



# **Adopted Budget for FY 2019**

## **And**

# **The Four-Year Financial Plan FY 2020-2023**

Kathryn Garcia, Interim Chair & Chief Executive Officer  
Derrick D. Cephas, Vice Chair  
Zaire Dinzey-Flores, Board Member  
Victor A. Gonzalez, Resident Board Member  
Jacqueline Young, Resident Board Member  
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Plachikkat V. Anantharam, Chief Financial Officer  
Georgiana Okoroji, Budget Director





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**KATHRYN GARCIA**  
INTERIM CHAIR & CHIEF EXECUTIVE OFFICER

April 9, 2019

Dear New Yorkers:

The New York City Housing Authority's 2019-2023 Operating and Capital Plan was approved by the NYCHA Board on December 19, 2018. This comprehensive five-year budget lays out a vision for making the best use of limited federal government funding, as well as unprecedented investments from the City, to improve the quality of life for residents today and in the future.

Despite the fact that NYCHA has been underfunded by a total of nearly \$3 billion in federal operating and capital funding since 2001, the Authority has been making progress over the past year, tackling the health and safety issues that matter most to residents while strengthening and preserving its properties. The plan funds key initiatives to conduct high-tech lead-paint testing in 135,000 apartments; reduce heating outages and response times; invest in new heating plants, roofs, and elevators; equip staff with new tools and training to combat mold; and diminish the pest population through strategic investments and additional staff hires. Through Saturday work blitzes and the "NYCHA Cares" skilled trades repair program, the Authority is making repairs for residents faster. Mayor Bill de Blasio's unprecedented commitment of \$1.2 billion in City capital funds and \$288 million in operating funds for 2019 are making many of these initiatives possible.

The Authority's nearly 2,500 buildings have \$31.8 billion in identified capital needs. Our capital plan is helping to address some of our aging building's most critical infrastructure needs, making a real difference for residents. The 2019 capital plan includes a commitment of more than \$4 billion from Mayor de Blasio to improve and upgrade our buildings over the next 10 years. The 2019-2023 capital plan includes \$3.8 billion for structural and exterior work; \$1.2 billion for heating and plumbing repairs and upgrades; and \$1.3 billion for resiliency measures, major repairs, and mitigation of lead, mold, and pests.

While the plan does not project a deficit for 2019, federal funding traditionally has not kept pace with the increasing cost of living and anticipate a cumulative deficit of more than \$300 million for the following four years. Given the uncertainty of federal funding – the Authority does not yet know its specific allocations for 2020, and the President has again proposed cutting funding for public housing across the country – it's imperative that New York's congressional delegation continue advocating for the financial support that public housing needs. Every level of government, including the State, must invest in the recent turnaround efforts at NYCHA, so that

the Authority can continue and expand the work of improving residents' quality of life and preserving this vital resource of affordable housing.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Plachikkat V. Anantharam', with a large initial 'P'.

Plachikkat V. Anantharam  
Executive Vice President for 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, 2018. 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.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**New York City Housing Authority  
New York**

For the Fiscal Year Beginning

**January 1, 2018**

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



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

Executive Director

*Christopher P. Morill*

Date July 18, 2018



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# Summary



The Fiscal Year (FY) 2019 Budget along with a multi-year financial plan reflects the New York City Housing Authority's (NYCHA) efforts to achieve long-term financial stability. This plan consists of actions within NYCHA's control to address the realities of sharply diminishing federal subsidies, escalating non-discretionary costs and limited State aid to operate Public Housing.

NYCHA anticipates no deficits for 2019, however, deficits are projected for the outer years because of the continued underfunding of federal operating funding and the limited amount of new aid provided by Washington and Albany. Therefore, the NYCHA Board is taking the steps within its control to achieve long-term fiscal stability. The Board is committed in taking the additional steps necessary to close these, and future year gaps, if Albany and Washington do not provide additional resources. This budget provides a summary of key data, which includes expenditure detail, financial summary tables, and narrative overviews related to NYCHA's operations, programs, and financial policies and procedures.

## Public Housing

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

NYCHA's conventional Public Housing program is the largest in the nation with a portfolio comprising of 175,636 apartments in 325 developments and houses 173,946 families with 392,259 authorized residents. Of the population served, 26.9% of NYCHA residents are under age 18, and over 38.7% are 62 or older. The average household income is \$24,423, and their average rent is \$522/month. (See Fact Sheet on page)

Currently there are 85,619 Section 8 apartments rented through the Leased Housing Program, serving 201,936 individuals. There is a total of 25,321 landlords who participate in the Section 8 Program. Units in the Section 8 Program average \$1,403 /month rent, with the resident ("Tenant Share") paying an average of \$350 and the voucher ("NYCHA Share") pays \$1,053. The average annual income of Section 8 residents is \$16,855. The combined Public Housing and Section 8 Programs occupy 11.7 % of the City's rental apartments and serve 6.8 % of the City population. This would rank NYCHA as the thirty-second largest city in the United States.

## Diminishing 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 2018, for example, NYCHA received only 94.7% of the funding based on the U.S. Department of Housing and Urban Development's (HUD) allocation formula which resulted in loss of over \$50 million which NYCHA was eligible to receive. For FY 2019, based on 3-year average funding trend (FY2016 - 2018), proration is assumed at 92.5% or expected loss of over \$77 million.

## Capital Assistance

The Federal Public Housing Capital Fund is the primary source of dollars for major capital improvements. Funding for capital repairs continues to be reduced. In FY 2001, NYCHA received \$420 million in capital assistance. For FY 2019, the Authority anticipates an allocation of \$306 million or 27% less than it received 17 years ago.

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

## Section 8 Housing Choice Voucher

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

NYCHA administers the program paying HUD subsidies to participating landlords on behalf of eligible participating tenants. Program participants generally pay rent directly to the landlord equal to 30 % of family income. NYCHA pays the landlord the difference towards the approved contract rent on the apartment unit, referred to as the Housing Assistance Payment, or HAP. NYCHA earns an administrative fee from HUD for administering the Section 8 program.

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. Rental subsidy payments are primarily influenced by changes in local housing market costs and family income. Additionally, while HUD requires programs to maintain positive reserves balances, it may recapture reserves balances deemed excessive.

