	0	0	0	60,965
	10530-EXT COMPACTORS4_AT_MARCY	97	0	0	0	0	97
	10884-GROUNDS3_AT_MARCY	17	0	0	0	0	17
	<b>Total for MARCY:</b>	<b>105,821</b>	<b>7,432</b>	<b>0</b>	<b>0</b>	<b>287</b>	<b>113,540</b>
MARLBORO	9093-GC2_AT_MARLBORO	2,354	13,807	0	0	0	16,161
	10000-BOILERS_AT_MARLBORO	14,262	0	0	0	0	14,262
	<b>Total for MARLBORO:</b>	<b>16,616</b>	<b>13,807</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,423</b>
NOSTRAND	9051-GROUNDS2_AT_NOSTRAND	710	0	0	0	0	710
	10036-LOCAL LAW 11_AT_NOSTRAND	2,305	0	0	0	0	2,305
	10129-ROOFS4_AT_NOSTRAND	59	0	0	0	0	59
	10911-GROUNDS3_AT_NOSTRAND	11	0	0	0	0	11
	11217-GROUNDS4_AT_NOSTRAND	300	0	0	0	0	300
	<b>Total for NOSTRAND:</b>	<b>3,385</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,385</b>
O'DWYER GARDENS	7818-SANDY GC_AT_O'DWYER GDS	675	0	0	0	0	675
	8330-SANDY RENO_AT_O'DWYER GDS	64	149	0	0	0	213
	8679-GROUNDS3_AT_O'DWYER GDS	100	0	0	0	0	100
	10589-LAYERED ACCESS_AT_O'DWYER GDS	0	0	0	7,643	0	7,643
	11318-ENTR/EXIT-DWEL_AT_O'DWYER	4,400	0	0	0	0	4,400
	<b>Total for O'DWYER GARDENS:</b>	<b>5,239</b>	<b>149</b>	<b>0</b>	<b>7,643</b>	<b>0</b>	<b>13,031</b>
OCEAN HILL APTS	8321-SANDY RENO_AT_OCEANSIDE	24	56	0	0	0	80
	9716-GROUNDS2_AT_OCEAN HILL APTS	435	0	0	0	0	435
	10144-LOCAL LAW 11_AT_OCEAN HILL APTS	185	0	0	0	0	185
	10294-BOILER_AT_OCEAN HILL APTS	10,571	0	0	0	0	10,571
	10859-GROUNDS3_AT_OCEAN HILL APTS	17	0	0	0	0	17
	<b>Total for OCEAN HILL APTS:</b>	<b>11,232</b>	<b>56</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,288</b>
PENNSYLVANIA AVE - WORTMAN AVE	10143-LOCAL LAW 11_AT_PENN-WORTMAN	96	0	0	0	0	96
	10637-HEATING2_AT_PENN-WORTMAN	6	0	0	0	0	6
	10815-GROUNDS2_AT_PENN-WORTMAN	17	0	0	0	0	17
	<b>Total for PENNSYLVANIA AVE - WORTMAN AVE:</b>	<b>119</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>119</b>
PINK	8971-BOILER_AT_PINK	13,014	0	0	0	0	13,014
	9610-FIRE PRO-ALARM2_AT_PINK	0	0	706	0	0	706
	9810-CCTV3_AT_PINK	3,000	0	0	0	0	3,000
	<b>Total for PINK:</b>	<b>16,014</b>	<b>0</b>	<b>706</b>	<b>0</b>	<b>0</b>	<b>16,720</b>
RED HOOK EAST	10786-ELEVATORS3_AT_RED HOOK E	1,797	0	0	0	0	1,797
	7810-SANDY GC_AT_RED HOOK E	2,082	0	0	0	0	2,082
	8307-SANDY RENO_AT_RED HOOK E	816	251	0	0	0	1,067
	10287-SANDY NEW PLANTS_AT_RED HOOK E W	0	50	0	0	0	50
	10636-HEATING4_AT_RED HOOK E	7	0	0	0	0	7
	<b>Total for RED HOOK EAST:</b>	<b>4,702</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,002</b>
RED HOOK WEST	10781-ELEVATORS3_AT_RED HOOK W	1,453	0	0	0	0	1,453



**Table 2: FY 2021 Capital Project by Developments Continued  
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	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
	7812-SANDY GC_AT_RED HOOK W	79	0	0	0	0	79
	8308-SANDY RENO_AT_RED HOOK W	131	305	0	0	0	436
	10287-SANDY NEW PLANTS_AT_RED HOOK E W	7,919	0	0	0	0	7,919
	<b>Total for RED HOOK WEST:</b>	<b>9,583</b>	<b>305</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,888</b>
REVEREND BROWN	10427-INT COMPACTORS2_AT_REV BROWN	54	0	0	0	0	54
	10447-SECTION 504_AT_REV BROWN	0	75	0	0	0	75
	10887-GROUNDS2_AT_REV BROWN	11	0	0	0	0	11
	<b>Total for REVEREND BROWN:</b>	<b>65</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>140</b>
ROOSEVELT I	10322-BOILER_AT_ROOSEVELT I	7,853	14,856	0	0	0	22,710
	10831-GROUNDS2_AT_ROOSEVELT I	11	0	0	0	0	11
	11303-ENTR/EXIT_AT_ROOSEVELT I	0	0	0	7,446	0	7,446
	<b>Total for ROOSEVELT I:</b>	<b>7,865</b>	<b>14,856</b>	<b>0</b>	<b>7,446</b>	<b>0</b>	<b>30,167</b>
ROOSEVELT II	10635-HEATING3_AT_ROOSEVELT II	6	0	0	0	0	6
	10833-GROUNDS2_AT_ROOSEVELT II	11	0	0	0	0	11
	11302-ENTR/EXIT_AT_ROOSEVELT II	0	0	0	3,723	0	3,723
	<b>Total for ROOSEVELT II:</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>3,723</b>	<b>0</b>	<b>3,741</b>
RUTLAND TOWERS	10022-LOCAL LAW 11_AT_RUTLAND TWRS	12	0	0	0	0	12
	10683-GC_AT_RUTLAND TWRS	93	0	0	0	0	93
	<b>Total for RUTLAND TOWERS:</b>	<b>105</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>105</b>
SARATOGA SQUARE	10617-BOILER_AT_SARATOGA	4,520	0	0	0	0	4,520
	11206-CCTV_AT_SARATOGA	750	0	0	0	0	750
	<b>Total for SARATOGA SQUARE:</b>	<b>5,270</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,270</b>
SHEEPSHEAD BAY	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	139	0	0	0	0	139
	10182-LIGHTING2_AT_SHEEPSHEAD	300	0	0	0	0	300
	10912-GROUNDS5_AT_SHEEPSHEAD	11	0	0	0	0	11
	11249-CC-UPGRADE3_AT_SHEEPSHEAD	322	0	0	0	0	322
	<b>Total for SHEEPSHEAD BAY:</b>	<b>1,219</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,219</b>
STUYVESANT GARDENS I	10913-GROUNDS2_AT_STUY GDNS I	11	0	0	0	0	11
	<b>Total for STUYVESANT GARDENS I:</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>
STUYVESANT GARDENS II	10384-SECTION 504_AT_STUY GDNS II	0	100	0	0	0	100
	10914-GROUNDS_AT_STUY GDNS II	11	0	0	0	0	11
	<b>Total for STUYVESANT GARDENS II:</b>	<b>11</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>112</b>
SUMNER	6722-ROOFS3_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
	10157-LOCAL LAW 11_AT_SUMNER	5,078	0	0	0	0	5,078
	10413-BOILER_AT_SUMNER	12,946	0	0	0	0	12,946
	10829-GROUNDS2_AT_SUMNER	11	0	0	0	0	11
	<b>Total for SUMNER:</b>	<b>20,658</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,658</b>





**Table 2: FY 2021 Capital Project by Developments Continued  
(\$000)**

Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
<b>SURFSIDE GARDENS</b>						
7821-SANDY GC_AT_SURFSIDE	568	0	0	0	0	568
8329-SANDY RENO_AT_SURFSIDE	62	145	0	0	0	208
8892-GROUNDS2_AT_SURFSIDE GARDENS	250	0	0	0	0	250
10431-PLUMBING2_AT_SURFSIDE	0	0	0	2,400	0	2,400
10445-PLUMBING3_AT_GOMPERS	3	0	0	0	0	3
<b>Total for SURFSIDE GARDENS:</b>	<b>883</b>	<b>145</b>	<b>0</b>	<b>2,400</b>	<b>0</b>	<b>3,428</b>
<b>SUTTER AVE - UNION ST</b>						
10197-LOCAL LAW 11_AT_SUTTER-UNION	6	0	0	0	0	6
<b>Total for SUTTER AVE - UNION ST:</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>TAYLOR ST - WYTHE AVE</b>						
9047-GROUNDS2_AT_TAYLOR-WYTHE	4	0	0	0	0	4
9620-FIRE PRO-ALARM_AT_TAYLOR-WYTHE	0	0	0	0	397	397
10886-GROUNDS4_AT_TAYLOR-WYTHE	11	0	0	0	0	11
<b>Total for TAYLOR ST - WYTHE AVE:</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>397</b>	<b>412</b>
<b>TILDEN</b>						
8969-BOILER_AT_TILDEN	6,773	0	0	0	0	6,773
10634-HEATING2_AT_TILDEN	8	0	0	0	0	8
10825-GROUNDS_AT_TILDEN	11	0	0	0	0	11
<b>Total for TILDEN:</b>	<b>6,793</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,793</b>
<b>TOMPKINS</b>						
8855-SEC ENHANCEMETS2_AT_TOMPKINS	310	0	0	0	0	310
9033-SEC LIGHTING2_AT_TOMPKINS	533	0	0	0	0	533
9571-FIRE PRO-ALARM2_AT_TOMPKINS	0	0	0	0	118	118
9890-GROUNDS3_AT_TOMPKINS	507	0	0	0	0	507
9934-ROOFS2_AT_TOMPKINS	5,991	0	0	0	0	5,991
10210-CC-UPGRADE_AT_TOMPKINS	500	0	0	0	0	500
10905-GROUNDS4_AT_TOMPKINS	11	0	0	0	0	11
<b>Total for TOMPKINS:</b>	<b>7,853</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>118</b>	<b>7,970</b>
<b>UNITY PLAZA (SITES 17, 24, 25A)</b>						
10916-GROUNDS_AT_UN PL(17,24)	11	0	0	0	0	11
10990-ELEVATORS_AT_UN PL(17,24)	1,312	0	0	0	0	1,312
<b>Total for UNITY PLAZA (SITES 17, 24, 25A):</b>	<b>1,323</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,323</b>
<b>UNITY PLAZA (SITES 4,5A,6,7,9,11,12,27)</b>						
9244-ELEVATORS_AT_UN PL(4,5A)	5,204	0	0	0	0	5,204
10915-GROUNDS_AT_UN PL(4-27)	11	0	0	0	0	11
<b>Total for UNITY PLAZA (SITES 4,5A,6,7,9,11,12,27):</b>	<b>5,215</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,215</b>
<b>VANDALIA AVENUE</b>						
10991-VENTILATION_AT_VANDALIA	38	0	0	0	0	38
10382-SECTION 504_AT_VANDALIA	0	50	0	0	0	50
10802-GROUNDS_AT_VANDALIA	11	0	0	0	0	11
<b>Total for VANDALIA AVENUE:</b>	<b>49</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>99</b>
<b>VAN DYKE I</b>						
8854-SEC LIGHTING_AT_VAN DYKE I&II	773	0	0	0	0	773
9027-SEC ENHANCEMETS_AT_VAN DYKE I&II	758	0	0	0	0	758
9481-PLUMBING4_AT_VAN DYKE I	9,978	0	0	0	0	9,978
9750-PLUMBING5_AT_VAN DYKE I	6,737	0	0	0	0	6,737
10106-LOCAL LAW 11_AT_VAN DYKE I	102	0	0	0	0	102
10223-IT_AT_VAN DYKE I	64	0	0	0	0	64
10319-BOILER_AT_VAN DYKE I	8,371	0	42,405	0	0	50,777
10917-GROUNDS2_AT_VAN DYKE I	11	0	0	0	0	11
10952-INT COMPACTORS_AT_VAN DYKE I	839	0	0	0	0	839
11020-PLUMBING6_AT_VAN DYKE I&II	0	0	0	6,500	0	6,500
<b>Total for VAN DYKE I:</b>	<b>27,633</b>	<b>0</b>	<b>42,405</b>	<b>6,500</b>	<b>0</b>	<b>76,539</b>



**Table 2: FY 2021 Capital Project by Developments Continued  
(\$000)**

	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total	
VAN DYKE II	10920-GROUNDS2_AT_VAN DYKE II	11	0	0	0	0	11	
	<b>Total for VAN DYKE II:</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>	
WEEKSVILLE GARDENS	8685-CC-UPGRADE_AT_WEEKSVILLE	1	0	0	0	0	1	
	<b>Total for WEEKSVILLE GARDENS:</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	
WHITMAN	7601-BRICK/ROOF_AT_WHITMAN	1,279	0	0	0	0	1,279	
	9400-GROUNDS2_AT_WHITMAN	347	0	0	0	0	347	
	9477-PLUMBING3_AT_WHITMAN	0	0	0	10,000	0	10,000	
	9659-CC-UPGRADE2_AT_WHITMAN	400	0	0	0	0	400	
	10204-LOCAL LAW 11_AT_WHITMAN	400	0	0	0	0	400	
	10810-GROUNDS3_AT_WHITMAN	17	0	0	0	0	17	
	<b>Total for WHITMAN:</b>	<b>2,444</b>	<b>0</b>	<b>0</b>	<b>10,000</b>	<b>0</b>	<b>12,444</b>	
WILLIAMSBURG	9217-GROUNDS3_AT_WILLIAMSBURG	505	0	0	0	0	505	
	9362-GROUNDS4_AT_WILLIAMSBURG	95	0	0	0	0	95	
	9363-GROUNDS5_AT_WILLIAMSBURG	280	0	0	0	0	280	
	<b>Total for WILLIAMSBURG:</b>	<b>879</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>879</b>	
WILLIAMS PLAZA	9117-SEC ENHANCEMENTS2_AT_WILLIAMS	100	0	0	0	0	100	
	9916-LIGHTING_AT_WILLIAMS	100	0	0	0	0	100	
	<b>Total for WILLIAMS PLAZA:</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	
WOODSON	9809-PLUMBING2_AT_WOODSON	1,400	0	0	0	0	1,400	
	10202-LOCAL LAW 11_AT_WOODSON	35	0	0	0	0	35	
	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>Total for WOODSON:</b>	<b>5,518</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,518</b>	
WYCKOFF GARDENS	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	37	0	0	0	0	37	
	10809-GROUNDS4_AT_WYCKOFF	11	0	0	0	0	11	
	<b>Total for WYCKOFF GARDENS:</b>	<b>4,740</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,740</b>	
		<b>Brooklyn Org</b>	<b>551,696</b>	<b>67,697</b>	<b>90,147</b>	<b>61,291</b>	<b>22,249</b>	<b>793,080</b>
<b>Manhattan Org</b>								
131 SAINT NICHOLAS AVE	5765-CC-UPGRADE_AT_131 ST NICH	36	0	0	0	0	36	
	10828-GROUNDS2_AT_131 ST NICH	17	0	0	0	0	17	
	<b>Total for 131 SAINT NICHOLAS AVE:</b>	<b>53</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>53</b>	
335 EAST 111TH ST	9352-CCTV_AT_335 E111TH	58	0	0	0	0	58	
	<b>Total for 335 EAST 111TH ST:</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	252	0	0	0	0	252	
	10814-GROUNDS2_AT_45 ALLEN	11	0	0	0	0	11	
	<b>Total for 45 ALLEN ST:</b>	<b>359</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>359</b>	



**Table 2: FY 2021 Capital Project by Developments Continued  
(\$000)**

	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total	
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	6,963	0	0	0	0	6,963	
	<b>Total for 830 AMSTERDAM AVE:</b>	<b>7,238</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,238</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	10,500	0	0	0	11,265	
	10328-BOILER_AT_AMSTERDAM	7,419	23,369	0	0	0	30,788	
	10656-CONCRETE REPAIRS_AT_AMSTERDAM	608	0	0	0	0	608	
	<b>Total for AMSTERDAM:</b>	<b>9,342</b>	<b>33,869</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>43,211</b>	
AUDUBON	10092-LOCAL LAW II_AT_AUDUBON	74	0	0	0	0	74	
	<b>Total for AUDUBON:</b>	<b>74</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>74</b>	
BARUCH	10749-CARBON MONOXIDE_AT_BARUCH	78	0	0	0	0	78	
	7625-BOLIER_AT_BARUCH	6,200	0	0	0	0	6,200	
	8320-SANDY RENO_AT_BARUCH	315	735	0	0	0	1,050	
	9479-PLUMBING10_AT_BARUCH	5,575	0	0	0	0	5,575	
	9574-FIRE PRO-ALARM2_AT_BARUCH	0	0	0	0	102	102	
	10008-EXT COMPACTORS_AT_BARUCH	103	0	0	0	0	103	
	10225-ELEVATORS3_AT_BARUCH	1,000	0	0	0	0	1,000	
	10257-LOCAL LAW 11_AT_BARUCH	0	0	0	0	4,027	4,027	
	<b>Total for BARUCH:</b>	<b>13,271</b>	<b>735</b>	<b>0</b>	<b>0</b>	<b>4,129</b>	<b>18,135</b>	
	BARUCH HOUSES ADDITION	9781-BRICKWORK_AT_BARUCH A	188	0	0	0	0	188
		10440-SECTION 504_AT_BARUCH A	200	0	0	0	0	200
		<b>Total for BARUCH HOUSES ADDITION:</b>	<b>389</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>389</b>
	BETHUNE GARDENS	10195-LOCAL LAW 11_AT_BETHUNE	18	0	0	0	0	18
<b>Total for BETHUNE GARDENS:</b>		<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18</b>	
CAMPOS PLAZA II	10738-ELEVATOR LOCK_AT_CAMPOS II	62	0	0	0	0	62	
	7822-SANDY GC_AT_CAMPOS II	121	0	0	0	0	121	
	8305-SANDY RENO_AT_CAMPOS PLAZA II	110	67	0	0	0	177	
	<b>Total for CAMPOS PLAZA II:</b>	<b>293</b>	<b>67</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>359</b>	
CARVER	10714-ELEVATOR LOCK_AT_CARVER	64	0	0	0	0	64	
	8411-PLUMBING3_AT_CARVER	35	0	0	0	0	35	
	8705-GROUNDS5_AT_CARVER	75	0	0	0	0	75	
	9958-BOILER_AT_CARVER	12,946	0	0	0	0	12,946	
	10221-CC-UPGRADE_AT_CARVER	500	0	0	0	0	500	
	10336-HEATING3_AT_CARVER	3,000	0	0	0	0	3,000	
	10648-LOCAL LAW 11_AT_CARVER	121	0	0	0	0	121	
	10850-GROUNDS6_AT_CARVER	11	0	0	0	0	11	
	11015-ENTR/EXIT-DWEL2_AT_CARVER	419	0	0	0	0	419	
	<b>Total for CARVER:</b>	<b>17,172</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,172</b>	
CHELSEA	10099-GROUNDS4_AT_CHELSEA	160	0	0	0	0	160	



**Table 2: FY 2021 Capital Project by Developments Continued  
(\$000)**

	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
	10241-HEATING4_AT_CHELSEA	920	0	0	0	0	920
	10660-ELECTRICAL3_AT_CHELSEA	4,565	0	0	0	0	4,565
	11190-GC3_AT_CHELSEA	1,177	0	0	0	0	1,177
	11199-INT COMPACTORS_AT_CHELSEA	981	0	0	0	0	981
	<b>Total for CHELSEA:</b>	<b>7,803</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,803</b>
CHELSEA ADDITION	10594-PLUMBING_AT_CHELSEA A	1,000	0	0	0	0	1,000
	10910-GROUNDS2_AT_CHELSEA A	11	0	0	0	0	11
	<b>Total for CHELSEA ADDITION:</b>	<b>1,011</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,011</b>
CLINTON	6947-ELEVATORS_AT_CLINTON	648	0	0	0	0	648
	10256-LOCAL LAW 11_AT_CLINTON	71	0	0	0	0	71
	10626-INT COMPACTORS_AT_CLINTON	45	0	0	0	0	45
	10881-GROUNDS_AT_CLINTON	17	0	0	0	0	17
	<b>Total for CLINTON:</b>	<b>781</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>781</b>
CORSI HOUSES	10742-CARBON MONOXIDE_AT_CORSI HOUSES	6	0	0	0	0	6
	8938-CC-UPGRADE_AT_CORSI HOUSES	6,068	0	0	0	0	6,068
	9137-GROUNDS_AT_CORSI	47	0	0	0	0	47
	<b>Total for CORSI HOUSES:</b>	<b>6,120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,120</b>
DE HOSTOS APTS	11293-PLUMBING2_AT_DE HOSTOS	1,200	0	0	0	0	1,200
	11311-FIRE PRO-ALARM_AT_DE HOSTOS	284	0	0	0	0	284
	<b>Total for DE HOSTOS APTS:</b>	<b>1,484</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,484</b>
DOUGLASS ADDITION	9577-FIRE PRO-ALARM2_AT_DOUGLASS A	0	0	0	0	1,442	1,442
	10465-INT COMPACTORS_AT_DOUGLASS A	5	0	0	0	0	5
	10541-ENERGY RetrofitNY_AT_DOUGLASS A	1,857	4,355	4,000	2,000	0	12,212
	<b>Total for DOUGLASS ADDITION:</b>	<b>1,862</b>	<b>4,355</b>	<b>4,000</b>	<b>2,000</b>	<b>1,442</b>	<b>13,659</b>
DOUGLASS I (BLDGS 4-12,16-17)	9773-PLUMBING_AT_DOUGLASS I	4,303	0	0	0	0	4,303
	10512-INT COMPACTORS_AT_DOUGLASS CON	1	0	0	0	0	1
	<b>Total for DOUGLASS I (BLDGS 4-12,16-17):</b>	<b>4,305</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,305</b>
DOUGLASS II (BLDGS 1-3,13-15)	10773-HEATING/VACUMTANKS_AT_DOUGLASS II	55	0	0	0	0	55
	7784-GROUNDS_AT_DOUGLASS II	29	0	0	0	0	29
	10541-ENERGY RetrofitNY_AT_DOUGLASS A	3,388	0	0	0	0	3,388
	<b>Total for DOUGLASS II (BLDGS 1-3,13-15):</b>	<b>3,472</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,472</b>
DREW - HAMILTON	10128-ROOFS2_AT_DREW-HAM	638	0	0	0	0	638
	<b>Total for DREW - HAMILTON:</b>	<b>638</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>638</b>
DYCKMAN	10722-ELEVATOR LOCK_AT_DYCKMAN	225	0	0	0	0	225
	7685-MAJOR RENO_AT_DYCKMAN	27,457	0	0	0	0	27,457
	9151-ELEVATORS2_AT_DYCKMAN	11,200	0	0	0	0	11,200
	9575-FIRE PRO-ALARM3_AT_DYCKMAN	0	0	0	0	218	218
	9720-BASEMENT CRAWL SPACES_AT_DYCKMAN	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
	10030-LOCAL LAW 11_AT_DYCKMAN	1,345	0	0	0	0	1,345
	10464-BOILER_AT_DYCKMAN	12,946	0	0	0	0	12,946
	10909-GROUNDS2_AT_DYCKMAN	11	0	0	0	0	11
	<b>Total for DYCKMAN:</b>	<b>53,985</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>218</b>	<b>55,203</b>



**Table 2: FY 2021 Capital Project by Developments Continued  
(\$000)**

	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
EAST RIVER	10790-ELEVATORS3_AT_EAST RIVER	1,338	0	0	0	0	1,338
	8328-SANDY RENO_AT_EAST RIVER	370	176	0	0	0	546
	9576-FIRE PRO-ALARM2_AT_EAST RIVER	147	0	0	0	0	147
	9964-PLUMBING2_AT_EAST RIVER	906	0	0	0	0	906
	10406-BOILER_AT_EAST RIVER	10,357	0	0	0	0	10,357
	<b>Total for EAST RIVER:</b>	<b>13,118</b>	<b>176</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,294</b>
ELLIOTT	10244-HEATING4_AT_ELLIOTT	515	0	0	0	0	515
	8415-PLUMBING_AT_ELLIOTT	189	0	0	0	0	189
	9914-CCTV2_AT_ELLIOTT	250	0	0	0	0	250
	10100-GROUNDS2_AT_ELLIOTT	216	0	0	0	0	216
	10882-GROUNDS_AT_ELLIOTT	17	0	0	0	0	17
	11208-GC_AT_ELLIOTT	811	0	0	0	0	811
	<b>Total for ELLIOTT:</b>	<b>1,998</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,998</b>
FIRST HOUSES	9932-ROOF2_AT_FIRST	17,617	0	0	0	0	17,617
	<b>Total for FIRST HOUSES:</b>	<b>17,617</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,617</b>
FT. WASHINGTON AVENUE REHAB	6956-HEATING3_AT_FT WASH	166	0	0	0	0	166
	7448-CC-UPGRADE2_AT_FT WASH SCC	67	0	0	0	0	67
	<b>Total for FT. WASHINGTON AVENUE REHAB:</b>	<b>233</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>233</b>
FULTON	10767-HEATING/VACUUM TANKS_AT_FULTON	51	0	0	0	0	51
	9721-BASEMENT CRAWL SPACES_AT_FULTON	1,000	0	0	0	0	1,000
	9915-CCTV3_AT_FULTON	250	0	0	0	0	250
	9939-GARBAGE DISPOS2_AT_FULTON	392	0	0	0	0	392
	10146-LOCAL LAW 11_AT_FULTON	78	0	0	0	0	78
	10191-LIGHTING3_AT_FULTON	464	0	0	0	0	464
	10249-HEATING3_AT_FULTON	1,645	0	0	0	0	1,645
	10903-GROUNDS3_AT_FULTON	11	0	0	0	0	11
	10999-CC-UPGRADE4_AT_FULTON	550	0	0	0	0	550
	11233-EXT COMPACTORS_AT_FULTON	441	0	0	0	0	441
	<b>Total for FULTON:</b>	<b>4,883</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,883</b>
GOMPERS	10716-ELEVATOR LOCK_AT_GOMPERS	16	0	0	0	0	16
	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	1,685	0	0	0	0	1,685
	9962-PLUMBING2_AT_GOMPERS	897	0	0	0	0	897
	10007-EXT COMPACTORS_AT_GOMPERS	244	0	0	0	0	244
<b>Total for GOMPERS:</b>	<b>5,416</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,416</b>	
GRANT	10696-APARTMENT PREP_AT_GRANT	248	0	0	0	0	248
	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	2,830	0	0	0	0	2,830
	9895-LIGHTING_AT_GRANT	500	0	0	0	0	500
	9952-ELEVATORS4_AT_GRANT	0	1,520	13,680	0	0	15,200
	10407-BOILER_AT_GRANT	1,399	14,137	0	0	0	15,535
11239-GROUNDS4_AT_GRANT	365	0	0	0	0	365	
<b>Total for GRANT:</b>	<b>15,695</b>	<b>15,657</b>	<b>13,680</b>	<b>0</b>	<b>0</b>	<b>45,032</b>	





**Table 2: FY 2021 Capital Project by Developments Continued  
(\$000)**

	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
HARBORVIEW TERRACE	10655-FIRE SUPPR SYSTEM_AT_HARBORVIEW	1	0	0	0	0	1
	10087-CC-UPGRADE2_AT_HARBORVIEW	53	0	0	0	0	53
	10417-INT COMPACTORS2_AT_HARBORVIEW	5	0	0	0	0	5
	10812-GROUNDS3_AT_HARBORVIEW	11	0	0	0	0	11
	11301-ROOFS2_AT_HARBORVIEW	0	0	0	113	5,286	5,398
	<b>Total for HARBORVIEW TERRACE:</b>	<b>70</b>	<b>0</b>	<b>0</b>	<b>113</b>	<b>5,286</b>	<b>5,468</b>
HARLEM RIVER II	10199-LOCAL LAW 11 2_AT_HARLEM II	72	0	0	0	0	72
	<b>Total for HARLEM RIVER II:</b>	<b>72</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>72</b>
HERNANDEZ	9139-GROUNDS_AT_HERNANDEZ	353	0	0	0	0	353
	10442-SECTION 504_AT_HERNANDEZ	50	0	0	0	0	50
	10577-LAYERED ACCESS_AT_HERNANDEZ	1,291	0	0	0	0	1,291
	10658-ELEVATORS_AT_HERNANDEZ	1,289	0	0	0	0	1,289
	10986-PLAYGROUNDS_AT_HERNANDEZ	11	0	0	0	0	11
	<b>Total for HERNANDEZ:</b>	<b>2,995</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,995</b>
HOLMES TOWERS	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_HOLMES TWRS	1,000	0	0	0	0	1,000
	9998-ROOFS4_AT_HOLMES TWRS	4,424	0	0	0	0	4,424
	<b>Total for HOLMES TOWERS:</b>	<b>5,771</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,771</b>
	ISAACS	7545-CC-UPGRADE2_AT_ISAACS CC	225	0	0	0	0
8367-SANDY RENO_AT_ISAACS		3,120	126	0	0	0	3,246
9076-SECURITY SYSTEMS_AT_ISAACS		21	0	0	0	0	21
10251-CC-UPGRADE2_AT_ISAACS		300	0	0	0	0	300
<b>Total for ISAACS:</b>		<b>3,666</b>	<b>126</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,792</b>
JACKIE ROBINSON	9851-BOILER_AT_ROBINSON	455	0	0	0	0	455
	10400-INT COMPACTORS_AT_ROBINSON	12	0	0	0	0	12
	10438-SECTION 504_AT_ROBINSON	25	0	0	0	0	25
	10811-GROUNDS2_AT_ROBINSON	11	0	0	0	0	11
	<b>Total for JACKIE ROBINSON:</b>	<b>503</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>503</b>
JEFFERSON	8755-CC-UPGRADE_AT_JEFFERSON	98	0	0	0	0	98
	9256-BATHROOMS2_AT_JEFFERSON	0	0	0	24,771	42,511	67,282
	9368-CCTV_AT_JEFFERSON	12	0	0	0	0	12
	9382-GROUNDS3_AT_JEFFERSON	5	0	0	0	0	5
	10302-LOCAL LAW11_AT_JEFFERSON	22	0	0	0	0	22
	10374-GROUNDS5_AT_JEFFERSON	2,190	0	0	0	0	2,190
	10925-GROUNDS7_AT_JEFFERSON	12	0	0	0	0	12
	<b>Total for JEFFERSON:</b>	<b>2,338</b>	<b>0</b>	<b>0</b>	<b>24,771</b>	<b>42,511</b>	<b>69,620</b>
JOHNSON	10674-ELECTRICAL2_AT_JOHNSON	1,836	0	0	0	0	1,836
	7258-ENTR/EXIT-DWEL2_AT_JOHNSON	71	0	0	0	0	71
	9396-CC-UPGRADES_AT_JOHNSON	877	0	0	0	0	877
	10332-BOILER_AT_JOHNSON	28,477	0	0	0	0	28,477
	10627-INT COMPACTORS_AT_JOHNSON	242	0	0	0	0	242
	10923-GROUNDS2_AT_JOHNSON	12	0	0	0	0	12
	11241-GROUNDS3_AT_JOHNSON	175	0	0	0	0	175
	11250-GROUNDS4_AT_JOHNSON	175	0	0	0	0	175
	<b>Total for JOHNSON:</b>	<b>31,866</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31,866</b>



**Table 2: FY 2021 Capital Project by Developments Continued  
(\$000)**

	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
KING TOWERS	10774-HEATING/VACUMTANKS_AT_KING TOWERS	55	0	0	0	0	55
	10254-LIGHTING2_AT_KING TOWERS	250	0	0	0	0	250
	10255-LOCAL LAW 11_AT_KING TOWERS	213	0	0	0	0	213
	10403-INT COMPACTORS2_AT_KING TOWERS	117	0	0	0	0	117
	10908-GROUNDS_AT_KING TOWERS	11	0	0	0	0	11
	<b>Total for KING TOWERS:</b>	<b>645</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>645</b>
LA GUARDIA	11005-VENTILATION_AT_LAGUARDIA	23	0	0	0	0	23
	10718-ELEVATOR LOCK_AT_LAGUARDIA	32	0	0	0	0	32
	7826-SANDY GC_AT_LAGUARDIA	261	0	0	0	0	261
	8303-SANDY RENO_AT_LA GUARDIA	78	52	0	0	0	129
	10549-EXT COMPACTORS2_AT_LAGUARDIA	144	0	0	0	0	144
<b>Total for LA GUARDIA:</b>	<b>538</b>	<b>52</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>590</b>	
LA GUARDIA ADDITION	11006-VENTILATION_AT_LAGUARDIA A	7	0	0	0	0	7
	8916-CCTV_AT_LAGUARDIA A	192	0	0	0	0	192
	<b>Total for LA GUARDIA ADDITION:</b>	<b>199</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>199</b>
LAVANBURG HOMES	7831-SANDY GC_AT_LAVANBURG	4	0	0	0	0	4
	8315-SANDY RENO_AT_LAVANBURG	78	181	0	0	0	259
	<b>Total for LAVANBURG HOMES:</b>	<b>82</b>	<b>181</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>263</b>
LEHMAN	10775-HEATING/VACUUM TANKS_AT_LEHMAN	55	0	0	0	0	55
	9526-PLUMBING3_AT_LEHMAN	0	0	0	2,450	0	2,450
	10839-GROUNDS_AT_LEHMAN	17	0	0	0	0	17
	<b>Total for LEHMAN:</b>	<b>72</b>	<b>0</b>	<b>0</b>	<b>2,450</b>	<b>0</b>	<b>2,522</b>
LEXINGTON	8923-GROUNDS_AT_LEXINGTON	70	0	0	0	0	70
	10891-GROUNDS2_AT_LEXINGTON	11	0	0	0	0	11
	<b>Total for LEXINGTON:</b>	<b>81</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>81</b>
LINCOLN	9410-SANDY RENO_AT_LINCOLN	0	300	0	0	0	300
	10131-ROOFS5_AT_LINCOLN	703	0	0	0	0	703
	10194-LOCAL LAW 11_AT_LINCOLN	83	0	0	0	0	83
	10327-BOILER_AT_LINCOLN	34,989	0	0	0	0	34,989
	10883-GROUNDS2_AT_LINCOLN	17	0	0	0	0	17
	<b>Total for LINCOLN:</b>	<b>35,793</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36,093</b>
LOWER EAST SIDE II	10062-INT COMPACTORS_AT_LES II	49	0	0	0	0	49
	10849-GROUNDS_AT_LES II	17	0	0	0	0	17
	<b>Total for LOWER EAST SIDE II:</b>	<b>66</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>66</b>
LOWER EAST SIDE I INFILL	9386-GROUNDS_AT_LES I	266	0	0	0	0	266
	9782-LIGHTING_AT_HERNANDEZ	7	0	0	0	0	7
	10219-SEC ENHANCMENTS_AT_LES I	675	0	0	0	0	675
	11180-GROUNDS2_AT_LES I	156	0	0	0	0	156
	<b>Total for LOWER EAST SIDE I INFILL:</b>	<b>1,104</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,104</b>
LOWER EAST SIDE REHAB (GROUP 5)	7857-SANDY GC_AT_LES V	81	241	0	0	0	322
	8325-SANDY RENO_AT_LES V	2	126	0	0	0	128
	10025-LOCAL LAW 11_AT_LES V	3,179	0	0	0	0	3,179
	10425-INT COMPACTORS_AT_LES V	70	0	0	0	0	70
	<b>Total for LOWER EAST SIDE REHAB (GROUP 5):</b>	<b>3,332</b>	<b>368</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,699</b>