Therefore, the number of vouchers that NYCHA can prospectively administer depends on current year appropriation and funding availability, changes in landlord rents, changes in family incomes, and the balance of HAP reserves to draw upon to fund payments more than current year subsidy. Program administration costs are primarily determined by labor costs and mandated program compliance activities including annual eligibility recertification of participants and inspection of landlord apartments.

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 2018
  - Modification of key procedures
    - Personnel Actions Request
    - Budget Procedure
  - Budget Process Review (BPR)
  - NYCHA 2.0
  - (Re)Building of Public Housing (Affordable Housing, NextGen 50/50, PACT/RAD)
  - Operating as Efficient Landlord (Flex Op, Resident Engagement)
  - Information and Technology Initiatives
  - Tenant Participation Activity (TPA)
- Additional initiative for FY 2019
  - Initiatives per HUD Agreement
    - Lead Initiative
    - Mold Initiative
    - Pest Management
  - Service Improvement –
    - Alternate Work Schedule (AWS)
    - Inventory Management
    - Expanding of Contract Capacity

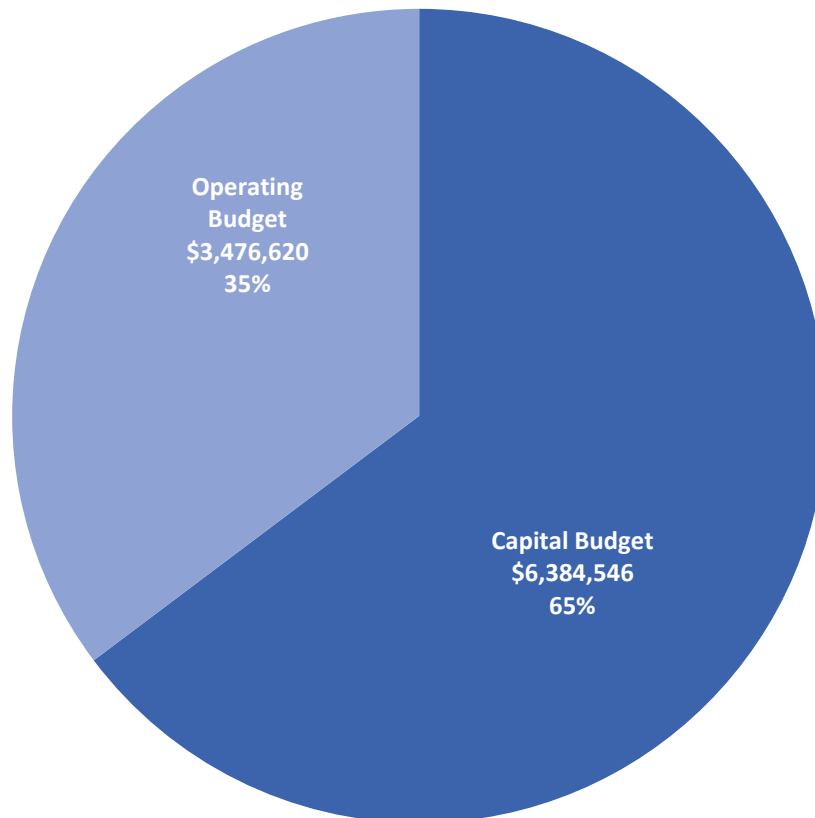
# Budget Overview

## FY 2019 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 2019 adopted budget is \$9.86 billion which consists of two major components: Operating and Capital. The Operating Budget is \$3.48 billion, and the Capital Budget is \$6.38 billion.

**Chart 1: FY 2019 Budget \$9.86 billion  
(\$000)**



### Operating Budget

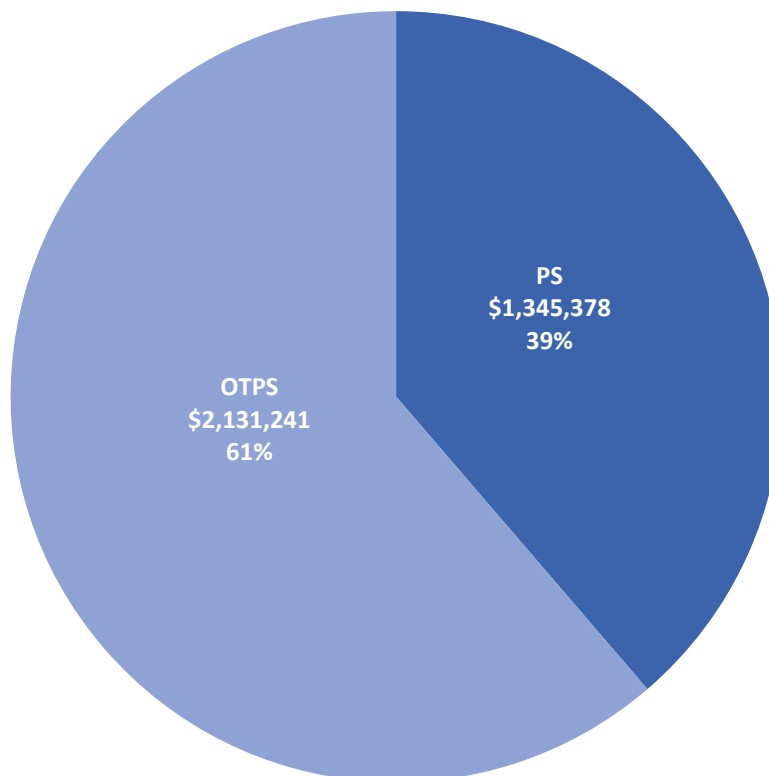
The New York City Housing Authority (NYCHA or the Authority) Board adopted the 2019-2023 Operating Plans on December 19, 2018. The Five-Year Plan incorporates initiatives to address financial concerns.

The Plan projects an Operating surplus of \$33 million in 2019. NYCHA's Operating Budget is divided into two major areas: Personnel Services (PS) and Other Than

Personnel Services (OTPS). The PS budget, which is \$1.35 billion, pays for salaries and fringe benefits for all NYCHA's workforce. Approximately 10,707 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 \$2.1 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 2019 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 (over 36

hundred units) as well as mounting “uncontrollable” costs such as pension and benefits related expenses.

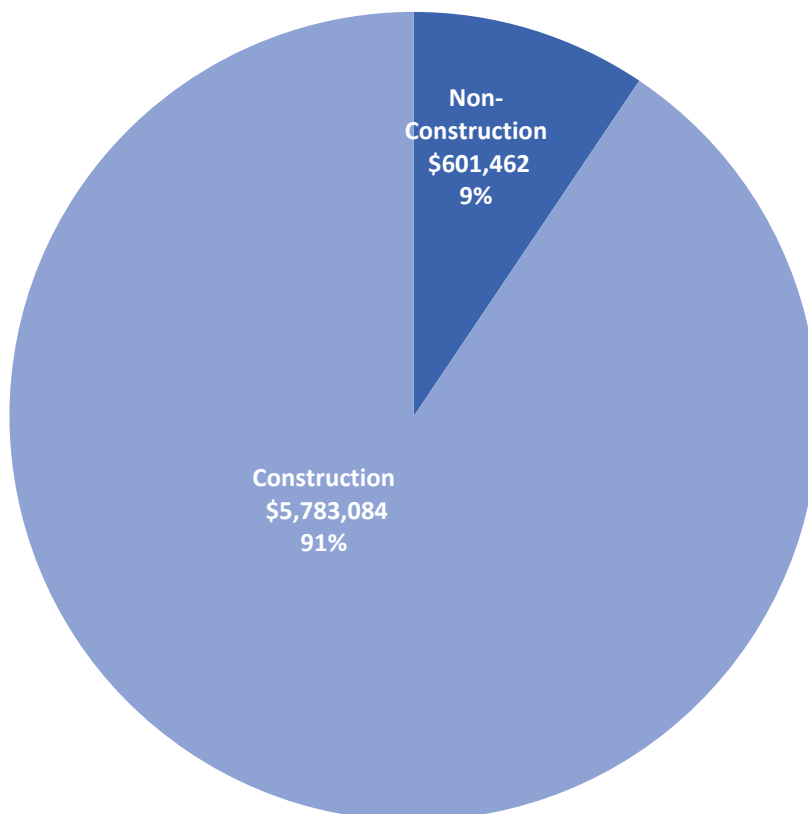
In 2018, despite financial hardship, NYCHA was able to complete several initiatives to help improve safety and service level for the residents. Furthermore, NYCHA remains devoted to exploring various opportunities to help enhance residents’ quality of life while examining innovative ways to ensure financial stability.

The listing of budgets by Department on pages 56 - 59 provides funding and workforce level summary for each department followed by additional programmatic detail on Departmental Operating Budgets Section.

### Capital Budget

NYCHA’s Capital Budget of \$6.385 billion provides funding for renovation, new construction and associated services. The Capital Budget consists primarily of two programs: construction and non-construction. Construction programs include roof replacements, brickwork and other major preservation and modernization work. Non-construction programs include information technology initiatives, remediation and code compliance repairs, as well as capital-eligible debt service.

**Chart 3: FY 2019 Capital Budget  
(\$000)**





NYCHA's 2019 Capital Plan provides approximately \$2.202 billion planned commitments for infrastructure improvements, major modernization, other systemic upgrades, and repair, resiliency, and fortification of developments damaged or impacted by Superstorm Sandy. The Plan is based on the current federal capital funding outlook, funding from local elected officials and the City of New York and the anticipated disaster recovery in the wake of Superstorm Sandy.

The Plan includes \$0.825 billion in expected disaster recovery funds to address the impacts of Superstorm Sandy. Overall, of the \$6.385 billion dollars included in this Plan, 42% comes from the City of New York, 33% is from Annual Federal Capital Grants, 13% is from funds related to disaster recovery, and 12% comes from other sources.

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

Despite increased federal funding (known as proration), delays disbursement of grant as well as increases in non-discretionary costs have resulted in Operating deficit of \$25 million in FY 2018. However, in FY 2019, with additional funding support from City of New York as well as various initiatives which are designed to streamline the operational and administration processes, it is anticipated that NYCHA will end FY 2019 with a surplus. List of initiatives are provided in initiative section of this document.

### **Federal Funding Decline**

Funding for the operating subsidy is based on congressional appropriation. With few exceptions (2002, 2010 & 2011), national appropriations have been inadequate to meet needs of housing authorities. Archival data from 2001 to 2018 conveys NYCHA's cumulative operating funding loss of nearly \$1.4 billion because of proration. Furthermore, NYCHA has experienced a cumulative federal capital grant funding loss of over \$1.3 billion in the same period.

As discussed in NYCHA's 2019-2023 Five Year Capital Plan, federal capital grants for infrastructure improvements and major rehabilitation declined steadily over the last ten years and jeopardizing the preservation of the Public Housing asset. Moreover, as capital needs of aging buildings remain unmet, operating costs such as maintenance and repair increase have placed further strain on the operating budget.