**Table 2: FY 2021 Capital Project by Developments Continued  
(\$000)**

	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
MANHATTANVILLE	9018-ELEVATORS4_AT_MHTNVILLE	287	0	0	0	0	287
	<b>Total for MANHATTANVILLE:</b>	<b>287</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>287</b>
MELTZER TOWER	10021-LOCAL LAW 11_AT_MELTZER	2	0	0	0	0	2
	10072-ENERGY EFF A/Cs_AT_MELTZER	435	0	0	0	0	435
	10657-ELEVATORS_AT_MELTZER	1,289	0	0	0	0	1,289
	<b>Total for MELTZER TOWER:</b>	<b>1,727</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,727</b>
METRO NORTH PLAZA	7859-SANDY GC_AT_METRO N PLZ	4	0	0	0	0	4
	8326-SANDY RENO_AT_METRO N PLZ	1,841	500	0	0	0	2,341
	8357-SEC ENHANCEMENTS_AT_METRO N PLZ	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
	<b>Total for METRO NORTH PLAZA:</b>	<b>2,595</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,094</b>
POLO GROUNDS TOWER	8859-SEC LIGHTING_AT_POLO GROUNDS	1,312	0	0	0	0	1,312
	9028-SEC ENHANCEMENTS_AT_POLO GROUNDS	83	0	0	0	0	83
	9248-PLUMBING4_AT_POLO GROUNDS	1,401	0	0	0	0	1,401
	10085-BRICKWORK6_AT_POLO GROUNDS	19,729	28,431	31,012	45,360	33,780	158,312
	10460-EXT COMPACTORS_AT_POLO GROUNDS	1,098	0	0	0	0	1,098
	10845-GROUNDS2_AT_POLO GROUNDS	11	0	0	0	0	11
	11304-ROOFS2_AT_POLO GROUNDS	0	0	0	321	26,103	26,425
	<b>Total for POLO GROUNDS TOWER:</b>	<b>23,634</b>	<b>28,431</b>	<b>31,012</b>	<b>45,681</b>	<b>59,884</b>	<b>188,642</b>
RANGEL	6727-ELEVATORS2_AT_RANGEL	1,124	0	0	0	0	1,124
	8322-SANDY RENO_AT_RANGEL	58	102	0	0	0	160
	9865-CCTV_AT_RANGEL	360	0	0	0	0	360
	10907-GROUNDS3_AT_RANGEL	11	0	0	0	0	11
	<b>Total for RANGEL:</b>	<b>1,554</b>	<b>102</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,656</b>
REHAB PROGRAM (DOUGLASS)	10751-CARBON MONOXIDE_AT_DOUGLASS CON	4	0	0	0	0	4
	10090-LOCAL LAW II_AT_DOUGLASS REHAB	77	0	0	0	0	77
	<b>Total for REHAB PROGRAM (DOUGLASS):</b>	<b>81</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>81</b>
REHAB PROGRAM (WISE REHAB)	8915-CCTV_AT_WISE REHAB	125	0	0	0	0	125
	9080-SECURITY SYSTEMS_AT_WISE REHAB	55	0	0	0	0	55
	10686-LOCAL LAW 11_AT_WISE REH	1	0	0	0	0	1
	<b>Total for REHAB PROGRAM (WISE REHAB):</b>	<b>181</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>181</b>
RIIS I	1002-ELEVATORS_AT_RIIS I	38	0	0	0	0	38
	7849-SANDY GC_AT_RIIS I	112	0	0	0	0	112
	8312-SANDY RENO_AT_RIIS I	240	530	0	0	0	770
	10394-INT COMPACTORS_AT_RIIS	111	0	0	0	0	111
	11290-HEATING4_AT_RIIS I	0	0	0	1,900	0	1,900
	<b>Total for RIIS I:</b>	<b>500</b>	<b>530</b>	<b>0</b>	<b>1,900</b>	<b>0</b>	<b>2,930</b>
RIIS II	7829-SANDY GC_AT_RIIS II	199	0	0	0	0	199
	8314-SANDY RENO_AT_RIIS II	215	126	0	0	0	342
	10395-INT COMPACTORS_AT_RIIS II	108	0	0	0	0	108
	<b>Total for RIIS II:</b>	<b>522</b>	<b>126</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>649</b>
ROBBINS PLAZA	8956-EQUIP UPGRADE_AT_ROBBINS PL	7	0	0	0	0	7
	9734-BASEMENT CRAWL SPA_AT_ROBBINS PLZ	1,000	0	0	0	0	1,000
	<b>Total for ROBBINS PLAZA:</b>	<b>1,007</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,007</b>





**Table 2: FY 2021 Capital Project by Developments Continued  
(\$000)**

	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total	
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	25	0	0	0	0	25	
	11177-CC-UPGRADE4_AT_RUTGERS	348	0	0	0	0	348	
	<b>Total for RUTGERS:</b>	<b>768</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>768</b>	
SAINT NICHOLAS	7658-PLUMBING3_AT_ST NICH	5,063	0	0	0	0	5,063	
	8763-BRICK/ROOFS_AT_ST NICH	2,125	0	0	0	0	2,125	
	9029-SEC ENHANCEMETS_AT_ST NICHOLAS	344	0	0	0	0	344	
	9290-ELEVATORS_AT_ST NICH	9,783	0	0	0	0	9,783	
	9733-BASEMENT CRAWL SPACES_AT_ST NICH	0	0	0	1,000	0	1,000	
	10412-BOILER_AT_ST NICH	15,535	0	0	0	0	15,535	
	10668-GC2_AT_ST NICH	21	0	0	0	0	21	
	10906-GROUNDS5_AT_ST NICH	11	0	0	0	0	11	
	<b>Total for SAINT NICHOLAS:</b>	<b>32,883</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>33,883</b>	
	SAMUEL, FREDERICK (CITY)	9110-CCTV_AT_SAMUEL(CITY)	22	0	0	0	0	22
		10791-LOCAL LAW 11 INS2_AT_SAMUEL(CITY)	5	0	0	0	0	5
<b>Total for SAMUEL, FREDERICK (CITY):</b>		<b>27</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27</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	
	10889-GROUNDS4_AT_SEWARD PK E	11	0	0	0	0	11	
	11166-CC-UPGRADE4_AT_SEWARD PK	100	0	0	0	0	100	
	11252-CC-UPGRADE5_AT_SEWARD PK E	100	0	0	0	0	100	
	<b>Total for SEWARD PARK EXT:</b>	<b>711</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>786</b>	
SMITH	7853-SANDY GC_AT_SMITH	148	0	0	0	0	148	
	8323-SANDY RENO_AT_SMITH	7,904	153	0	0	0	8,057	
	8636-PLUMBING4_AT_SMITH	2,569	0	0	0	0	2,569	
	9432-PLUMBING6_AT_SMITH	0	250	0	0	8,000	8,250	
	9445-GARBAGE DISPOS2_AT_SMITH	116	0	0	0	0	116	
	10218-GROUNDS4_AT_SMITH	500	0	0	0	0	500	
	10321-BOILER2_AT_SMITH	29,648	4,247	0	0	0	33,895	
	10760-LOCAL LAW 11 INSPECT_AT_SMITH	28	0	0	0	0	28	
	11000-SIDEWALK SHEDS_AT_SMITH	233	0	0	0	0	233	
	11305-ELEVATORS2_AT_SMITH	0	0	0	1,920	17,280	19,200	
	<b>Total for SMITH:</b>	<b>41,146</b>	<b>4,650</b>	<b>0</b>	<b>1,920</b>	<b>25,280</b>	<b>72,996</b>	
STRAUS	10220-GARBAGE DISPOS2_AT_STRAUS	100	0	0	0	0	100	
	11182-DOORS2_AT_STRAUS	300	0	0	0	0	300	
<b>Total for STRAUS:</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>		
TAFT	7468-BRICK/ROOF_AT_TAFT	30	0	0	0	0	30	
	9252-HEATING3_AT_TAFT	504	0	0	0	0	504	
	9309-ELEVATORS3_AT_TAFT	0	250	0	8,000	0	8,250	
	9732-BASEMENT CRAWL SPACES_AT_TAFT	0	0	0	1,000	0	1,000	
	9808-BOILER_AT_TAFT	3,297	0	0	0	0	3,297	
	10337-HEATING4_AT_TAFT	7,000	0	0	0	0	7,000	
	10340-APARTMENT RENO_AT_TAFT	18	0	0	0	0	18	



**Table 2: FY 2021 Capital Project by Developments Continued**  
**(\$000)**

	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
	10380-BRICKWORK3_AT_TAFT	812	0	0	2,013	0	2,826
	10762-SIDEWALK SHEDS_AT_TAFT REH	1	0	0	0	0	1
	10931-GROUNDS3_AT_TAFT	12	0	0	0	0	12
	11243-GARBAGE DISPOS4_AT_TAFT	310	0	0	0	0	310
	<b>Total for TAFT:</b>	<b>11,983</b>	<b>250</b>	<b>0</b>	<b>11,013</b>	<b>0</b>	<b>23,246</b>
THOMAS APTS	10311-LOCAL LAW11_AT_THOMAS APTS	6	0	0	0	0	6
	<b>Total for THOMAS APTS:</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>
THURGOOD MARSHALL PLAZA	10119-LOCAL LAW 11_AT_TMARSHALL	113	0	0	0	0	113
	<b>Total for THURGOOD MARSHALL PLAZA:</b>	<b>113</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>113</b>
TWO BRIDGES URA (SITE 7)	11007-VENTILATION_AT_TWO BRDGS(7)	7	0	0	0	0	7
	7854-SANDY GC_AT_TWO BRDGS(7)	150	0	0	0	0	150
	8324-SANDY RENO_AT_TWO BRDGS(7)	201	49	0	0	0	251
	9138-GROUNDS_AT_TWO BRIDGES	350	0	0	0	0	350
	10643-SANDY UST_AT_TWO BRDGS(7)	68	0	0	0	0	68
	<b>Total for TWO BRIDGES URA (SITE 7):</b>	<b>776</b>	<b>49</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>825</b>
UPACA URBAN RENEWAL (SITE 5)	10173-LOCAL LAW 11_AT_UPACA(5)	73	0	0	0	0	73
	10320-BOILER_AT_UPACA(5)	6,295	0	0	0	0	6,295
	10441-SECTION 5042_AT_UPACA(5)	25	0	0	0	0	25
	10848-GROUNDS3_AT_UPACA(5)	17	0	0	0	0	17
	<b>Total for UPACA URBAN RENEWAL (SITE 5):</b>	<b>6,410</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,410</b>
UPACA URBAN RENEWAL (SITE 6)	10437-SECTION 504_AT_LOW	25	0	0	0	0	25
	10846-GROUNDS2_AT_UPACA(6)	17	0	0	0	0	17
	<b>Total for UPACA URBAN RENEWAL (SITE 6):</b>	<b>42</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42</b>
VLADECK I	6163-CC-UPGRADE_AT_VLADECK	51	0	0	0	0	51
	7739-CC-UPGRADE3_AT_VLADECK	215	0	0	0	0	215
	9336-GROUNDS_AT_VLADECK	202	0	0	0	0	202
	9731-BASEMENT CRAWL SPACES_AT_VLADECK	0	0	1,000	0	0	1,000
	9783-LIGHTING_AT_VLADECK	248	0	0	0	0	248
	9866-GROUNDS2_AT_VLADECK	600	0	0	0	0	600
	10009-EXT COMPACTORS_AT_VLADECK I	50	0	0	0	0	50
	10125-ROOFS_AT_VLADECK	79	0	0	0	0	79
	10339-APARTMENT RENO_AT_VLADECK	1	0	0	0	0	1
	10900-GROUNDS3_AT_VLADECK	11	0	0	0	0	11
	<b>Total for VLADECK I:</b>	<b>1,458</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>2,458</b>
VLADECK II	9784-LIGHTING_AT_SEWARD PK E	26	0	0	0	0	26
	10126-ROOFS_AT_VLADECK II	22	0	0	0	0	22
	10897-GROUNDS2_AT_VLADECK II	11	0	0	0	0	11
	<b>Total for VLADECK II:</b>	<b>59</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>59</b>
WAGNER	8861-SEC LIGHTING_AT_WAGNER	396	0	0	0	0	396
	9030-SEC ENHANCEMENTS2_AT_WAGNER	460	0	0	0	0	460
	9238-GROUNDS3_AT_WAGNER	42	0	0	0	0	42
	9433-PLUMBING6_AT_WAGNER	0	4,000	5,300	0	0	9,300
	10136-CC-UPGRADE_AT_WAGNER CC	1,244	0	0	0	0	1,244
	10368-EPC MANAGEMENT SEV_AT_WAGNER	2,664	2,425	1,207	0	0	6,296



**Table 2: FY 2021 Capital Project by Developments Continued  
(\$000)**

	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
	10793-GROUNDS5_AT_WAGNER	43	0	0	0	0	43
	10852-GROUNDS6_AT_WAGNER	11	0	0	0	0	11
	11247-CC-UPGRADE2_AT_WAGNER CC	15,000	0	0	0	0	15,000
	11256-GROUNDS7_AT_WAGNER	1,500	0	0	0	0	1,500
	<b>Total for WAGNER:</b>	<b>21,361</b>	<b>6,425</b>	<b>6,507</b>	<b>0</b>	<b>0</b>	<b>34,293</b>
WALD	8327-SANDY RENO_AT_WALD	2,967	334	0	0	0	3,301
	10006-EXT COMPACTORS2_AT_WALD	118	0	0	0	0	118
	10300-LOCAL LAW 11_AT_WALD	155	0	0	0	0	155
	11181-GARBAGE DISPOS2_AT_WALD	70	0	0	0	0	70
	<b>Total for WALD:</b>	<b>3,310</b>	<b>334</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,644</b>
WASHINGTON	8711-GROUNDS3_AT_WASHINGTON	37	0	0	0	0	37
	9414-GROUNDS4_AT_WASHINGTON	135	0	0	0	0	135
	9771-PLUMBING2_AT_WASHINGTON	4,996	0	0	0	0	4,996
	9923-ROOFS_AT_WASHINGTON	30,039	0	0	0	0	30,039
	10342-LOCAL LAW 11_AT_WASHINGTON	573	0	0	0	0	573
	10854-GROUNDS5_AT_WASHINGTON	11	0	0	0	0	11
	<b>Total for WASHINGTON:</b>	<b>35,792</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,792</b>
WASHINGTON HTS REHAB (GROUP 1 & 2)	10647-LOCAL LAW 11_AT_WASH HTS	37	0	0	0	0	37
	<b>Total for WASHINGTON HTS REHAB (GROUP 1 &amp; 2):</b>	<b>37</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37</b>
WHITE	7798-CC-UPGRADE2_AT_WHITE CC	764	0	0	0	0	764
	9136-GROUNDS_AT_WHITE	48	0	0	0	0	48
	9356-SEC ENHANCEMENTS_AT_WHITE	28	0	0	0	0	28
	10391-INT COMPACTORS2_AT_WHITE	2	0	0	0	0	2
	<b>Total for WHITE:</b>	<b>842</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>842</b>
WILSON	8937-GROUNDS2_AT_WILSON	15	0	0	0	0	15
	10439-SECTION 504_AT_WILSON	100	0	0	0	0	100
	10757-PLUMBING3_AT_WILSON	1,000	0	0	0	0	1,000
	10888-GROUNDS3_AT_WILSON	11	0	0	0	0	11
	<b>Total for WILSON:</b>	<b>1,127</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,127</b>
WISE TOWERS	8695-GROUNDS2_AT_WISE TOWERS	1	0	0	0	0	1
	9053-ROOFS_AT_WISE TOWERS/WHITE	34	0	0	0	0	34
	9872-GROUNDS4_AT_WISE TOWERS	159	0	0	0	0	159
	9906-CCTV_AT_WISE	275	0	0	0	0	275
	11238-DOORS2_AT_WSUR-589A	600	0	0	0	0	600
	<b>Total for WISE TOWERS:</b>	<b>1,069</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,069</b>
W S U R (SITE A) 120 WEST 94TH ST	9131-CC-UPGRADE_AT_WSUR (SITEA)	140	0	0	0	0	140
	10385-BRICKWORK_AT_WSUR-589A	2	0	0	0	0	2
	<b>Total for W S U R (SITE A) 120 WEST 94TH ST:</b>	<b>142</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>142</b>
	<b>Manhattan Org</b>	<b>470,428</b>	<b>97,358</b>	<b>56,199</b>	<b>91,847</b>	<b>138,750</b>	<b>854,582</b>



**Table 2: FY 2021 Capital Project by Developments Continued**  
**(\$000)**

<u>Queens Org</u>	<u>Project # and Name</u>	<u>FY21*</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>Total</u>
ASTORIA	1676-CC-UPGRADE_AT_ASTORIA SCC	185	0	0	0	0	185
	8306-SANDY RENO_AT_ASTORIA	6,711	169	0	0	0	6,879
	8917-GROUNDS2_AT_ASTORIA	28	0	0	0	0	28
	9364-LIGHTING3_AT_ASTORIA	46	0	0	0	0	46
	9376-CCTV3_AT_ASTORIA	80	0	0	0	0	80
	9390-GROUNDS4_AT_ASTORIA	85	0	0	0	0	85
	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
	11292-HEATING6_AT_ASTORIA	2,600	0	0	0	0	2,600
	<b>Total for ASTORIA:</b>	<b>10,334</b>	<b>169</b>	<b>3,600</b>	<b>4,027</b>	<b>0</b>	<b>18,130</b>
BAISLEY PARK	9095-CCTV_AT_BAISLEY PK	66	0	0	0	0	66
	10211-CCTV2_AT_BAISLEY PK	1,500	0	0	0	0	1,500
	<b>Total for BAISLEY PARK:</b>	<b>1,566</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,566</b>
BEACH 41ST ST - BEACH CHANNEL DRIVE	10789-ELEVATORS3_AT_BEACH 41ST	459	0	0	0	0	459
	8311-SANDY RENO_AT_BEACH 41ST	118	276	0	0	0	395
	10158-LOCAL LAW 11_AT_BEACH 41ST	35	0	0	0	0	35
	10274-SANDYPLAYGROUNDS_AT_BEACH 41ST	1,436	0	0	0	0	1,436
	10633-HEATING3_AT_BEACH 41ST	8	0	0	0	0	8
	11253-EXT LIGHTING_AT_BEACH 41 ST	400	0	0	0	0	400
	<b>Total for BEACH 41ST ST - BEACH CHANNEL DRIVE:</b>	<b>2,456</b>	<b>276</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,733</b>
BLAND	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	6,040	0	0	6,040
	10824-GROUNDS5_AT_BLAND	11	0	0	0	0	11
	<b>Total for BLAND:</b>	<b>811</b>	<b>0</b>	<b>6,040</b>	<b>0</b>	<b>0</b>	<b>6,852</b>
CARLETON MANOR	7811-SANDY GC_AT_CARLETON	171	0	0	0	0	171
	8318-SANDY RENO_AT_CARLETON	82	99	0	0	0	181
	8910-GROUNDS_AT_CARLETON	250	0	0	0	0	250
	<b>Total for CARLETON MANOR:</b>	<b>503</b>	<b>99</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>602</b>
CONLON LIHFE TOWERS	10784-ELEVATORS2_AT_CONLON LIHFE	76	0	0	0	0	76
	9361-SEC ENHANCEMETS_AT_CONLON LIHFE	220	0	0	0	0	220
	9913-CC-UPGRADE_AT_CONLON LIFHE	600	0	0	0	0	600
	10424-PLUMBING2_AT_CONLON LIHFE	906	0	0	0	0	906
	10801-GROUNDS3_AT_CONLON LIHFE	11	0	0	0	0	11
	<b>Total for CONLON LIHFE TOWERS:</b>	<b>1,813</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,813</b>
FHA HOMES GROUP IX	10318-LOCAL LAW11_AT_FHA IX	2	0	0	0	0	2
	<b>Total for FHA HOMES GROUP IX:</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
HAMMEL	7834-SANDY GC_AT_HAMMEL	113	0	0	0	0	113
	8316-SANDY RENO_AT_HAMMEL	451	797	0	0	0	1,249
	10135-CC-UPGRADE3_AT_HAMMEL	3,000	0	0	0	0	3,000
	<b>Total for HAMMEL:</b>	<b>3,564</b>	<b>797</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,362</b>
INTERNATIONAL TOWER	9142-CCTV_AT_INTL TWRS	38	0	0	0	0	38
	11298-FIRE PRO-ALARM_AT_INTL TWRS	0	0	0	1,003	0	1,003
	11307-ENTR/EXIT_AT_INTL TWRS	0	0	0	1,241	0	1,241
	<b>Total for INTERNATIONAL TOWER:</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>2,244</b>	<b>0</b>	<b>2,282</b>