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

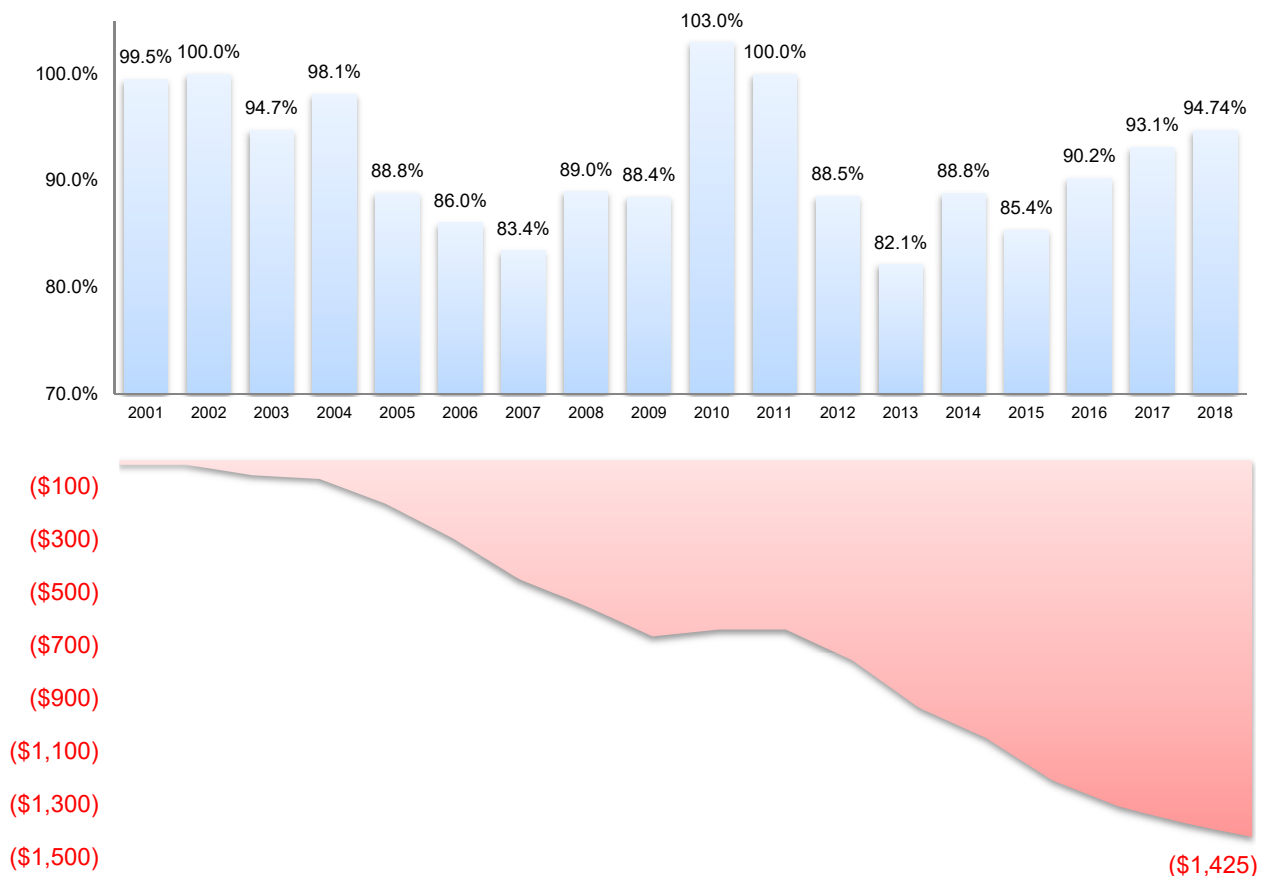
HUD's Public Housing operating fund provides subsidies to Public Housing authorities nationwide to operate and maintain Public Housing in local communities. Federal subsidies account for over 40% of NYCHA's General Fund revenues (with the remaining balance primarily tenant rents) and 99% of NYCHA's Section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

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

In FY 2018, public housing authorities (PHAs) nationwide were eligible to receive \$4.66 billion. However, the final appropriation was \$4.4 billion, which translates to 94.7 cents for every dollar PHAs is eligible based on operating formula (effective proration at 94.7 percent).

For 2019 plan assumes a similar funding level based on projected eligibility of previous 3 years (2016-2018), NYCHA is expected to have a loss of funding at around \$77 million.

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



### **Underfunding of Operating Subsidy**

If NYCHA was awarded at 100 percent of total eligibility, there would not be an operating deficit in the Authority's Five-Year Plan. In fact, NYCHA would have additional resources to meet the needs of residents by supporting critically needed frontline staff, such as maintenance workers, caretakers, and skilled trade persons.

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

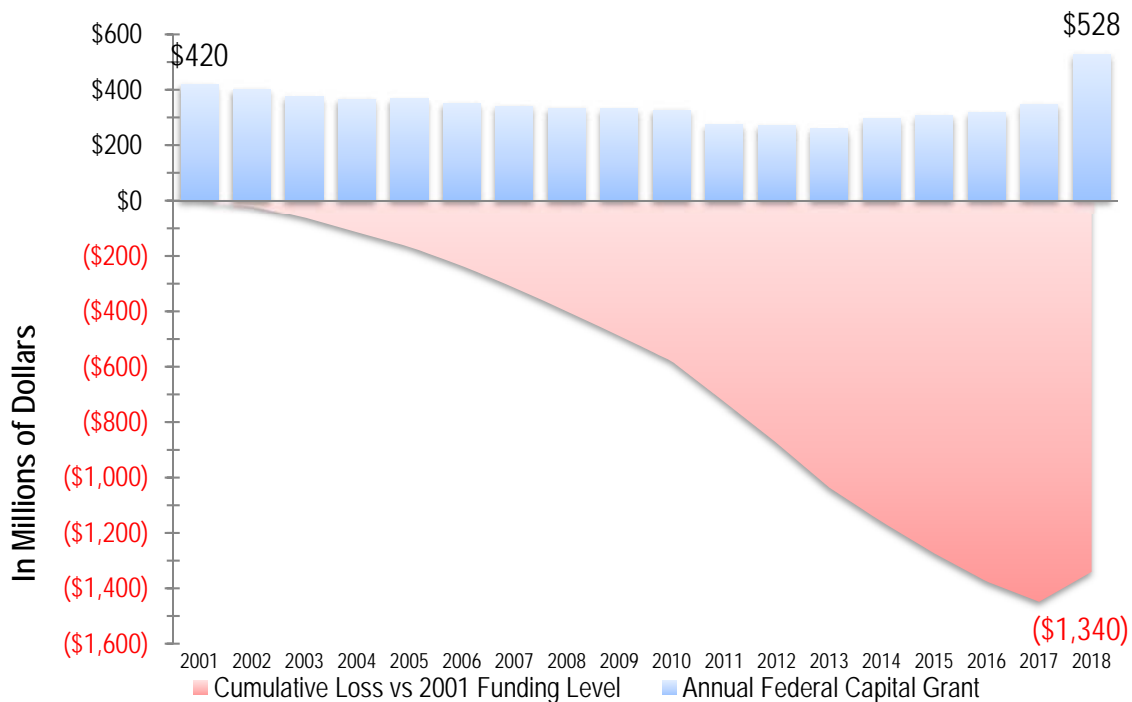
### **Capital Funding Loss**

NYCHA's aging housing stock requires far more capital investment than has been available from Federal, State, and City grants. As of FY 2017, NYCHA has over \$31 billion dollars in unfunded capital need.

Funding available to NYCHA for capital improvements has not only failed to keep pace with its needs but has dramatically declined. From 2001 to 2017, annual federal capital grants have declined \$74 million, or 18%, from \$420 million to \$346 million. In 2018, for the first time in 17 years NYCHA was awarded \$528 million, \$109 million over the \$420 million in 2001, reducing the cumulative federal capital grant funding loss of \$1.45 billion since 2001 to \$1.34 billion. Despite the increase in appropriations to the Capital Fund program over the last three years, rising costs continues to result in very real cuts to the program. This chronic funding gap has severely constrained NYCHA's ability to make necessary repairs and upgrades to brickwork, roofs, elevators, building systems (such as heating and plumbing systems), and apartment interiors.

NYCHA has experienced a cumulative federal capital grant funding loss of \$1.34 billion since 2001. Funding shortfalls have meant that only \$1.8 billion has been invested in capital improvements during the last five years.

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



### Additional Revenues

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

### City Funded Initiatives

The City is committed in supporting NYCHA's goal and mission. To address NYCHA's challenges, this administration has granted NYCHA with approximately \$288 million in 2019 to fund several initiatives including:

- \$99 million to cover the costs of general wage increases
- The Housing Grant will provide \$94 million to house Department of Homeless Services (DHS)-referred homeless families in public housing
- \$30 million for lead testing
- \$30 million for Heating & Pest Management initiative
- \$11 million for the Lights initiative which will provide following:
  - Installation of temporary light towers in high-crime areas throughout NYCHA,
  - Lights upgrade; and
  - Impact study on additional lighting at high crime areas
- NYCHA CARES initiative which provides \$10 million for work order backlogs
- \$5.7 million for installation of additional compactors

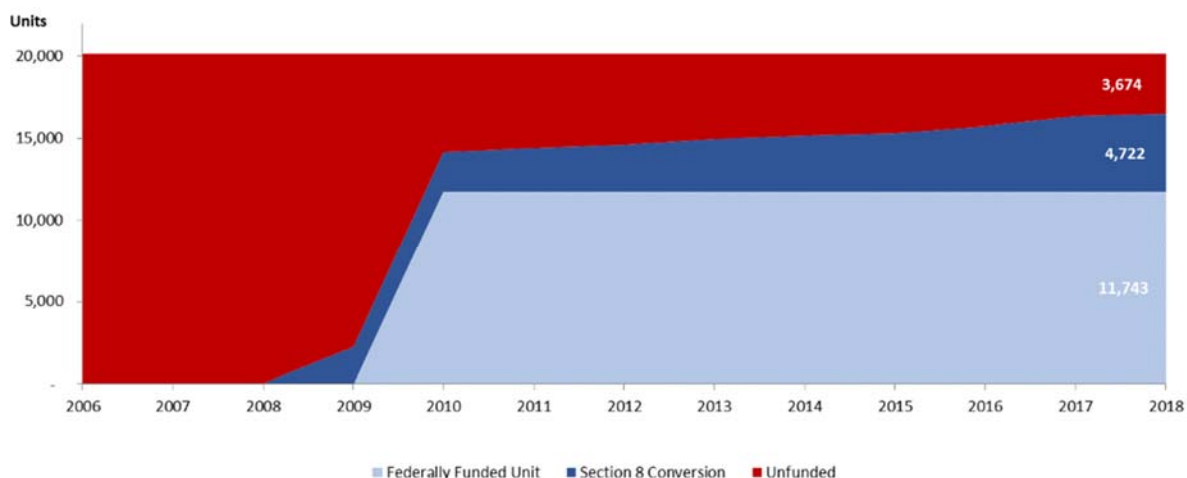
- \$3.9 million for heating
- \$2.4 million for The Extended Hours Program allowing NYCHA community centers to open late providing safe environment for residents during the peak the crime season;
- \$1.5 million to NYCHA's remaining 15 Senior Centers and \$1.4 million for closed-circuit TVs (CCTV) and for cleanup at Adams Senior Gardens.

### 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. NYCHA was able to secure funding for 11,743 of these units via Federalization. In addition, HUD authorized the conversion of 8,400 units, (approximately 3,918 City & 4,478 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 financial plan assumes 4,722 units will be converted into the Section 8 funding model at the end of 2018.

The current Plan reflects NYCHA's continuing effort to securing support for the remaining 3,670 units (approximately 2,111 City & 1,563 State units) by transitioning an additional 168 units in each year from FY 2020-23, into Project-Based Section 8 units. It is expected that revenue will decrease from \$54.9 million in FY 2019 to \$53.6 million in FY 2023, as shown in the Section 8 Phased Conversion budget line.

**Chart 6: Unfunded Unit**



## Closing the Year

NYCHA has ended FY 2018 with a deficit of \$25 million. While NYCHA was awarded with a favorable funding appropriation (known as proration) in all federal subsidies, both operating and section 8 subsidies. However, the positive inflow of funding has been offset by the items listed below:

- Delayed payment of Housing grant of \$55.5 million.
- Nearly an additional \$9 million for the seasonal program, mainly for the temporary employment of skilled trade titles.
- \$30 million in Overtime expense mainly due to various initiatives as well as delayed savings measure from increase in contract capacity.
- Rising cost of utilities (\$23 million) driven by higher electricity rates and increase in consumption of heating gas.
- Other increases include Section 8 payments, leases, insurance and various other charges.