**Table 2: FY 2021 Capital Project by Developments Continued  
(\$000)**

	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
LATIMER GARDENS	9688-PLUMBING2_AT_LATIMER	181	0	0	0	0	181
	9097-GROUNDS3_AT_LATIMER	37	0	0	0	0	37
	10179-CC-UPGRADE_AT_LATIMER	200	0	0	0	0	200
	10871-GROUNDS4_AT_LATIMER	11	0	0	0	0	11
	11306-BOILER_AT_LATIMER	0	0	1,568	14,116	0	15,684
	<b>Total for LATIMER GARDENS:</b>	<b>429</b>	<b>0</b>	<b>1,568</b>	<b>14,116</b>	<b>0</b>	<b>16,114</b>
LEAVITT ST - 34TH AVE	10783-ELEVATORS_AT_LEAVITT-34	76	0	0	0	0	76
	8940-CCTV_AT_LEAVITT-34	88	0	0	0	0	88
	<b>Total for LEAVITT ST - 34TH AVE:</b>	<b>164</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>164</b>
OCEAN BAY (BAYSIDE) FORMERLY EDGEMERE	7847-SANDY GC_AT_BAYSIDE	74	0	0	0	0	74
	<b>Total for OCEAN BAY (BAYSIDE) FORMERLY EDGEM</b>	<b>74</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>74</b>
POMONOK	7633-BOILER_AT_POMONOK	0	1,600	16,525	0	0	18,125
	9313-CCTV2_AT_POMONOK	3	0	0	0	0	3
	10816-GROUNDS2_AT_POMONOK	17	0	0	0	0	17
	<b>Total for POMONOK:</b>	<b>20</b>	<b>1,600</b>	<b>16,525</b>	<b>0</b>	<b>0</b>	<b>18,145</b>
QUEENSBRIDGE NORTH	8862-SEC LIGHTING_AT_QUEENSBRIDGEI	4,184	0	0	0	0	4,184
	9190-ELEVATORS2_AT_QUEENSBDGE N	18,847	0	0	0	0	18,847
	10898-GROUNDS3_AT_QUEENSBDGE N	11	0	0	0	0	11
	<b>Total for QUEENSBRIDGE NORTH:</b>	<b>23,043</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23,043</b>
QUEENSBRIDGE SOUTH	8843-CCTV/SECURITY_AT_QUEENSBDGE S	16,431	1,216	0	0	0	17,647
	9098-GROUNDS2_AT_QUEENSBDGE S	107	0	0	0	0	107
	9191-ELEVATORS2_AT_QUEENSBDGE S	24,877	0	0	0	0	24,877
	10899-GROUNDS3_AT_QUEENSBDGE S	11	0	0	0	0	11
	<b>Total for QUEENSBRIDGE SOUTH:</b>	<b>41,427</b>	<b>1,216</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42,643</b>
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	12,449	0	54,941	0	0	67,390
	10823-GROUNDS3_AT_RAVENSWOOD	11	0	0	0	0	11
	<b>Total for RAVENSWOOD:</b>	<b>13,123</b>	<b>0</b>	<b>54,941</b>	<b>0</b>	<b>0</b>	<b>68,064</b>
REDFERN	7845-SANDY GC_AT_REDFERN	738	0	0	0	0	738
	8310-SANDY RENO_AT_REDFERN	821	187	0	0	0	1,008
	8715-GROUNDS_AT_REDFERN	150	0	0	0	0	150
	<b>Total for REDFERN:</b>	<b>1,710</b>	<b>187</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,897</b>
SHELTON HOUSE	10782-ELEVATORS2_AT_SHELTON	76	0	0	0	0	76
	10165-LOCAL LAW 11_AT_SHELTON	55	0	0	0	0	55
	<b>Total for SHELTON HOUSE:</b>	<b>132</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>132</b>
SOUTH JAMAICA I	8716-GROUNDS2_AT_SJAMAICA	50	0	0	0	0	50
	9924-ROOFS2_AT_SJAMAICA I	5,458	0	0	0	0	5,458
	10213-CC-UPGRADE_AT_SJAMAICA II	1,000	0	0	0	0	1,000
	11205-GROUNDS_AT_SOUTH JAMAICA	160	0	0	0	0	160
	11297-GC_AT_SJAMAICA I	0	1,771	0	0	0	1,771
	<b>Total for SOUTH JAMAICA I:</b>	<b>6,668</b>	<b>1,771</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,438</b>





**Table 2: FY 2021 Capital Project by Developments Continued  
(\$000)**

Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
<b>SOUTH JAMAICA II</b>						
9925-ROOFS3_AT_SJAMAICA II	24,903	0	0	0	0	24,903
11296-GC_AT_SJAMAICA II	0	2,486	0	0	0	2,486
<b>Total for SOUTH JAMAICA II:</b>	<b>24,903</b>	<b>2,486</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,389</b>
<b>WOODSIDE</b>						
9912-CC-UPGRADE3_AT_WOODSIDE	600	0	0	0	0	600
10037-LOCAL LAW 11_AT_WOODSIDE	0	0	0	16,108	0	16,108
10133-ROOFS2_AT_WOODSIDE	61	0	0	0	0	61
10681-GROUNDS3_AT_WOODSIDE	300	0	0	0	0	300
10946-GROUNDS4_AT_WOODSIDE	12	0	0	0	0	12
11203-CC-UPGRADE4_AT_WOODSIDE	600	0	0	0	0	600
11295-BOILER_AT_WOODSIDE	0	0	0	5,314	47,822	53,136
<b>Total for WOODSIDE:</b>	<b>1,573</b>	<b>0</b>	<b>0</b>	<b>21,421</b>	<b>47,822</b>	<b>70,816</b>
<b>Queens Org</b>	<b>134,354</b>	<b>8,601</b>	<b>82,675</b>	<b>41,808</b>	<b>47,822</b>	<b>315,259</b>
<b>Staten Island Org</b>						
<b>BERRY</b>						
9425-LIGHTING2_AT_BERRY	100	0	0	0	0	100
9741-FIRE PRO-ALARM2_AT_BERRY-S9TH CC	155	0	0	0	0	155
10184-CCTV_AT_BERRY	200	0	0	0	0	200
10326-BOILER2_AT_BERRY	21,768	0	0	0	0	21,768
10874-GROUNDS3_AT_BERRY	17	0	0	0	0	17
<b>Total for BERRY:</b>	<b>22,240</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,240</b>
<b>CASSIDY - LAFAYETTE</b>						
9350-SEC ENHANCEMETS2_AT_CASSIDY-LAF	2,760	0	0	0	0	2,760
10870-GROUNDS2_AT_CASSIDY-LAF	11	0	0	0	0	11
<b>Total for CASSIDY - LAFAYETTE:</b>	<b>2,771</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,771</b>
<b>MARINER'S HARBOR</b>						
7471-BRICK/ROOF_AT_MARINERS HB	65	0	0	0	0	65
9324-CC-UPGRADE2_AT_MARINER'S HB CC	1,300	4,400	0	0	0	5,700
9903-GROUNDS2_AT_MARINER'S HARBOR	393	0	0	0	0	393
10860-GROUNDS2_AT_MARINER'S HB	11	0	0	0	0	11
11242-CCTV2_AT_MARINER'S HB	650	0	0	0	0	650
<b>Total for MARINER'S HARBOR:</b>	<b>2,419</b>	<b>4,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,819</b>
<b>MARKHAM GARDENS</b>						
10301-LOCAL LAW 11_AT_W BRIGHTON I & II	10	0	0	0	0	10
<b>Total for MARKHAM GARDENS:</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>
<b>NEW LANE AREA</b>						
8364-SANDY RENO_AT_NEW LANE	0	230	0	0	0	230
8889-SEC ENHANCEMETS_AT_NEW LANE	500	0	0	0	0	500
9072-SECURITY SYSTEM_AT_NEW LANE	136	0	0	0	0	136
9353-CC-UPGRADE2_AT_NEW LANE	322	0	0	0	0	322
11244-GROUNDS3_AT_NEW LANE	205	0	0	0	0	205
<b>Total for NEW LANE AREA:</b>	<b>1,163</b>	<b>230</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,393</b>
<b>RICHMOND TERRACE</b>						
9354-GROUNDS3_AT_RICHMOND TR	4	0	0	0	0	4
10115-MAJOR RENO_AT_RICHMOND TR	120,000	0	0	0	0	120,000
10293-ELEVATORS3_AT_RICHMOND TR	11,481	0	0	0	0	11,481
10872-GROUNDS4_AT_RICHMOND TR	17	0	0	0	0	17
<b>Total for RICHMOND TERRACE:</b>	<b>131,502</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>131,502</b>



**Table 2: FY 2021 Capital Project by Developments Continued  
(\$000)**

	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
SOUTH BEACH	9397-CCTV_AT_SOUTH BEACH	22	0	0	0	0	22
	9452-BOILER_AT_SOUTH BEACH	650	7,118	0	0	0	7,768
	10185-LIGHTING3_AT_SOUTH BEACH	200	0	0	0	0	200
	10830-GROUNDS3_AT_SOUTH BEACH	12	0	0	0	0	12
	<b>Total for SOUTH BEACH:</b>	<b>884</b>	<b>7,118</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,001</b>
STAPLETON	8852-SEC LIGHTING_AT_STAPLETON	793	0	0	0	0	793
	9031-SEC ENHANCEMNTS_AT_STAPLETON	1,670	0	0	0	0	1,670
	<b>Total for STAPLETON:</b>	<b>2,463</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,463</b>
TODT HILL	8888-SEC ENHANCEMNTS_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
	9902-GROUNDS3_AT_TODT HILL	50	0	0	0	0	50
	10142-LOCAL LAW 11_AT_TODT HILL	3	0	0	0	0	3
<b>Total for TODT HILL:</b>	<b>2,482</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,482</b>	
WEST BRIGHTON I	8947-CCTV2_AT_W BRIGHTON I	83	0	0	0	0	83
	9077-SECURITY SYSTEM_AT_W BRIGHTON I	256	0	0	0	0	256
	10301-LOCAL LAW 11_AT_W BRIGHTON I & II	238	0	0	0	0	238
	10988-PLAYGROUNDS_AT_W BRIGHTON I	11	0	0	0	0	11
	<b>Total for WEST BRIGHTON I:</b>	<b>588</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>588</b>
WEST BRIGHTON II	10989-PLAYGROUNDS_AT_W BRIGHTON II	11	0	0	0	0	11
<b>Total for WEST BRIGHTON II:</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>	
<b>Staten Island Org</b>		<b>166,534</b>	<b>11,748</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>178,282</b>
<b>Central Office Org</b>							
PHA WIDE ITEM - ADMINISTRATION	9288-HR/PERFORMANCE Mgt_AT_VARIOUS	1,724	0	0	0	0	1,724
<b>Total for PHA WIDE ITEM - ADMINISTRATION:</b>	<b>1,724</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,724</b>
PHA WIDE ITEM - CAPITAL PROJECTS	1896-ENERGY-INST HOT WATER HEATERS	7,642	0	0	0	0	7,642
	4178-NEEDS ASSESS_AT_PHA WIDE	279	0	0	0	0	279
	5060-CHANGE ORDER/UNPLANNED_AT_CPD	2,671	0	0	0	0	2,671
	7162-LAYERED ACCESS_AT_KING/TAFT	253	0	0	0	0	253
	7405-ENERGY CONSERV_AT_KINGSBORO	3,302	0	0	0	0	3,302
	7733-INSPECTION SERV2_AT_VARIOUS	73	0	0	0	0	73
	7781-SEC ENHANCEMNTS_AT_VARIOUS	258	0	0	0	0	258
	7988-BRICKWORK6_AT_VARIOUS	180	0	0	0	0	180
	7989-BRICKWORK7_AT_VARIOUS	533	0	0	0	0	533
	8113-CM FEES_AT_VARIOUS	45,473	0	0	0	0	45,473
	8143-A&E_AT_VARIOUS	7	0	0	0	0	7
	8400-INST HOT WATER HEATERS_AT_VARIOUS	25,518	0	0	0	0	25,518
	8618-LOCAL LAW 11 INSPECT4_AT_VARIOUS	2,033	0	0	0	0	2,033
	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 ENHANCEMNTS4_AT_VARIOUS	169	0	0	0	0	169
	8869-FIRE PRO-ESCAPE_AT_VARIOUS	95	0	0	0	0	95
	8879-LIGHTING & HEATING_AT_VARIOUS	420	0	0	0	0	420
	8897-ROOFS4_AT_VARIOUS	62,729	111,000	111,000	111,000	111,000	506,729
	8899-SEC LIGHTINGS_AT_VARIOUS	1,734	0	0	0	0	1,734
	8966-BRICKWORK13_AT_VARIOUS	77	0	0	0	0	77



**Table 2: FY 2021 Capital Project by Developments Continued**  
**(\$000)**

Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
8985-INT COMPACTORS_AT_VARIOUS	15	0	0	0	0	15
8992-PLUMBING15_AT_VARIOUS	38	0	0	0	0	38
8996-SANDY MONITOR_AT_VARIOUS	5,081	2,255	1,724	0	0	9,061
9001-APARTMENT RENO3_AT_VARIOUS	4,079	0	0	0	0	4,079
9015-CM FEES2_AT_VARIOUS	60	0	0	0	0	60
9016-CM FEES3_AT_VARIOUS	164	0	0	0	0	164
9017-CM FEES4_AT_VARIOUS	384	0	0	0	0	384
9032-SEC ENHANCEMNTS_AT_QUEENSBRIDGE	914	0	0	0	0	914
9036-SEC ENHANCEMNTS7_AT_VARIOUS	331	0	0	0	0	331
9056-ADMIN COSTS_AT_SANDY	10	0	0	0	0	10
9087-SANDY CM_AT_VARIOUS	826	0	0	0	0	826
9177-HEATING20_AT_VARIOUS	33	0	0	0	0	33
9236-WORKFORCE DEVELOPMENT_AT_SANDY	0	652	0	0	0	652
9257-CONCRETE REPAIRS2_AT_VARIOUS	3,841	0	0	0	0	3,841
9272-ROOFS_AT_BRONXRIVER A	3,302	0	0	0	0	3,302
9404-URBANFARMS_AT_VARIOUS	120	0	0	0	0	120
9416-GARBAGE DISPOS15_AT_VARIOUS	429	0	0	0	0	429
9774-SANDY RENO_AT_MANH (VARIOUS)	102	0	0	0	0	102
9827-PLUMBING27_AT_VARIOUS	8,689	0	0	0	0	8,689
9830-HEATING23_AT_VARIOUS	42,283	0	0	0	0	42,283
9869-PLUMBING29_AT_VARIOUS	29,936	0	0	0	10,000	39,936
9882-IT-CCTV/LAC_AT_VARIOUS	134	0	0	0	0	134
9919-GC6_AT_VARIOUS	674,000	250,000	200,000	200,000	200,000	1,524,000
9920-VEHICLES3_AT_VARIOUS	160	0	0	0	0	160
9922-GC7_AT_VARIOUS	41,598	10,000	19,700	10,000	0	81,298
10073-LOCAL LAW 11 INSPECT28_AT_VARIOUS	440	0	0	0	0	440
10074-LOCAL LAW 11 INSPECT29_AT_VARIOUS	1,189	0	0	0	0	1,189
10075-LOCAL LAW 11 INSPECT30_AT_VARIOUS	455	0	0	0	0	455
10216-CC-UPGRADE2_AT_MARBLE HILL	2,000	0	0	0	0	2,000
10217-GROUNDS4_AT_QUEENSBIDGE N	300	0	0	0	0	300
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_VARIOUS	1,303	0	0	0	0	1,303
10269-SANDYTEMPBOILERSCM_AT_VARIOUS	449	0	0	0	0	449
10364-SANDYCISITESCM_AT_VARIOUS	4,457	0	0	0	0	4,457
10612-PROGRAM MGT SERVICES_AT_VARIOUS	11,017	0	0	0	0	11,017
10614-CPD STAFF_AT_VARIOUS	17,474	0	0	0	0	17,474
10666-SANDYPM_AT_VARIOUS	265	265	265	0	0	795
10669-A&E FEES10_AT_VARIOUS	323	0	0	0	0	323
10672-A&E FEES11_AT_VARIOUS	4,600	4,600	2,000	4,000	2,000	17,200
11170-LIGHTING3_AT_VARIOUS	17,628	0	0	0	0	17,628
11197-SEC ENHANCEMNTS8_AT_VARIOUS	800	0	0	0	0	800
11236-EXT COMPACTORS_AT_VARIOUS	362	0	0	0	0	362
11237-GARBAGE DISPOS_AT_WSUR	70	0	0	0	0	70
11240-GARBAGE DISPOS17_AT_VARIOUS	52	0	0	0	0	52
11245-CC-UPGRADE2_AT_VARIOUS	940	0	0	0	0	940
11254-CCTV10_AT_VARIOUS	50	0	0	0	0	50
11309-A&E FEES14_AT_VARIOUS	1,000	2,000	2,000	2,000	3,000	10,000
At Cost_DAC_AT_VARIOUS	0	1,000	0	0	0	1,000
HMGP_AE Design_At Various	0	930	0	0	0	930
HMGP_Construction_At Various	0	9,054	0	0	0	9,054
Landscaping_At Various	0	0	22,994	0	0	22,994
<b>Total for PHA WIDE ITEM - CAPITAL PROJECTS:</b>	<b>1,036,621</b>	<b>391,756</b>	<b>359,683</b>	<b>327,000</b>	<b>326,000</b>	<b>2,441,060</b>





**Table 2: FY 2021 Capital Project by Developments Continued  
(\$000)**

	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total
PHA WIDE ITEM - CIO	5437-IT-LAW INVOICE SYSTEM	30	0	0	0	0	30
	5567-IT-KRONOS ENH	189	0	814	0	0	1,003
	5568-IT-ORACLE UGR2	309	0	0	0	0	309
	6162-IT-ROUTERS	337	0	0	0	0	337
	6740-IT-DESKTOP REFRESH	90	0	0	0	0	90
	6785-IT-VOIP	28	0	0	0	0	28
	7106-IT-COLLABORATION SPACE	1	0	0	0	0	1
	7126-IT-BUSINESS PROCESS IMP	59	0	0	0	0	59
	7128-IT-BUSINESS SYS TECH IMP	1,996	0	0	0	0	1,996
	7224-IT- MOBILE ACCESS	67	0	0	0	0	67
	7430-IT-ORACLE EXADATA	23	0	0	0	0	23
	7727-IT-ATAD ENHANCEMENTS	232	0	0	0	0	232
	8148-IT-REES eService	33	0	0	0	0	33
	8171-IT-MAXIMO HEATING	88	0	0	0	0	88
	8174-IT-MAXIMO ENHANCEMENT	119	0	0	0	0	119
	8178-IT-EXE DASHBOARD PHASE II	113	0	0	0	0	113
	8180-IT-PROCUREMENT	3	0	0	0	0	3
	8183-IT-CLOUD SOLUTION	396	20	20	0	0	436
	8581-IT-SIEBEL UPGRADE 8.2	131	0	0	0	0	131
	8881-IT-APP DEV/ENH-FIELD DEPT	129	0	0	0	0	129
	8883-IT-APP DEV/ENH-NYCHA DEPT	194	202	307	172	863	1,738
	8884-IT-INFRAST UPG/ENH-FIELD DEPT	500	360	360	360	0	1,580
	8886-IT-INFRAST UPG/ENH-NYCHA DEPT	2,240	656	416	332	369	4,013
	10169-IT-TRAINING(2)	61	50	46	46	46	250
	10233-IT-PRINTERS(2)	0	851	555	555	592	2,553
	10234-IT-IMAGING(2)	463	196	185	185	0	1,029
	10235-IT-LAW INVOICE SYSTEM(2)	793	178	0	0	0	971
	10236-IT ORACLE	344	209	259	37	37	886
	10238-IT ROUTERS & SWITCHES	123	0	1,575	25	25	1,748
	10239-IT - DESKTOP REFRESH(2)	93	1,688	37	37	0	1,855
	10240-IT STORAGE	0	925	241	241	241	1,647
	10242-IT-NETWORK SECURITY(2)	216	130	185	185	185	901
	10243-IT-COMMUNICATION UPGRADE(2)	30	0	0	2,182	2,000	4,212
	10245-IT-BUSINESS SYS TECH IMP(2)	10,370	6,648	19	19	19	17,074
	10246-IT-HR MANAGEMENT(2)	478	0	0	0	0	478
	10247-IT SIEBEL ENHANCEMENTS	1,218	2,900	0	0	0	4,118
	10248-IT-MAXIMO ENHANCEMENT(2)	2,130	250	550	0	0	2,930
10603-IT-VOIP(2)	2,026	453	130	28	28	2,664	
9392-VEHICLES2_AT_VARIOUS	150	0	0	0	0	150	
	<b>Total for PHA WIDE ITEM - CIO:</b>	<b>25,801</b>	<b>15,716</b>	<b>5,698</b>	<b>4,404</b>	<b>4,404</b>	<b>56,022</b>
PHA WIDE ITEM - FINANCE	3482-MANAGEMENT FEES PROJECT	117,002	58,501	58,501	58,501	58,501	351,007
	3921-CONTINGENCY (NON-CPD)	4,784	727	747	2,040	2,040	10,338
	6460-CFFP DEBT SERVICE	119,547	59,772	59,769	59,773	38,818	337,679
	6859-TRANSFER TO OP FY2010 I	292,506	117,002	117,002	117,002	117,002	760,515
	9999-RAD TRANSFER_AT_VARIOUS	68	0	0	0	0	68
	10663-RAD TRANSFER_AT_BKLYN II	1,159	0	0	0	0	1,159
	10665-RAD TRANSFER_AT_TOMPKINS	301	0	0	0	0	301
		<b>Total for PHA WIDE ITEM - FINANCE:</b>	<b>535,366</b>	<b>236,002</b>	<b>236,019</b>	<b>237,317</b>	<b>216,362</b>



**Table 2: FY 2021 Capital Project by Developments Continued  
(\$000)**

	Project # and Name	FY21*	FY22	FY23	FY24	FY25	Total	
PHA WIDE ITEM - GENERAL MANAGER	10230-LEAD ABATEMENT_AT_VARIOUS	7,253	0	0	0	0	7,253	
	10232-LEAD INSPECTIONS-QA_AT_VARIOUS	76,716	0	0	0	0	76,716	
	10604-MOLD/VENTILATION_AT_VARIOUS	32,677	16,700	0	0	0	49,377	
	8258-SANDY CONSULTING_AT_VARIOUS	367	0	0	0	0	367	
	<b>Total for PHA WIDE ITEM - GENERAL MANAGER:</b>	<b>117,014</b>	<b>16,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>133,714</b>	
PHA WIDE ITEM - OPERATIONS	10230-LEAD ABATEMENT_AT_VARIOUS	5,000	0	0	0	0	5,000	
	10232-LEAD INSPECTIONS-QA_AT_VARIOUS	51,000	0	0	0	0	51,000	
	149-ASBESTOS AIR MONITORING	20	0	0	0	0	20	
	3885-LEAD INSPECTIONS	44	0	0	0	0	44	
	3981-ENVIRO CONSULTING & SURVEY	15	0	0	0	0	15	
	6730-OFF FAC UPGR_AT_OPERATIONS	1	0	0	0	0	1	
	6754-RANGES_AT_OPERATIONS	6	0	0	0	0	6	
	6759-INTERCOMS_AT_OPERATIONS	26	0	0	0	0	26	
	6760-BOILERS_AT_OPERATIONS	52	0	0	0	0	52	
	7089-EQUIP_AT_OPERATIONS	2	0	0	0	0	2	
	7118-ELEVATOR ZONE LOCK INST_AT_VAR	241	0	0	0	0	241	
	8376-HEATING8_AT_VARIOUS	5	0	0	0	0	5	
	8585-PLUMBING7_AT_VARIOUS	103	0	0	0	0	103	
	8964-APARTMENT RENO4_AT_VARIOUS	17	0	0	0	0	17	
	8990-HEATING12_AT_VARIOUS	85	0	0	0	0	85	
	8991-HEATING13_AT_VARIOUS	1,541	0	0	0	0	1,541	
	9829-HEATING22_AT_VARIOUS	7,800	0	0	0	0	7,800	
	10077-SIGNAGE(SMOKE-FREE)_AT_VARIOUS	30	0	0	0	0	30	
	10147-EQUIP2_AT_OPERATIONS	88	0	0	0	0	88	
	10231-COMMON SPACE PAINTING_AT_VARIOUS	20,000	0	0	0	0	20,000	
	10252-LIGHTING2_AT_VARIOUS	12,478	0	0	0	0	12,478	
	10605-HOIST MOTOR/GENERATOR_AT_VARIOUS	6,960	3,480	3,480	3,480	3,480	20,880	
	10607-HEATING/PIPE REPLACEMENT	191	0	0	0	0	191	
	10608-REMOTE ELEVATOR MONITORING	18,426	13,037	0	0	0	31,463	
	10609-APARTMENT PREP_AT_VARIOUS	73,249	51,348	81,085	81,085	81,085	367,853	
	10610-HEATING/VACUUM TANKS_AT_VARIOUS	6,000	0	0	0	0	6,000	
	10611-APARTMENT REHAB_AT_VARIOUS	33,000	0	0	0	0	33,000	
	<b>Total for PHA WIDE ITEM - OPERATIONS:</b>	<b>236,378</b>	<b>67,865</b>	<b>84,565</b>	<b>84,565</b>	<b>84,565</b>	<b>557,939</b>	
	<b>Central Office Org</b>		<b>1,952,904</b>	<b>728,039</b>	<b>685,965</b>	<b>653,286</b>	<b>631,331</b>	<b>4,651,525</b>
	<b>All Projects Total</b>		<b>3,605,781</b>	<b>1,011,239</b>	<b>945,995</b>	<b>921,012</b>	<b>921,012</b>	<b>7,405,038</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 Chief Operating Officer an annual budget for the forthcoming fiscal year and a four-year financial plan to be presented to NYCHA's Board. The Chief Operating Officer 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*

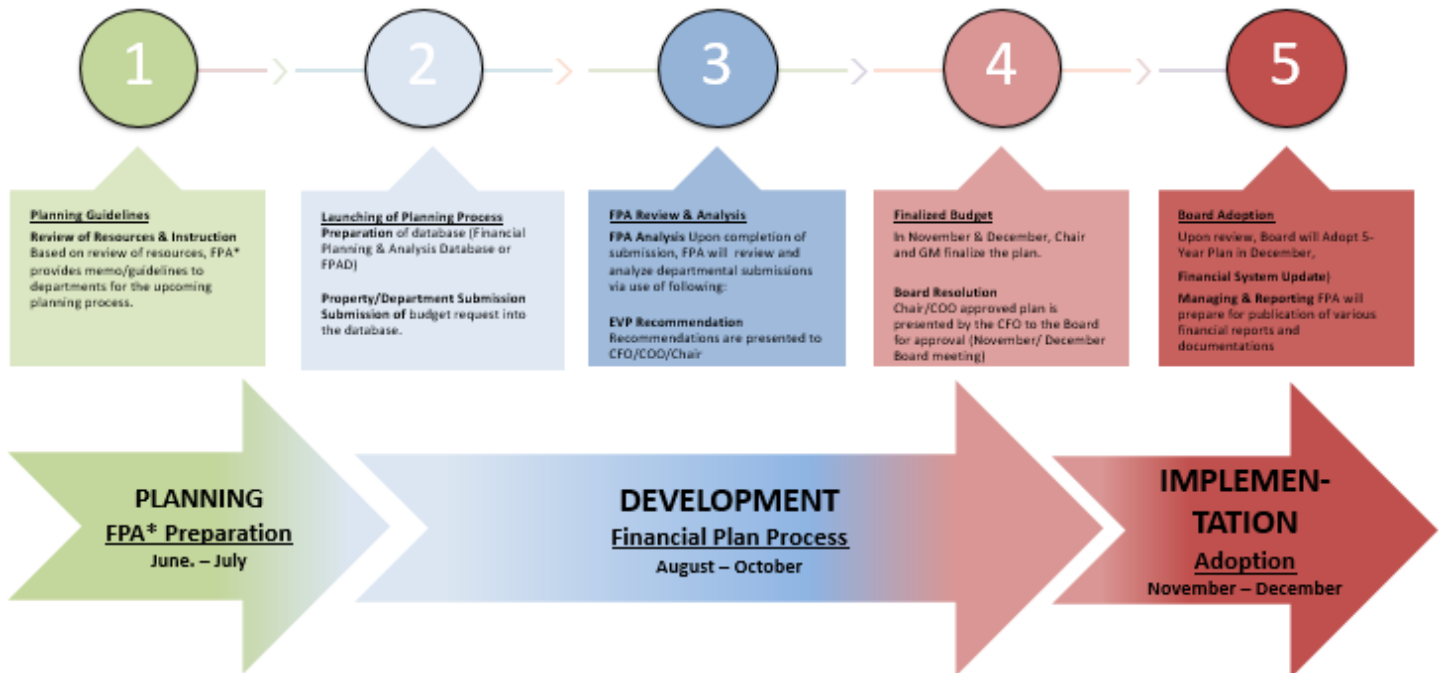
Each year the financial plan seeks to respond to the demands and needs of NYCHA within the context of a changing financial environment in a way that reflects the Board's vision and NYCHA's overall policy. NYCHA's budget process builds on previous financial plans incorporating feedback from stakeholders 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, Chief Operating Officer, 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.

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**Table 1: Preliminary Budget Calendar**



*Planning*

DFPA, working with all Property Managers and heads of Department, 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;
- Training of Property Managers for the plan
- Assist Property Managers/Department with preparation and submission of budgets; and



- Review of Department submissions and coordination of budget approval process.

### *Implementation (and 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 with focused on monitoring the budget, headcount, programmatic reviews as well as reporting of financial to relevant internal and external stakeholders.

As part of ongoing budget management activities, Property Managers/Directors are required to review their performance against budget. This process allows managers to understand current programming needs as well as future operating requirements of the department. In the event, the need to make a modification or revision to the current budget is needed, the Property/Department Manager may submit request for a modification/revision. DFPA will make careful evaluation of the request and determine if revision can be processed based on some of following requirement:

- Identify eligibility; operating or capital
- Requested need meets programming guideline; as well as
- Availability of Current and future resources;

## Reporting

To aid the property managers and heads of department regarding the administration of financial resources, DFPA provides a variety of reports and metric to help with utilization of the budget.

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.

Reports are updated regularly (Daily, Biweekly and Monthly reports) to help provide property managers and department heads with key metrics to help with measure performance and ultimately achieving financial goal of each respective areas. Furthermore, FPA provides result of financials for each quarter which to identify and significant variances from the Board approved plan.

**Table 2: Operating Budget Process**



**Table 3: Capital Planning Process**





# Financial Management





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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).



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## 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.



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## 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, 2019. 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*

#### *2013 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 (6) 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 6 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.



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### *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.

### *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, 2019	Proceeds	Payments & Amortization	Dec. 31, 2019	Due Within One Year
<b>Bonds:</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.	\$ 7,102	-	\$ (1,462)	\$ 5,640	\$ 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.	1,155	-	(244)	911	244
<b>Loans Funded by:</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.	122,400	-	(15,095)	107,305	15,840
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.	276,070	-	(18,345)	257,725	19,265
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.	12,420	-	(2,878)	9,542	1,327
Loan Payable - 2016 Equipment Lease/Purchase Agreement, (Aneresco A) with BAPCC for Energy Performance Contract (\$51,548,356) at an interest rate of 3.27% per annum, maturing June 28, 2036.	53,389	-	(1,610)	51,779	1,817
Loan Payable - 2017 Equipment Lease/Purchase Agreement, (BQDN0), with BAPCC for Energy Performance Contract (\$60,132,977.75) at an interest rate of 3.6178% per annum, maturing December 15, 2037.	62,328	2,275	-	64,603	1,856
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.	44,570	1,627	-	46,197	1,194
Loan Payable - 2018 Equipment Lease/Purchase Agreement, (Aneresco 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	3,185	-	82,647	-
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.	21,940	-	(381)	21,559	405
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.	20,086	-	(480)	19,606	505
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.	2,365	-	(57)	2,308	60
<b>Long Term Debt (before Premiums)</b>	<b>825,457</b>	<b>7,087</b>	<b>(40,552)</b>	<b>791,992</b>	<b>43,975</b>
Add Premium on HDC Revenue Bond Loan Agreements	14,972	-	(3,351)	11,611	-
<b>TOTAL LONG-TERM DEBT</b>	<b>\$ 840,429</b>	<b>\$ 7,087</b>	<b>\$ (43,913)</b>	<b>\$ 803,603</b>	<b>\$ 43,975</b>

In July 2019, a prepayment of \$1,449,290 for the Hope Gardens development was made for the 2013 Equipment Lease/Purchase Agreement including principal, interest and a \$28,417 prepayment penalty.





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In February 2020, prepayments for the William Plaza and Independence Towers developments were made totaling \$2,542,000 for the 2010 Series A-1 Bonds and \$615,000 for the 2010 Series A-2 Bonds.

### *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 2019 and 2018, by the Authority was \$59,559,000 and \$59,544,000, respectively. As of December 31, 2019, total principal and interest remaining on the combined debt for Series 2013 A, B-1, and B-2 are \$487,200,000 and \$180,451,000, respectively, with annual debt service ranging from \$59,565,000 in the coming year 2020 to \$38,792,000 in the final year 2033.

#### *2013 Equipment Lease/Purchase 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 2019 and 2018, by the Authority was \$3,117,000 and \$1,659,000 respectively. As of December 31, 2019, total principal and interest remaining on the Equipment Lease/Purchase Agreement are \$9,542,000 and \$679,000, with annual debt service ranging from \$1,510,000 in the coming year 2020 to \$743,000 in the final year 2026.

#### *2016 Equipment Lease/Purchase Agreement for Ameresco 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 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, 2019, total principal and interest remaining on the Equipment Lease/Purchase Agreement are \$51,779,000 and \$16,704,000, with annual debt service payments ranging from \$3,495,000 in the coming year 2020 to \$2,439,000 in the final year 2036.



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### *2017 Equipment Lease/Purchase 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, 2019, total principal and interest remaining on the Equipment Lease/Purchase Agreement are \$46,197,000 and \$18,406,000, with annual debt service payments ranging from \$2,854,000 in the coming year 2020 to \$4,271,000 in the final year 2037. During the construction period and prior to beginning debt service payments, the interest will be added to the principal of the loan. In 2019 and 2018, the Authority added \$1,627,000 and \$1,570,000 respectively, in interest to this loan.

### *2017 Equipment Lease/Purchase 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, 2019, total principal and interest remaining on the Equipment Lease/Purchase Agreement are \$64,603,000 and \$25,593,000, with annual debt service payments ranging from \$4,177,000 in the coming year 2020 to \$5,640,000 in the final year 2037. During the construction period and prior to beginning debt service payments, the interest will be added to the principal of the loan. In 2019 and 2018, the Authority added \$2,275,000 and \$2,195,000 respectively, in interest to this loan.

### *2018 Equipment Lease/Purchase 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, 2019, total principal and interest remaining on the Equipment Lease/Purchase Agreement are \$82,648,000 and \$50,783,000, with no annual debt service payments due during the coming year 2020 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 2019, the Authority added \$3,186,000 in interest to this loan.