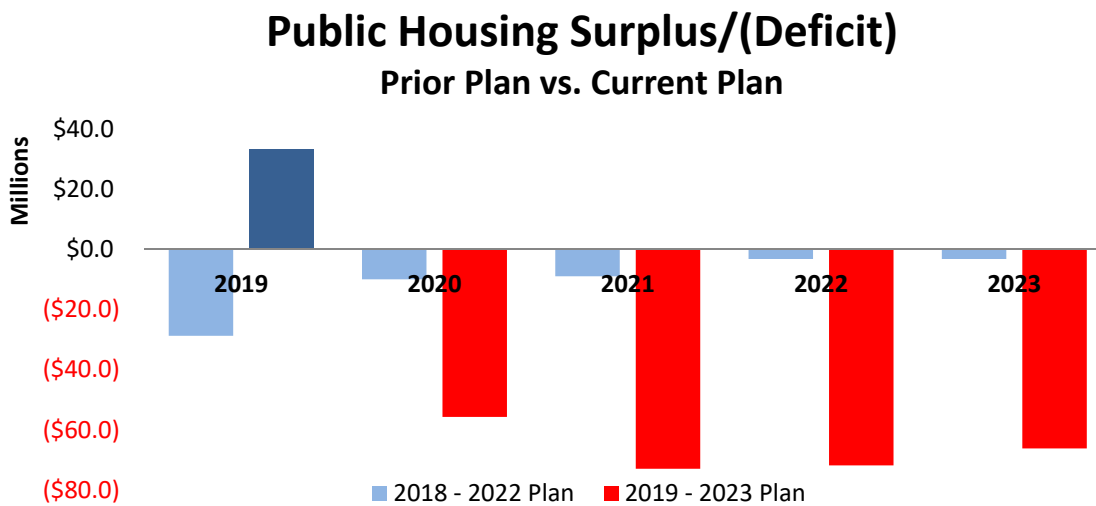
(\$ in Millions)  
**Table 1: Closing the Year**

		2018 Adopted Budget	2018 Year-end Actuals	VARIANCE Adopted vs. Year-end Actuals
<b>REVENUE</b>	Tenant Rent	\$1,074.4	\$1,048.0	(\$26.4)
	Operating Subsidy	\$885.6	\$936.6	\$51.0
	Section 8 Subsidies	\$1,122.0	\$1,140.7	\$18.8
	Other Revenues	\$256.7	\$181.1	(\$75.6)
<b>Total Revenue</b>		<b>\$3,338.7</b>	<b>\$3,306.4</b>	<b>(\$32.2)</b>
<b>EXPENSE</b>	<b>Payroll</b>	<b>\$1,318.9</b>	<b>\$1,301.2</b>	<b>\$17.7</b>
	Leases	\$42.4	\$40.6	\$1.8
	Supplies	\$66.2	\$78.0	(\$11.9)
	Utilities	\$543.7	\$566.5	(\$22.8)
	Contracts	\$305.1	\$269.8	\$35.3
	Insurance	\$24.6	\$25.1	(\$0.5)
	Section 8	\$984.4	\$1,007.0	(\$22.6)
	All Others	\$41.4	\$43.4	(\$2.0)
	<b>OTPS Total</b>	<b>\$2,007.8</b>	<b>\$2,030.4</b>	<b>(\$22.6)</b>
<b>Total Expenses</b>		<b>\$3,326.7</b>	<b>\$3,331.6</b>	<b>(\$4.9)</b>
<b>Surplus/(Deficit)</b>		<b>\$12.0</b>	<b>(\$25.1)</b>	<b>(\$37.1)</b>
	Headcount	10,684	10,085	599

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

Although previous plan assumed a deficit in FY’19, with additional support from the City of New York, current plan forecasts public fund to have surplus of \$33 million in FY’19. However, with increase in cost of benefit expenses, increasing in spending in contracts and supplies to help improve service level, the public housing fund will be in deficit by \$55.7 million, \$72.9 million, \$71.8 million, and \$66.2 million for FY 2020-FY 2023, respectively.

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



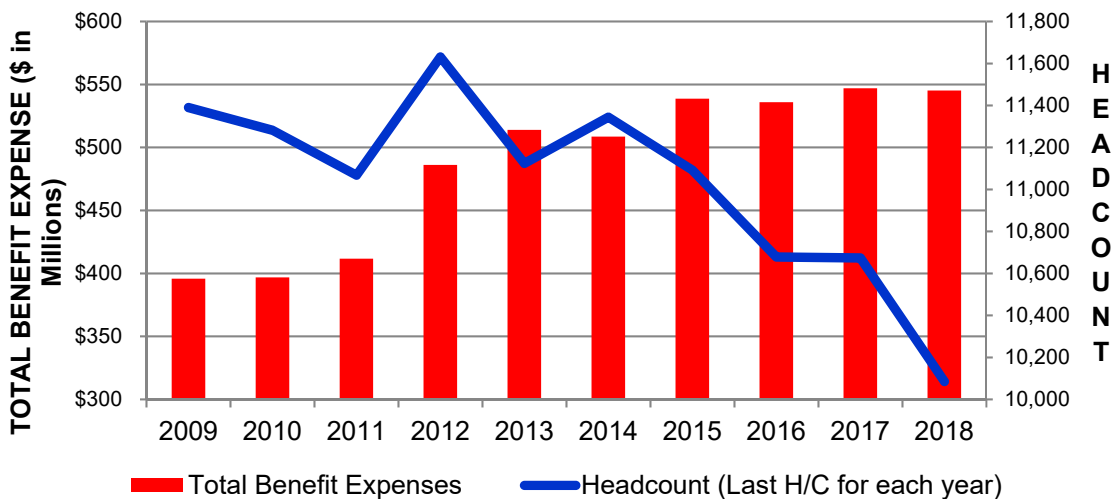
Above chart illustrates Public Housing Funds (excludes funding from Section 8 program)

## Workforce

### Workforce and Salary

Despite the decrease in workforce, cost of benefit expenses has been rising led by the growing cost of pension and health-related expenses. In past 10 years (FY 2009 – 18), while the workforce was reduced by over thirteen hundred, benefit expenses have increased by nearly 40% in the same period.