*Combined Debt of the Authority*

During 2019 and 2018, the Authority made principal payments on its outstanding long-term debt totaling \$40,552,000 and \$39,773,000, respectively. Interest rates on outstanding debt range from 1.98 percent to 6.30 percent.

Future principal and interest payments of all the Authority’s outstanding long-term debt (excluding amortized bond premium) at December 31, 2019 are payable as follows (\$ in thousands):

	<u>Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Current portion	2020	\$ 43,975	\$ 36,907	\$ 80,882
Long-term portion:				
	2021	44,320	34,986	79,306
	2022	51,021	32,775	83,796
	2023	53,189	30,398	83,587
	2024	55,298	27,901	83,199
	2025-2029	225,829	105,030	330,859
	2030-2034	231,224	48,729	279,953
	2035-2039	78,508	9,918	88,426
	2040-2043	8,628	864	9,492
Total long-term portion		<u>748,017</u>	<u>290,601</u>	<u>1,038,618</u>
Total payments		<u>\$ 791,992</u>	<u>\$ 327,508</u>	<u>\$1,119,500</u>

**Deposits**

At December 31, 2019, the Authority’s deposits had a carrying amount of \$743,533,000 and a bank balance of \$741,454,000. 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, 2019 and 2018 (\$ in thousands):



<u>Unrestricted</u>	<u>2019</u>	<u>2018</u>
FDIC insured	\$ 1,256	\$ 1,127
Collateralized	<u>114,379</u>	<u>104,209</u>
Subtotal	<u>115,635</u>	<u>105,336</u>
<u>Restricted</u>		
FDIC insured	43,409	43,534
Collateralized	<u>582,410</u>	<u>655,847</u>
Subtotal	<u>625,819</u>	<u>699,381</u>
Total Deposits	<u>\$ 741,454</u>	<u>\$ 804,717</u>

Unrestricted deposits totaling \$115,635,000 were largely comprised of operating balances for both LLC I and LLC II and replacement reserves for LLC I, totaling \$97,901,000. The remaining balances totaling \$17,734,000 are eligible for working capital and 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 \$322,760,000.

At December 31, 2019, restricted deposits totaling \$625,819,000 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. The Certificates of Deposits for tenant security will be maturing on March 31, 2020 and will be reinvested for one year through March 31, 2021. The liability related to these deposits is included in unearned revenues and other current liabilities.

### 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, 2019, and 2018, all 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 \$1,970,000 and \$2,580,000 at December 31, 2019 and 2018.

Unrestricted investments stated at fair value, consist of the following at December 31, 2019 and 2018 (\$ in thousands):

<u>Unrestricted</u>	<u>2019</u>	<u>2018</u>
U.S. Government Agency Securities	\$ 525,417	\$ 533,097
Repurchase Agreements	<u>430,825</u>	<u>420,870</u>
Total Unrestricted investments, including cash equivalents	956,242	953,967
Less: amount reported as unrestricted cash equivalents	<u>430,825</u>	<u>420,870</u>
Total Unrestricted investments	<u>\$ 525,417</u>	<u>\$ 533,097</u>

Cash equivalents include investments in repurchase agreements. The maximum exposure of investments held in repurchase agreements during the year was \$778,963,000. At December 31, 2019, the Authority held \$430,825,000 in repurchase agreements yielding 1.78 percent. At December 31, 2018, the Authority held \$420,870,000 in repurchase agreements yielding 2.70 percent.

The maturities of the Authority’s unrestricted investments at December 31, 2019 and 2018 are as follows (\$ in thousands):

Security Type	As of December 31, 2019				As of December 31, 2018			
	Total	<1 year	1 - 5 years	>5 years	Total	<1 year	1 - 5 years	>5 years
U.S. Govt Agency Securities	<u>\$525,417</u>	<u>\$ 62,029</u>	<u>\$373,165</u>	<u>\$ 90,223</u>	<u>\$533,097</u>	<u>\$ 101,313</u>	<u>\$318,694</u>	<u>\$113,090</u>

At December 31, 2019 and 2018, the Authority’s weighted average term to maturity for unrestricted investments is 3.54 years and 3.14 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, 2019 and 2018, the fair value of the Authority’s long-term investments was \$525,417,000 and \$533,097,000, respectively, and these amounts are designated to fund the Authority’s self-insurance programs.

*Restricted Investments*

At December 31, 2019 and 2018, NYCHA’s total restricted investments had a fair value of \$40,745,000 and \$39,693,000, 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 \$31,384,000 in restricted investments and \$9,361,000 in restricted cash equivalents at December 31, 2019 and \$31,335,000 in restricted investments and \$8,358,000 in restricted cash equivalents at December 31, 2018.

Of the \$31,384,000 in restricted investments, \$29,824,000 represents debt service reserves for the 2013 Capital Fund Financing Program Bonds, and the remaining \$1,560,000 represents debt service reserves for the 2010 mixed-finance transaction. Accrued interest receivable on restricted investments, including the tenant certificate of deposits was \$1,339,000 and \$1,184,000 at December 31, 2019 and 2018.

Restricted investments stated at fair value, consisted of the following at December 31, 2019 and 2018 (\$ in thousands):

<b>Restricted</b>	<b>2019</b>	<b>2018</b>
Forward Delivery Agreement (debt service reserves)	\$ 29,824	\$ 29,824
Repurchase Agreements	9,361	8,358
Municipal Bonds	<u>1,560</u>	<u>1,511</u>
Total Restricted investments, including cash equivalents	40,745	39,693
Less amount reported as restricted cash equivalents	<u>9,361</u>	<u>8,358</u>
Total Restricted investments (not including cash equivalents)	<u>\$ 31,384</u>	<u>\$ 31,335</u>

The maturities of the Authority restricted investments at December 31, 2019 and 2018 were as follows (\$ in thousands):

Security Type	As of December 31, 2019				As of December 31, 2018			
	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	\$ 1,560	\$ -	\$ 1,560	\$ -	\$ 1,511	\$ -	\$ 1,511	\$ -
<b>Total</b>	<u>\$ 31,384</u>	<u>\$ -</u>	<u>\$ 1,560</u>	<u>\$ 29,824</u>	<u>\$ 31,335</u>	<u>\$ -</u>	<u>\$ 1,511</u>	<u>\$ 29,824</u>



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At December 31, 2019 and 2018, the Authority’s weighted average term to maturity for restricted investments was 12.94 years and 13.94 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 primarily 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, 2019, 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.



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### *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.



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- 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





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## 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 2021 – FY 2025 Head Count**

**By Funding**

	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>
General Funds	10,917	10,508	10,030	9,421	9,160
Section 8 Funds	504	504	504	504	504
Grants	390	390	390	390	390
<b>Total</b>	<b>11,811</b>	<b>11,402</b>	<b>10,924</b>	<b>10,315</b>	<b>10,054</b>



**Table 2: FY 2019 –FY 2021 Comparison**  
**(\$000)**

Expenditures	FY 2019	FY 2020	FY 2021	Variance
	YTD Actual	Adopted Budget	Adopted Budget	FY 20 vs. FY 21
<b><u>Personnel Services:</u></b>				
Salary F/T	\$616,644	\$684,941	\$741,378	\$56,436
Salary P/T	1,221	789	92	(697)
Seasonal	31,424	18,112	24,561	6,449
Overtime	133,535	105,453	89,787	(15,667)
Retro	7,014	286	286	(0)
Shift Differential	2,932	4,779	4,953	174
Fringe	573,321	594,166	570,589	(23,577)
Other Salary	13,801	13,015	12,180	(836)
<b>Subtotal Personnel Services</b>	<b>\$1,379,892</b>	<b>\$1,421,542</b>	<b>\$1,443,825</b>	<b>\$22,284</b>
<b><u>Other Than Personnel Services:</u></b>				
Leases	\$42,958	\$77,210	\$69,265	\$(7,945)
Supplies	84,456	108,590	105,243	(3,347)
Utilities	521,387	545,375	512,541	(32,833)
Equipment	49,324	25,505	31,479	5,974
Contracts	373,409	377,142	612,499	235,357
Insurance	13,172	15,427	88,522	73,096
Housing Assistance Payments	1,061,638	1,132,728	1,184,960	52,233
Debt Services	9,371	6,009	9,806	3,798
OTPS Other	22,926	36,547	25,538	(11,010)
<b>Subtotal Other Than Personnel Services</b>	<b>\$2,178,642</b>	<b>\$2,324,532</b>	<b>\$2,639,854</b>	<b>\$315,322</b>
<b>Total Expenses</b>	<b>\$3,558,534</b>	<b>\$3,746,073</b>	<b>\$4,083,679</b>	<b>\$337,606</b>
<b>Revenues</b>				
<b><u>Revenues from Operations:</u></b>				
Tenant Rental Revenue	\$1,033,080	\$1,024,530	\$1,007,586	\$(16,944)
Other Revenue from Operations	24,519	22,960	23,215	255
<b>Subtotal Revenues from Operations</b>	<b>\$1,057,598</b>	<b>\$1,047,489</b>	<b>\$1,030,801</b>	<b>\$(16,689)</b>
<b><u>Other Revenues:</u></b>				
Federal Subsidies	\$1,001,065	\$984,449	\$1,014,848	\$30,399
Debt Services Subsidy	231	180	131	(50)
Section 8 Phased Conversion	48,971	48,506	42,080	(6,426)
Section 8 Management Fees	20,759	21,051	23,578	2,527
Capital Fund Reimbursements	85,199	230,293	290,157	59,864
Interest on Investments	19,096	12,723	705	(12,018)
Other	75,696	22,992	27,689	4,697
Categorical Grants	4,648	2,350	4,381	2,031
Section 8 Subsidy	1,038,884	1,056,261	1,164,760	108,499
Section 8 Admin	76,460	80,417	121,465	41,048
City Funds	169,520	261,706	248,226	(13,481)
<b>Subtotal Other Revenues</b>	<b>\$2,540,529</b>	<b>\$2,720,927</b>	<b>\$2,938,019</b>	<b>\$217,092</b>
<b>Total Revenues</b>	<b>\$3,598,128</b>	<b>\$3,768,417</b>	<b>\$3,968,820</b>	<b>\$200,403</b>
<b>Surplus/(Deficit) before Reserves</b>	<b>\$39,594</b>	<b>\$22,344</b>	<b>\$(114,859)</b>	<b>\$(137,203)</b>
HAP Reserve (HUD-HELD)		\$69,005		\$(69,005)
Reserve			\$89,503	\$89,503
<b>Surplus/(Deficit) net of Reserves</b>	<b>\$39,594</b>	<b>\$91,348</b>	<b>\$(25,356)</b>	<b>\$(116,704)</b>



**Table 3: All Funds - FY 2021–FY 2025**  
**(\$'000)**

	FY21	FY22	FY23	FY24	FY25
<b>Expenditures</b>					
<b>Personnel Services:</b>					
Salary F/T	741,378	755,855	730,936	699,537	686,053
Salary P/T	92	92	92	92	92
Seasonal	24,561	20,199	20,199	20,199	20,199
Overtime	89,787	86,574	83,387	80,896	80,109
Salary Retro	286	286	286	286	286
Shift Differential	4,953	4,657	4,385	4,149	4,091
Fringe	570,589	610,599	613,811	615,298	622,917
Other Salaries	12,180	11,760	11,366	11,066	10,976
<b>Subtotal Personnel Services</b>	<b>1,443,825</b>	<b>1,490,022</b>	<b>1,464,462</b>	<b>1,431,524</b>	<b>1,424,722</b>
<b>Other Than Personnel Services:</b>					
Leases	69,265	54,089	55,204	56,987	56,987
Supplies	105,243	114,126	92,220	81,733	79,846
Utilities	512,541	476,167	435,295	402,745	400,602
Equipment	31,479	28,786	24,159	21,172	20,645
Contracts	612,499	440,380	400,910	377,447	373,444
Insurance	88,522	91,572	93,395	95,446	97,366
Section 8 Payments	1,184,960	1,317,379	1,587,265	1,840,442	2,027,599
Debt Services	9,806	9,431	9,077	8,698	8,279
OTPS Other	25,538	40,850	41,727	28,341	20,181
<b>Subtotal Other Than Personnel Services</b>	<b>2,639,854</b>	<b>2,572,780</b>	<b>2,739,252</b>	<b>2,913,011</b>	<b>3,084,948</b>
<b>Total Expenses</b>	<b>4,083,679</b>	<b>4,062,801</b>	<b>4,203,715</b>	<b>4,344,535</b>	<b>4,509,670</b>
<b>Revenues</b>					
<b>Revenues from Operations:</b>					
Tenant Rental Revenue	1,007,586	918,003	828,666	757,670	740,443
Other Revenue from Operations	23,215	21,668	19,610	17,945	17,463
<b>Subtotal Revenues from Operations</b>	<b>1,030,801</b>	<b>939,672</b>	<b>848,275</b>	<b>775,614</b>	<b>757,906</b>
<b>Other Revenues:</b>					
Federal Subsidies	1,014,848	921,198	875,390	839,867	815,772
Contract Based Section 8 Properties Subsidy	-	-	-	-	-
Debt Services Subsidy	131	81	40	8	-
Section 8 Phased Conversion	-	-	-	-	-
Section 8 Management Fees	-	-	-	-	-
Capital Funds Reimbursements	290,157	175,503	175,503	175,503	175,503
Interest on Investments	705	2,086	3,561	5,684	9,068
Other	27,689	20,464	19,710	18,976	17,484
Categorical Grants	4,381	4,020	4,020	3,700	3,700
Section 8 Subsidy	1,230,417	1,371,057	1,584,153	1,859,573	2,120,570
Section 8 Admin	121,465	95,692	112,699	129,547	143,641
Section 8 Admin Reserve	-	-	-	-	-
City Funds	248,226	232,912	217,179	217,179	217,179
<b>Subtotal Other Revenues</b>	<b>2,938,019</b>	<b>2,823,015</b>	<b>2,992,257</b>	<b>3,250,037</b>	<b>3,502,919</b>
<b>Total Revenues</b>	<b>3,968,820</b>	<b>3,762,687</b>	<b>3,840,532</b>	<b>4,025,651</b>	<b>4,260,825</b>
HAP Reserve (HUD-HELD) Reserve	89,503	-	-	-	-
<b>Total Revenue w/ Reserve</b>	<b>4,058,323</b>	<b>3,762,687</b>	<b>3,840,532</b>	<b>4,025,651</b>	<b>4,260,825</b>
<b>Surplus/ (Deficit) w/ Reserve</b>	<b>(25,356)</b>	<b>(300,115)</b>	<b>(363,183)</b>	<b>(318,884)</b>	<b>(248,845)</b>



**Table 4: General Funds - FY 2021–FY 2025**  
(\$000)

	FY21	FY22	FY23	FY24	FY25
<b>Expenditures</b>					
<b><u>Personnel Services:</u></b>					
Salary F/T	677,165	691,329	687,057	656,907	675,740
Salary P/T	92	92	92	92	92
Seasonal	24,266	19,903	19,903	19,903	19,903
Overtime	89,019	85,806	82,619	80,128	79,341
Salary Retro	196	196	196	196	196
Shift Differential	4,951	4,655	4,383	4,147	4,089
Fringe	526,258	564,275	565,587	564,683	570,621
Other	10,244	9,824	9,430	9,130	9,040
<b>Subtotal Personnel Services</b>	<b>1,332,191</b>	<b>1,376,081</b>	<b>1,369,268</b>	<b>1,335,188</b>	<b>1,359,022</b>
<b><u>Other Than Personnel Services:</u></b>					
Leases	61,970	46,682	47,646	49,273	49,023
Supplies	105,150	114,033	92,127	81,640	79,753
Utilities	512,308	475,936	435,064	402,516	400,383
Equipment	30,668	27,069	22,745	19,926	19,418
Contracts	575,194	431,733	392,080	368,509	364,506
Insurance	88,410	91,458	93,278	95,325	97,241
Debt Services	116	67	67	67	67
OTPS Other	19,265	36,278	37,376	24,161	16,055
<b>Subtotal Other Than Personnel Services</b>	<b>1,393,082</b>	<b>1,223,255</b>	<b>1,120,382</b>	<b>1,041,417</b>	<b>1,026,445</b>
<b>Total Expenses</b>	<b>2,725,273</b>	<b>2,599,336</b>	<b>2,489,650</b>	<b>2,376,604</b>	<b>2,385,467</b>
<b>Revenues</b>					
<b><u>Revenues from Operations:</u></b>					
Tenant Rental Revenue	\$1,007,586	\$918,003	\$828,666	\$757,670	\$740,443
Other Revenue from Operations	\$23,215	\$21,668	\$19,610	\$17,945	\$17,463
<b>Subtotal Revenues from Operations</b>	<b>1,030,801</b>	<b>939,672</b>	<b>848,275</b>	<b>775,614</b>	<b>757,906</b>
<b><u>Other Revenues:</u></b>					
Federal Subsidies	1,001,289	908,304	863,226	828,378	804,782
Contract Based Section 8 Properties Subsidy					
Debt Services Subsidy	131	81	40	8	
Section 8 Phased Conversion	42,080	34,171	31,396	28,993	29,428
Section 8 Management Fees	23,578	25,458	30,104	34,641	38,343
Capital Funds Reimbursements	290,157	175,503	175,503	175,503	175,503
Interest on Investments	661	2,051	3,495	5,573	8,891
Other	27,030	19,805	19,051	18,317	16,825
City Funds	120,160	128,646	131,519	131,519	131,519
<b>Subtotal Other Revenues</b>	<b>1,505,086</b>	<b>1,294,019</b>	<b>1,254,335</b>	<b>1,222,933</b>	<b>1,205,292</b>
<b>Total Revenues</b>	<b>2,535,887</b>	<b>2,233,691</b>	<b>2,102,610</b>	<b>1,998,547</b>	<b>1,963,199</b>
<b>Surplus/ (Deficit)</b>	<b>(189,386)</b>	<b>(365,645)</b>	<b>(387,040)</b>	<b>(378,057)</b>	<b>(422,269)</b>



**Table 5: Section 8 - FY 2021–FY 2025**

**(\$000)**

	FY21	FY22	FY23	FY24	FY25
<b>Expenditures</b>					
<b><u>Personnel Services:</u></b>					
Salary F/T	34,286	34,286	34,286	34,286	34,286
Salary P/T					
Seasonal	49	49	49	49	49
Overtime	598	598	598	598	598
Salary Retro					
Shift Differential					
Fringe	23,520	24,627	25,616	26,856	27,726
Other	604	604	604	604	604
<b>Subtotal Personnel Services</b>	<b>59,057</b>	<b>60,164</b>	<b>61,153</b>	<b>62,393</b>	<b>63,263</b>
<b><u>Other Than Personnel Services:</u></b>					
Leases	7,295	7,407	7,558	7,715	7,964
Supplies	93	93	93	93	93
Utilities	233	231	231	229	220
Equipment	812	1,718	1,414	1,246	1,227
Contracts	52,759	30,405	35,235	39,879	43,581
Insurance	112	114	117	121	125
Section 8 Payments	1,227,040	1,351,550	1,618,661	1,869,434	2,057,026
Debt Services					
OTPS Other	3,978	2,486	2,495	2,503	2,503
<b>Subtotal Other Than Personnel Services</b>	<b>1,292,322</b>	<b>1,394,004</b>	<b>1,665,804</b>	<b>1,921,219</b>	<b>2,112,739</b>
<b>Total Expenses</b>	<b>1,351,379</b>	<b>1,454,168</b>	<b>1,726,957</b>	<b>1,983,613</b>	<b>2,176,002</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>					
Interest on Investments	9	36	67	111	178
Other	659	659	659	659	659
Categorical Grants					
Section 8 Subsidy	1,230,417	1,371,057	1,584,153	1,859,573	2,120,570
Section 8 Admin	121,465	95,692	112,699	129,547	143,641
Section 8 Admin Reserve					
City Funds					
<b>Subtotal Other Revenues</b>	<b>1,352,551</b>	<b>1,467,444</b>	<b>1,697,578</b>	<b>1,989,890</b>	<b>2,265,047</b>
<b>Total Revenues</b>	<b>1,352,551</b>	<b>1,467,444</b>	<b>1,697,578</b>	<b>1,989,890</b>	<b>2,265,047</b>
<b>Surplus/ (Deficit)</b>	<b>1,171</b>	<b>13,276</b>	<b>(29,379)</b>	<b>6,277</b>	<b>89,045</b>
HAP Reserve (HUD-HELD)					
Admin Reserve					
<b>Total Revenue w/ Reserve</b>	<b>1,352,551</b>	<b>1,467,444</b>	<b>1,697,578</b>	<b>1,989,890</b>	<b>2,265,047</b>
<b>Surplus/ (Deficit) w/ Reserve</b>	<b>1,171</b>	<b>13,276</b>	<b>(29,379)</b>	<b>6,277</b>	<b>89,045</b>



**Table 6: Grants - FY 2021–FY 2025**  
(\$000)

	FY21	FY22	FY23	FY24	FY25
<b>Expenditures</b>					
<b><u>Personnel Services:</u></b>					
Salary F/T	29,926	30,240	9,593	8,344	(23,973)
Salary P/T		0			
Seasonal	246	246	246	246	246
Overtime	170	170	170	170	170
Salary Retro	90	90	90	90	90
Shift Differential	2	2	2	2	2
Fringe	20,811	21,697	22,608	23,760	24,570
Other	1,332	1,332	1,332	1,332	1,332
<b>Subtotal Personnel Services</b>	<b>52,577</b>	<b>53,777</b>	<b>34,041</b>	<b>33,943</b>	<b>2,437</b>
<b><u>Other Than Personnel Services:</u></b>					
Leases					
Supplies					
Utilities					
Equipment					
Contracts	8,124	3,700	3,700	3,700	3,700
Insurance					
Section 8 Payments					
Payment in Lieu of Taxes					
Debt Services	9,690	9,364	9,010	8,631	8,212
OTPS Other	2,294	2,086	1,857	1,678	1,623
<b>Subtotal Other Than Personnel Services</b>	<b>20,108</b>	<b>15,149</b>	<b>14,567</b>	<b>14,009</b>	<b>13,535</b>
<b>Total Expenses</b>	<b>72,685</b>	<b>68,926</b>	<b>48,608</b>	<b>47,952</b>	<b>15,972</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	13,559	12,894	12,165	11,489	10,990
Contract Based Section 8 Properties Subsidy					
Debt Services Subsidy					
Section 8 Phased Conversion					
Section 8 Management Fees					
Capital Funds Reimbursements					
Interest on Investments	35	-	-	-	-
Other					
Categorical Grants	4,381	4,020	4,020	3,700	3,700
Section 8 Subsidy					
Section 8 Admin					
Section 8 Admin Reserve					
City Funds	128,066	104,266	85,660	85,660	85,660
<b>Subtotal Other Revenues</b>	<b>146,040</b>	<b>121,181</b>	<b>101,845</b>	<b>100,849</b>	<b>100,350</b>
<b>Total Revenues</b>	<b>146,040</b>	<b>121,181</b>	<b>101,845</b>	<b>100,849</b>	<b>100,350</b>
<b>Surplus/ (Deficit)</b>	<b>73,355</b>	<b>52,255</b>	<b>53,237</b>	<b>52,896</b>	<b>84,378</b>



**Table 7: Eliminations - FY 2021–FY 2025**  
**(\$000)**

	FY21	FY22	FY23	FY24	FY25
<b>Expenditures</b>					
<b>Personnel Services:</b>					
Salary F/T					
Salary P/T					
Seasonal					
Overtime					
Salary Retro					
Shift Differential					
Fringe					
Other					
<b>Subtotal Personnel Services</b>	-	-	-	-	-
<b>Other Than Personnel Services:</b>					
Leases					
Supplies					
Utilities					
Equipment					
Contracts	(23,578)	(25,458)	(30,104)	(34,641)	(38,343)
Insurance					
Section 8 Payments	(42,080)	(34,171)	(31,396)	(28,993)	(29,428)
Debt Services					
OTPS Other					
<b>Subtotal Other Than Personnel Services</b>	<b>(65,658)</b>	<b>(59,628)</b>	<b>(61,500)</b>	<b>(63,634)</b>	<b>(67,771)</b>
<b>Total Expenses</b>	<b>(65,658)</b>	<b>(59,628)</b>	<b>(61,500)</b>	<b>(63,634)</b>	<b>(67,771)</b>
<b>Revenues</b>					
<b>Revenues from Operations:</b>					
Tenant Rental Revenue					
Other Revenue from Operations					
<b>Subtotal Revenues from Operations</b>	-	-	-	-	-
<b>Other Revenues:</b>					
Federal Subsidies					
Contract Based Section 8 Properties Subsidy					
Debt Services Subsidy					
Section 8 Phased Conversion	(42,080)	(34,171)	(31,396)	(28,993)	(29,428)
Section 8 Management Fees	(23,578)	(25,458)	(30,104)	(34,641)	(38,343)
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>(65,658)</b>	<b>(59,628)</b>	<b>(61,500)</b>	<b>(63,634)</b>	<b>(67,771)</b>
<b>Total Revenues</b>	<b>(65,658)</b>	<b>(59,628)</b>	<b>(61,500)</b>	<b>(63,634)</b>	<b>(67,771)</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; the former 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 \$40 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 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 2020

- 555,498 New Yorkers in total are served by NYCHA’s public housing and Section 8 programs
- 166,389 families (365,806 authorized residents) live in NYCHA public housing, including Section 8 residents living in former State- and City-funded developments
- NYCHA’s public housing serves 162,721 families and 356,506 authorized residents (excluding Sec. 8 residents)
- 88,073 Section 8 families (198,992 authorized residents), which includes families living in PACT/RAD developments and the 3,668 families (9,300 residents) who live in former State- and City-funded developments (as of March 1, 2020)
- 7,793 units in PACT/RAD developments formerly managed by NYCHA as of March 1, 2020
- NYCHA has 169,820 public housing apartments in 2,252 residential buildings in 302 individual developments (139 NYCHA consolidations)
- 3,193 elevators in NYCHA public housing developments
- NYCHA has 11,569 employees (as of March 1, 2020), of which 22 percent are public housing residents
- If NYCHA (public housing and Section 8) were a city, it would rank 33rd in population size in the United States, larger than Sacramento, Atlanta, and Miami; New York City is ranked first (July 2018 U.S. Census estimate)
- NYCHA public housing represents 7.8 percent of the city’s rental apartments (2017 NYC Housing and Vacancy Survey) and houses 4.4 percent of the city’s population (July 2018 U.S. Census Estimate)
- Together, NYCHA public housing residents and Section 8 voucher holders occupy 11.6 percent of the city’s rental apartments and comprise 6.6 percent of New York City’s population

NYCHA SERVES  
1 IN EVERY 15  
NEW YORKERS



2020 FACT SHEET

Release Date: March 2020

## Conventional Public Housing

- Bronx: 75 developments with 41,814 apartments and 93,148 residents
- Brooklyn: 85 developments with 54,421 apartments and 119,651 residents
- Manhattan: 101 developments with 52,966 apartments and 111,127 residents
- Queens: 21 developments with 15,293 apartments and 32,188 residents
- Staten Island: 10 developments with 4,467 apartments and 9,692 residents
- 121 apartments located in 10 developments primarily in Queens comprise FHA-Acquired Homes
- 40 senior-only developments (58 buildings)
- 11 senior-only buildings and 2 stairhalls /addresses in family developments
- 7,275 retrofitted apartments for families with persons who are mobility impaired (Section 504)
- Largest public housing developments per borough:
  - Queens: Queensbridge (North and South) Houses (3,147 apartments)
  - Brooklyn: Red Hook Houses East and West (2,891 apartments)
  - Manhattan: Baruch Houses (2,391 apartments)
  - Bronx: Edenwald Houses (2,039 apartments)
  - Staten Island: Stapleton Houses (693 apartments)
- Age of NYCHA developments:
  - 70+ years old: 36 developments
  - 60-69 years old: 57 developments
  - 50-59 years old: 82 developments
  - 40-49 years old: 61 developments
  - 30-39 years old: 52 developments
  - 175 out of 302 developments are 50 years or older
  - Oldest development: First Houses in Manhattan, dedicated in 1935

## Affordability

- The maximum 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's income: \$25,602
- Average public housing family's monthly rent: \$548
- 45.6 percent of NYCHA families are working
- 13 percent of NYCHA families receive public assistance
- 41.3 percent of families receive fixed income other than public assistance and employment (Social Security, SSI, pensions, veterans benefits, and other government programs)
- 40.3 percent of households are headed by persons age 62 and older
- 21.8 percent of the NYCHA population is age 62 or older
- 31.5 percent are younger than age 21 and 26 percent are under age 18
- 23.5 years is the average tenure of a NYCHA resident

## Section 8 Housing Choice Voucher Program

- 88,073 Section 8 families (198,992 authorized residents), which includes families living in PACT/RAD developments and the 3,668 families (9,300 residents) who live in former State- and City-funded developments (as of March 1, 2020)
- 7,793 units in PACT/RAD developments formerly managed by NYCHA as of March 1, 2020
- Average Section 8 household income: \$18,639
- Average Section 8 household monthly rent: \$390 (as of March 2020)
- 24,681 participating private landlords
- 1,599 apartments, known as Portability Out Vouchers, located outside NYC
- NYCHA's Section 8 program is expanding through the Section 8 Project-Based Voucher (PBV) program: as of March 1, 2020, there are 9,994 PBV units





## Applying for Public Housing

- 176,646 families are on the waiting list for public housing as of March 1, 2020
- 138,253 families are on the waiting list for Section 8 housing as of March 1, 2020
- 6,968 applicants are on both waiting lists
- 2.6 percent turnover rate for public housing apartments during calendar year 2019
- 1.2 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

The Department of Community Engagement & Partnerships (CEP) engages and connects NYCHA residents to critical programs, services, and the priorities within the Authority. CEP supports NYCHA's extensive network of Resident Associations and also manages partnerships, programs, and initiatives in the areas of economic opportunity and youth, senior, and social services. Read the [CEP Fact Sheet](#).

- More than 18,000 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。

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Перевод этого документа находится в офисе управления Вашего жилищного комплекса.





# NYCHA Metrics

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.

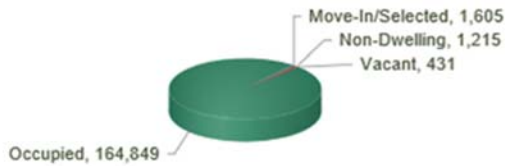
## NYCHA Metrics



NYCHA 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.

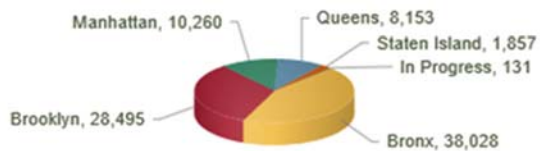
We welcome your comments. Please [click here](#) to send us your feedback.

### Occupied and Vacant Apartments



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.

### Section 8 Units Under Lease By Borough



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	40	106	■
Carpenter	215	368	■
Electrician	122	169	■
Exterminator	15	72	■
Glazier	88	165	■
Maintenance	15	33	■
Painter	231	350	■
Plaster	182	311	■
Plumber	152	180	■
Roofer	44	38	■
Vendor	242	405	■
Welder	53	122	■

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	23	21	■
Door (All Public Space)	50	81	■
Intercom	62	132	■
Light (All Public Space)	28	39	■
Roof Fan	35	51	■

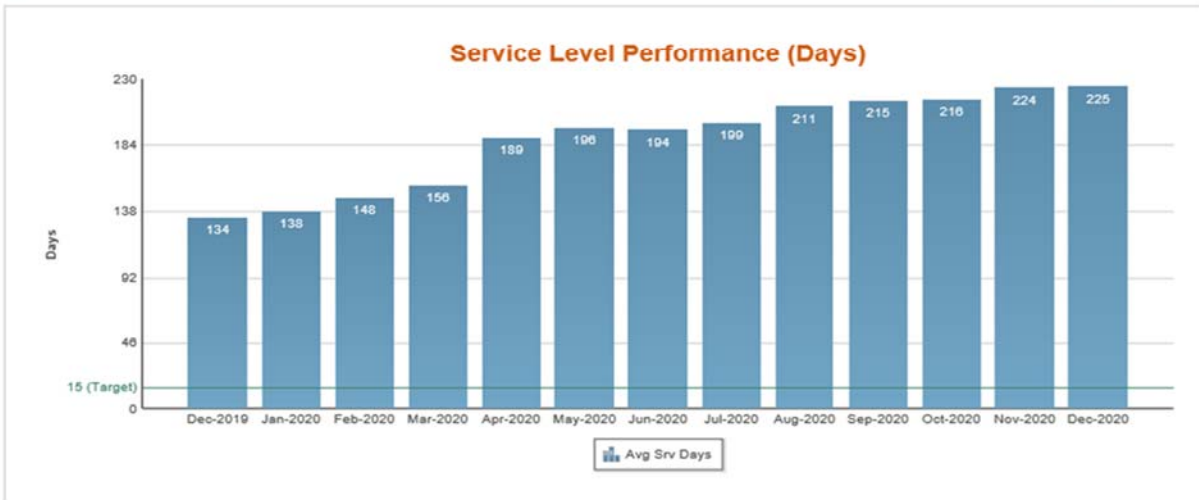
This chart shows the average number of days it takes to address different types of repairs. You can compare current wait times to last year's and gauge NYCHA's performance.

## 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

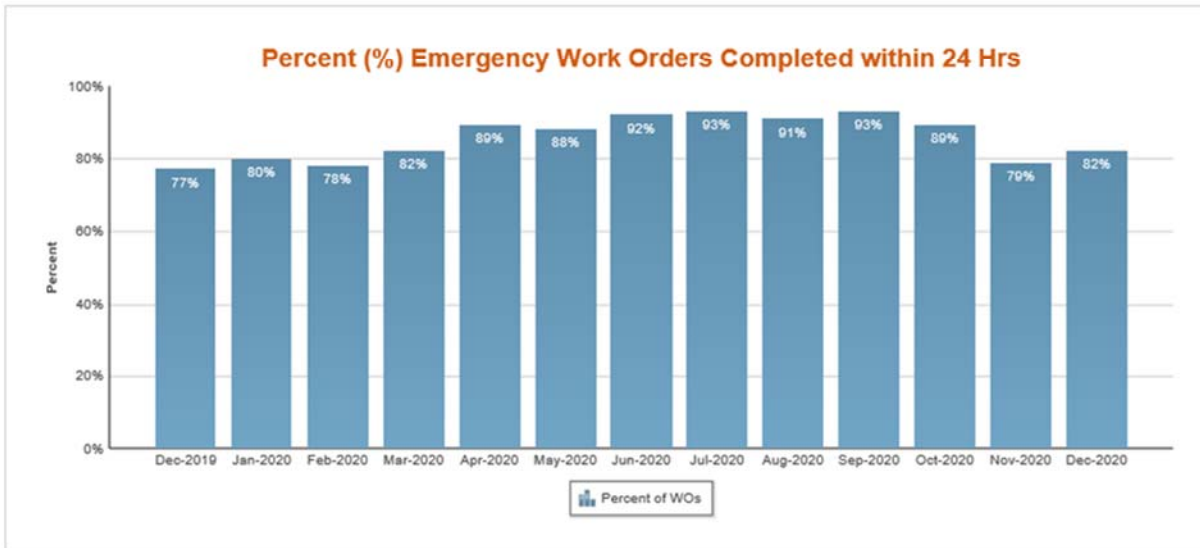
Borough

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.