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



	2009	vs.	2018	Change ('09 vs. '18)	% Change
<b>Health</b>	\$178.2		\$245.6	\$67.4	37.79%
<b>Pension</b>	109.2		164.2	\$54.9	50.31%
<b>All Other</b>	108.3		135.4	\$27.1	24.98%
<b>Total Expenses</b>	<b>\$395.7</b>		<b>\$545.1</b>	<b>\$149.3</b>	<b>37.74%</b>
<b>Headcount</b>	<b>11,390</b>		<b>10,085</b>	<b>(1,305)</b>	<b>(11.46%)</b>

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



## Workforce Distribution

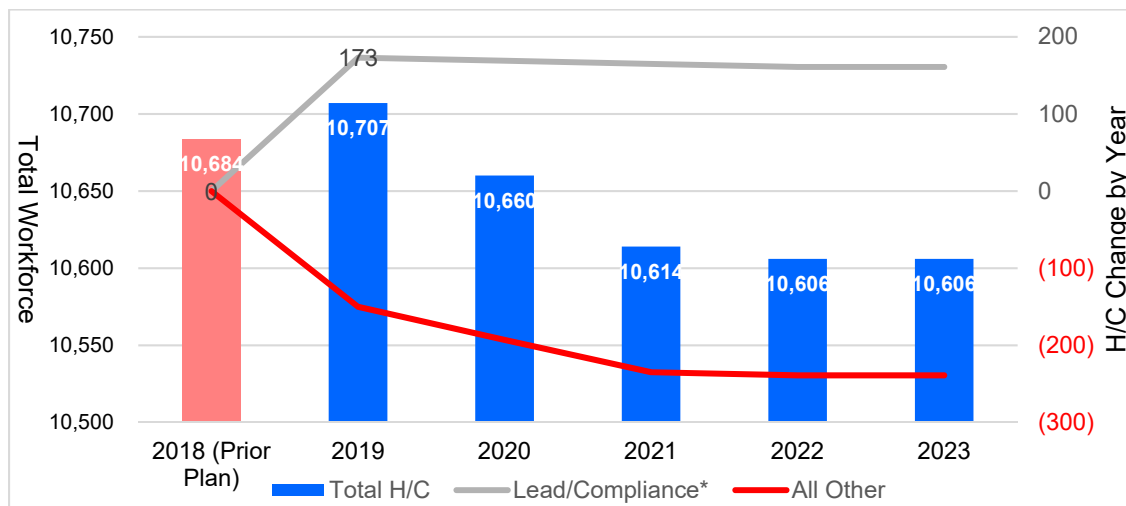
The 2019 plan highlights NYCHA’s effort in addressing key health and safety concerns. Establishment of new departments will help concentrate NYCHA’s effort to mitigate these challenges:

- Department of Healthy Homes has been tasked in ensuring lead, mold as well as pest management issues are addressed timely and promptly while meeting regulatory requirement.
- Compliance & Audit department has been provided with additional resources to enforce and strengthen its process its legal, administrative and compliance requirement.

The Plan reaffirms NYCHA’s ongoing commitment to providing dependable services to its residents. To increase its service level, additional resources have been dedicated in improving its inventory process (See Inventory Management from initiative section)

Finally, FY 2019-2023 plan recognizes the repositioning of its workforce reflective of units that will transition to the Section 8 program as part of the RAD process.

**Chart 9: Headcount Plan**  
FY 2018 (Prior Plan) vs. Adopted 5-Year Plan (2019 to 2023)



### Full Time

Full-time Salary is budgeted from \$650 million in FY 2019, which will increase to \$685 million by FY 2023. 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 additional expense due to collective bargaining agreements which include retroactive payments starting from the end of the previous union agreements as well as General Wage Increases (GWI) going forward. To assist NYCHA's the additional financial burden, the Mayor agreed to providing funding support for the cost of labor agreements.

### *Seasonal*

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 weeks period. However, for FY 2019, seasonal program has been expanded to address various measure to supplement full-time workforces. Below are key funded initiatives:

- Traditional Seasonal program - This plan includes hiring staff working 30 hours a week for 18 weeks the plan incorporates the 3 Phases achieving approximately 450 staff at its peak.
- Skilled Trades Temporary Staffing – Allows for flexibility to hire skilled trades/union staff title 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/PAC, Lead, Mold and Centralized Litigation.
- Heating Temporary Staffing - Estimated at \$0.5M covers the cost of having 16 Stationary Engineers approved for 3 months or the first quarter of 2019.
- Temporary Staffing for Pest management initiative - Estimated at \$2.0M to covers the cost to mitigate rat issue at various site for next 6 months. Includes 70 caretakers, 12 burrow collapsing team as well as maintenance workers to address these issues.

## 2019 Outlook

NYCHA receives both operating and capital subsidies directly from HUD, based on an eligibility 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 about \$300 million annually for its capital program.

Based on the 2019 Congressional Spending Plan, outlook on federal funding is encouraging as there will be a modest increase in funding level (see chart below). However, even with improved funding outlook, all Public Housing including NYCHA will not be funded at 100% of eligibility.

It is important to note that any funding loss will have negative implications both operational as well as level of services provided to the residents, as each percentage point decrease equates to nearly \$10 million loss in funding. While revised funding level would provide much needed financial support, nevertheless, NYCHA is expected to lose approximately \$40 million in FY 2019.

Comparison of FY18 vs. Proposed FY'19 Congress Spending Plan			
	Public Housing Capital Fund	Public Housing Operating Fund*	Section 8 Voucher Renewals
Expected National Appropriation	\$2.775 billion	\$4.653 billion	\$20.313 billion
Changes	0.9% Increase (from \$2.75 billion based on Final 2018 Appropriation)	5.4% Increase (from \$4.413 billion based on Final 2018 Appropriation)	Estimated 99% proration
Funding Impact to NYCHA (Compare to Adopted)	Estimated increase in funding by over \$227 million based on FY'19 Adopted Plan	Estimated increase in funding by over \$30 million based on FY'19 Adopted Plan	Estimated Increases in # of vouchers 1,338

## Initiatives

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

## 2018 Accomplishments

### *Modification of Procedure*

In 2018, through collaborative effort with Human Resources (Administration) and Operations, Department of Financial Planning & Analysis (DFPA under Finance) completed publication of amended standard procedure for Personnel Action Request (PAR). Revamped procedure provides clear guideline to help meet latest organizational requirements for various personnel actions while ensuring budgetary measures are in place to maintain and track expenses related to of personnel service.

Furthermore, to supplement PAR procedure and to reflect latest budgetary policies, DFPA published amended procedure for the Budget Process. Revised procedure document provides latest guideline on requirement for processing of various budgetary processes and providing clarity on overall processes as part of DFPA's continuing effort and commitment for transparency.

### *Budget Process Review (BPR)*

NYCHA continues its effort to become more effective organization both in the areas of administrative and operational concerns. Part of DFPA's key task is ensuring organizational changes will result in both operational efficiencies while these meet the budgetary constraints. In addition to regularly scheduled financial departmental reviews, DFPA conducts functional review, known as Budget Process Review (BPR), with the department to help assess and identify systematic and structural concern and provide recommendation to help with streamline processes.