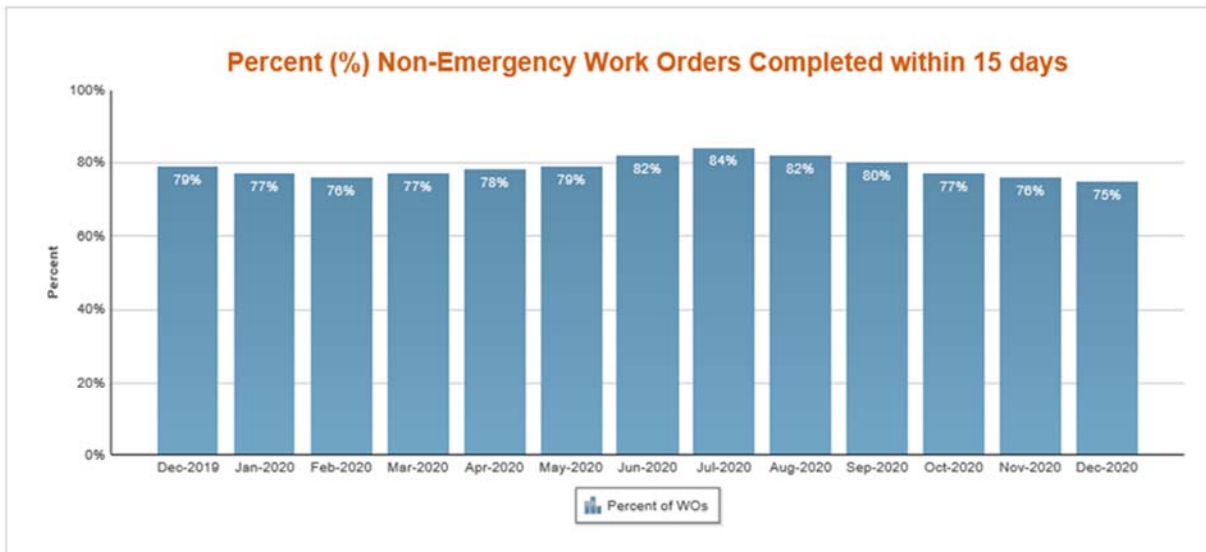
Borough

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

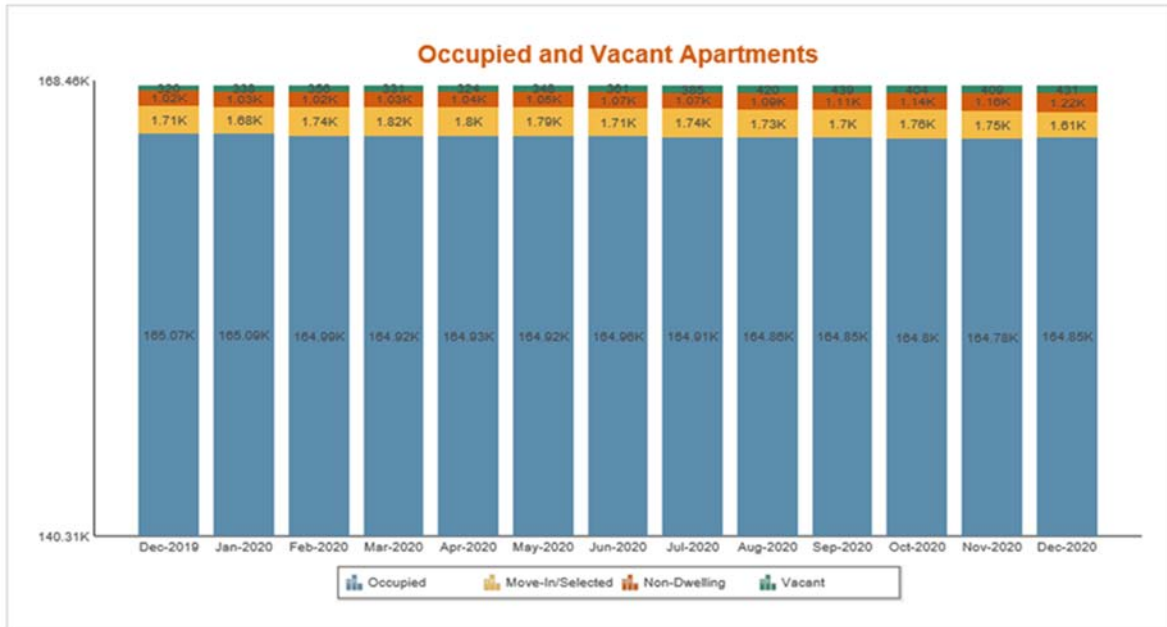
Repairs   Emergency Work Orders   **Vacancies**   Transfers   Rent Collection

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).



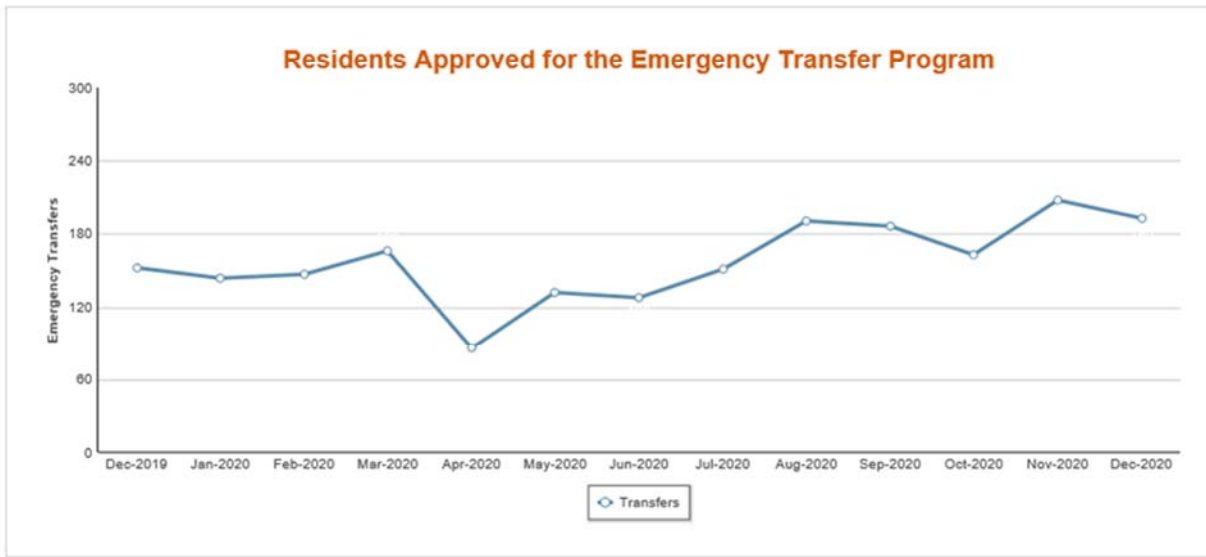
This chart shows how many people are on the waiting list for a NYCHA public housing apartment. You can compare how many were on the list each month of the past year.

## Public Housing Charts

Repairs   Emergency Work Orders   Vacancies   **Transfers**   Rent Collection

Borough

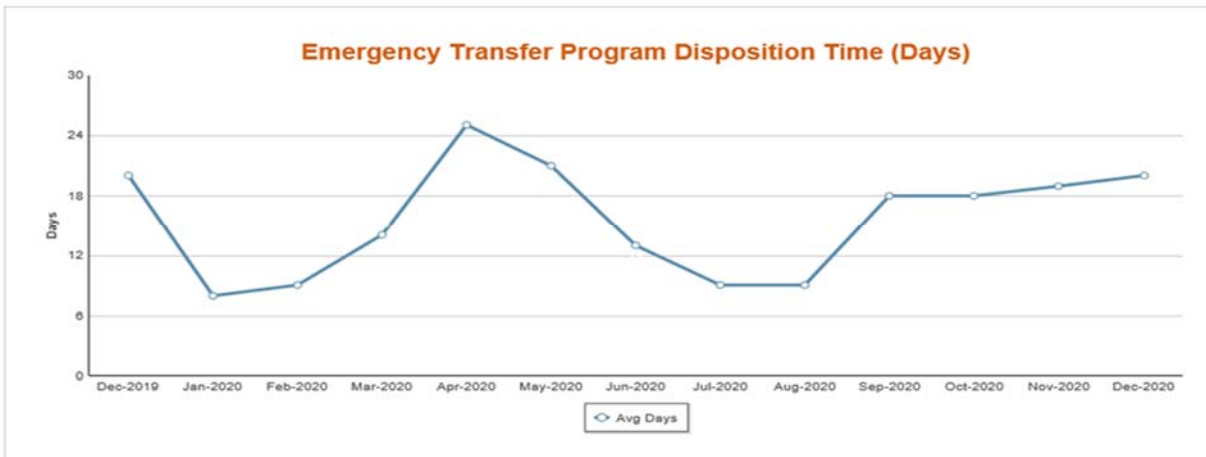
All



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



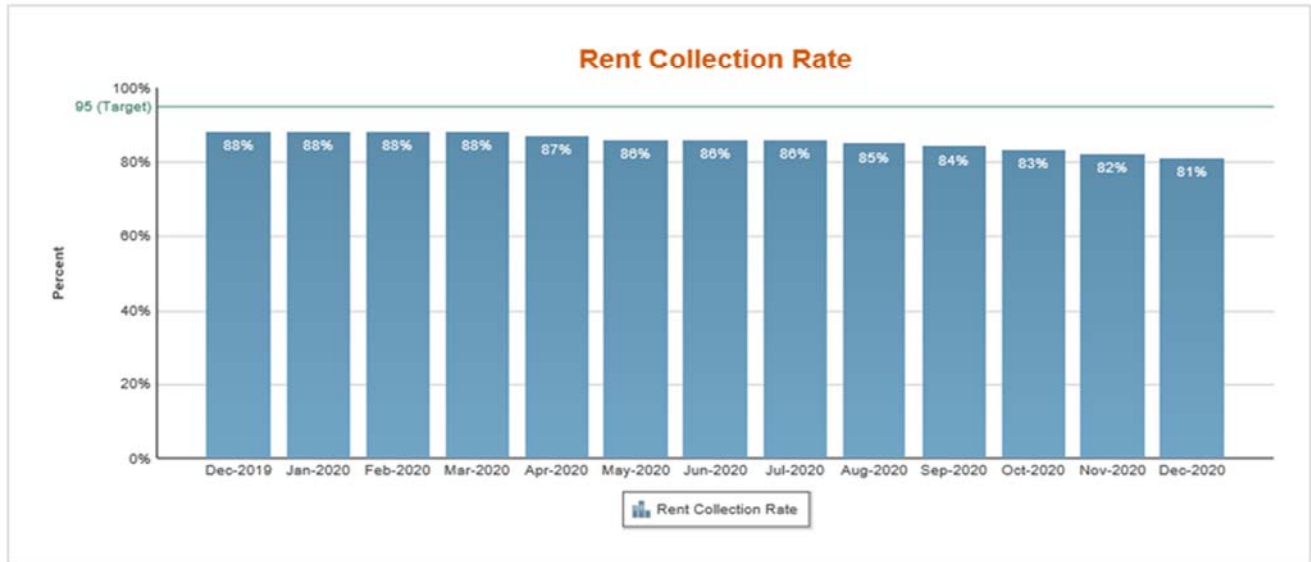
This chart shows how many days, on average, it takes to process the emergency transfer application from the date it is received by NYCHA to the date of the determination of eligibility for the program. You can compare how NYCHA is doing for each month of the past year.

## Public Housing Charts

Repairs   Emergency Work Orders   Vacancies   Transfers   **Rent Collection**

Borough

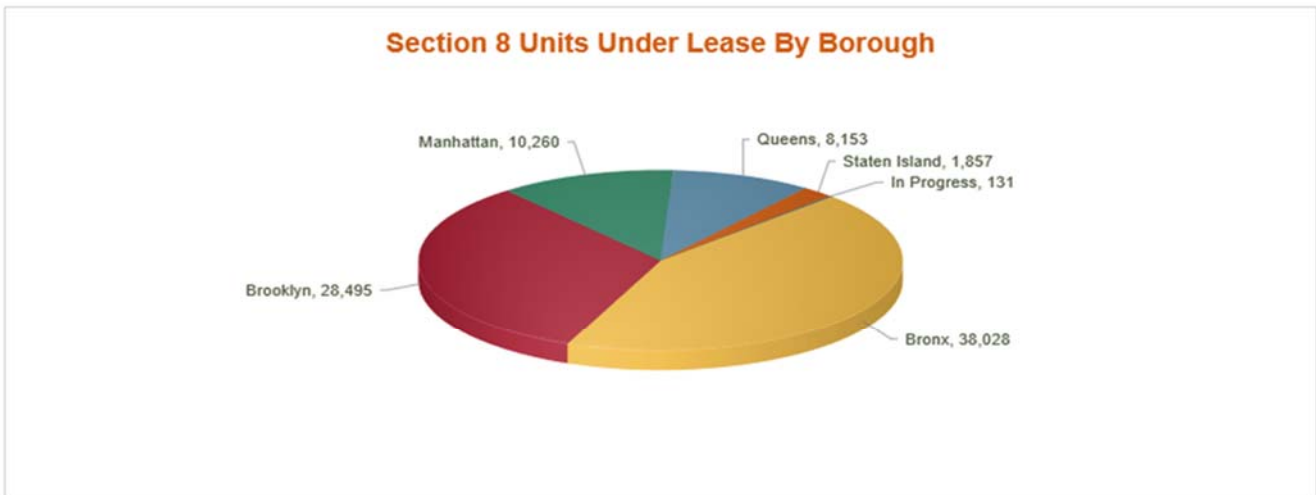
All



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



This chart shows how many apartments are rented by families with Section 8 vouchers, by borough.

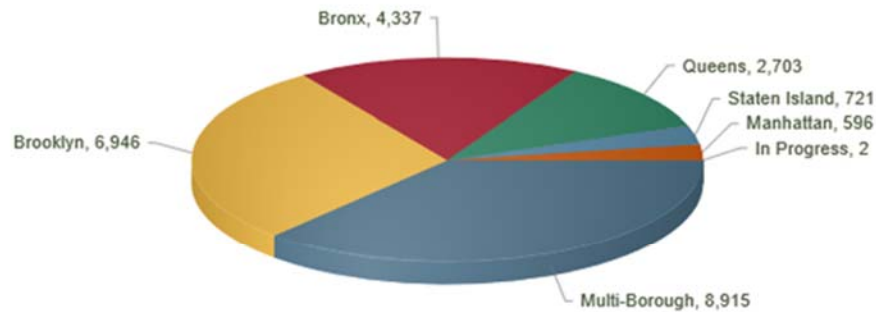
## Section 8 Charts

Units Metrics

Owners Metrics

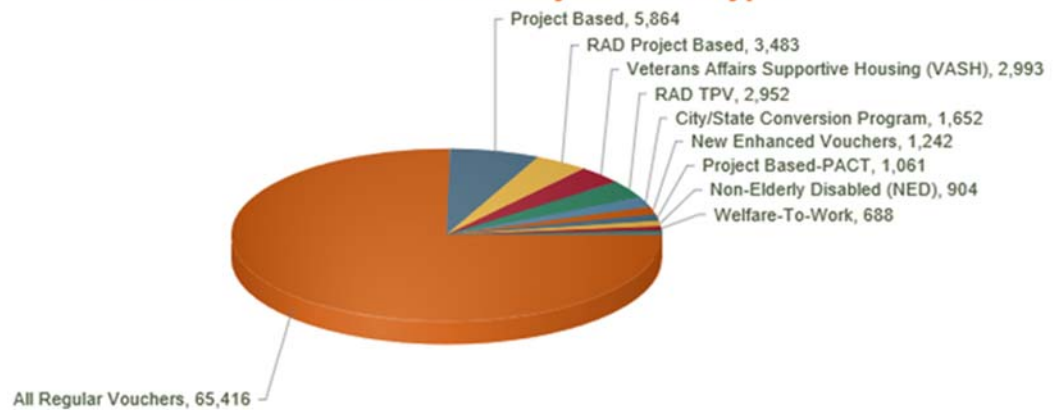
VASH Metrics

### Number of Section 8 Owners By Borough



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.

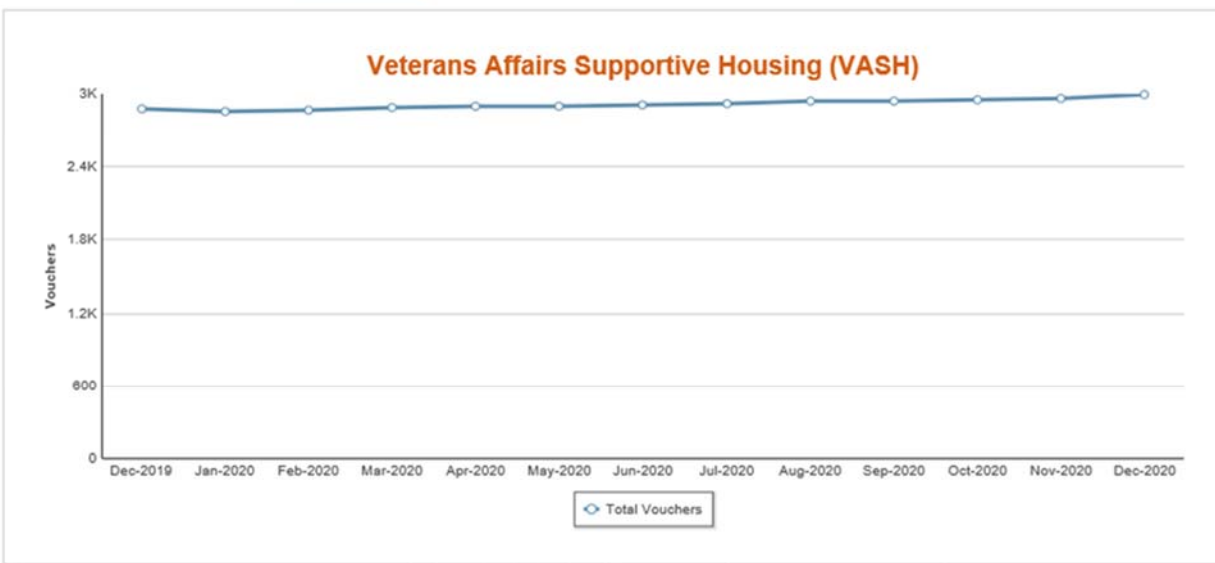
### Section 8 Units Under Lease By Voucher Type



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 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



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**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.





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**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.



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**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 Chief Operating Officer, when required, and to work with the Chief Operating Officer 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.



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**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.

**Chief Operating Officer (COO)** - The Chief Operating Officer is the principal executive administrator of the Authority. The COO 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.



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**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.



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**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	P301200000	Parent

**Permanent Affordability Commitment Together (PACT)** - It is the Authority's 10-year strategic plan to repair public housing to improve residents' quality of life. Under PACT, NYCHA seeks to identify resources and opportunities to make major improvements to developments, while preserving long-term affordability and maintaining strong resident rights. PACT includes portfolios under the federal Rental Assistance demonstration (RAD) and NYCHA's Unfunded Units (also known as LLC II and PACT City/State Developments). PACT creates public-private partnerships to repair and manage the developments.

**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.

**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.

**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.



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**Public Sector Budgeting (PSB)** - The Oracle application that is used to create and maintain the operating budget and financial plan processes.

**Rental Assistance demonstration (RAD)** - An innovative HUD tool to preserve public housing and address capital needs (also called deferred maintenance). Under RAD, public housing authorities convert the funding source that supports a development from the public housing subsidy (Section 9) to the Section 8 voucher program.

**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.

**The United States District Court for the Southern District of New York (S.D.N.Y./SDNY)** - a federal district court whose geographic jurisdiction encompasses eight counties of New York State.

**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.