### *Electronic Invoicing*

NYCHA successfully implemented electronic invoicing which allow vendors to submit invoices (and all supporting documentation) electronically. Enhanced mechanism not only eliminated the use of paper and the need for manual data entry, there has been significant improvement to processing time and disbursement process to vendors. Accounts Payable & Utility Management (APUM) successfully launched the new system on August 2018 and as of December 2018, over 40,000 invoices totaling \$33 million to-date have been processed.

## **NYCHA 2.0**

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

### ***(Re)Build***

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

### ***100% Affordable Housing and Seniors First***

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

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

#### ***Mill Brook, Bronx***

In 2017, NYCHA leased a parcel with approximately 126,055 square feet of development rights for the construction of a 159-unit senior housing development. Construction began in 2017 and is expected to be completed in 2019.

#### ***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. Construction began in 2017 and is expected to be completed in 2019.

### ***Van Dyke I, 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***

NYCHA intends to lease a parcel of approximately 12,600 square feet on Block 2287, Lot 26, for construction of a 149-unit senior housing development. NYCHA, in collaboration with HPD, issued an RFP in 2016 and a developer was designated in 2017. A Section 18 Application will be submitted in 2018 and construction is scheduled to begin in 2019.

### ***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 will be submitted in 2018. Demolition of the existing one-story commercial structure and construction of the new affordable housing development is scheduled to begin in 2019.

### ***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 family housing development. NYCHA, in collaboration with HPD, issued an RFP in 2017. A developer was designated in 2018. A Section 18 Application will be submitted in 2019 and construction is scheduled to begin in late 2019 or 2020.

### ***Sumner, Brooklyn***

NYCHA intends to lease a parcel of approximately 24,200 square feet on Block 1580, Lot 1, for construction of a senior housing development. NYCHA, in collaboration with HPD, issued an RFP in 2017. A developer was designated in 2018. A Section 18 Application will be submitted in 2019 and construction is scheduled to begin in late 2019 or 2020.

### ***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 family housing development. NYCHA, in collaboration with HPD, issued an RFP in 2017. A developer was designated in 2018. A Section 18 Application will be submitted in 2019 and construction is scheduled to begin in late 2019 or 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 2019 and construction is scheduled to begin in 2020.

### ***Justice Sonya Sotomayor Houses, Bronx***

NYCHA intends to lease a parcel of approximately 9,400 square feet on Block 3730, Lot 1 for construction of a senior housing development. NYCHA, in collaboration with HPD, issued an RFP in 2017. A Section 18 Application will be submitted in 2019 and construction is scheduled to begin in 2020

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

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

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

### ***Holmes Towers, Manhattan***

NYCHA intends to lease a parcel of approximately 15,000 square feet on Block 1573, Lot 20 with approximately 310,000 square feet of development rights for market rate and affordable housing development as part of the NextGen Neighborhoods Program. NYCHA, in collaboration with HPD, issued an RFP in Spring 2016 and a developer was designated in Spring 2017. A Section 18 Application has been submitted, and construction is scheduled to begin in late 2019 or 2020.

### ***Wyckoff Gardens, Brooklyn***

NYCHA intends to lease two (2) parcels of approximately 31,000 and 25,000 square feet respectively, both on Block 394, Lot 1, with approximately 500,000 square feet of total development rights for market rate and affordable housing development as part of

the NextGen Neighborhoods Program. NYCHA, in collaboration with HPD, issued an RFP in Spring 2016 and a developer was designated in late 2017. A Section 18 Application will be submitted in 2018 and construction is scheduled to begin in late 2019 or 2020.

### ***La Guardia, Manhattan***

NYCHA intends to lease a parcel of approximately 10,000 square feet on Block 256, Lot 1 with approximately 350,000 square feet of residential development rights for market rate and affordable housing development as part of the NextGen Neighborhoods Program. NYCHA, in collaboration with HPD, issued an RFP in 2018. A developer will be designated in 2019.

### ***Cooper Park, Brooklyn***

NYCHA intends to lease a parcel of approximately 17,000 square feet on Block 2867, Lot 1 with approximately 185,000 square feet of residential development rights for market rate and affordable housing development as part of the NextGen Neighborhoods Program. NYCHA, in collaboration with HPD, will issue an RFP in 2019.

### ***Permanent Affordability Commitment Together (PACT)***



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

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

- Establishes a 62,000-unit program that will address roughly \$12.8B of capital need over 10 years using HUD Section 8 conversion programs, including the Rental Assistance Demonstration (RAD)
- Accelerates the original 20,000-unit NextGen NYCHA (NGN) pipeline by 4 years (from 2022 to 2026)
- Leverages additional funding through Section 8 programs that will be used to complete comprehensive renovations at NYCHA developments

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



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

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

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

Between October 31, 2018 and November 30, 2018, NYCHA closed on three PACT/RAD conversions as outlined below. Extensive capital improvements will be undertaken at all the sites, including upgrades to roofs, elevators, boilers, security systems, and grounds, as well as apartment interiors, including new kitchens and bathrooms. All rehab work is occurring with tenants-in-place; no residents are being relocated or displaced.

Twin Parks West in the Fordham Heights neighborhood of the Bronx: this conversion included one building with 312 apartments. NYCHA entered into a public-private partnership with Gilbane Development Company (developer), Dantes Partners (developer), Apex Building Group (general contractor), and Kraus Management, Inc. (property manager). Social services are being provided by BronxWorks. The project is being financed with conventional debt. Total repair work for the project will be \$38 million. Repairs will be completed in 2021.

Betances Houses in the Mott Haven neighborhood of the Bronx: this conversion included 40 buildings across 10 developments with 1,088 units. NYCHA entered into a public-private partnership with MDG Design + Construction (developer), The Wavecrest Management Team (property manager), and Catholic Charities Community Services, Archdiocese of New York (social services provider). The project is being financed with conventional debt and developer equity. Total repair work for the project will be \$120 million. Repairs will be completed in 2021.

Highbridge-Franklin in the Highbridge and Claremont neighborhoods of the Bronx: this conversion included 14 buildings with 336 apartments. NYCHA entered into a public-private partnership with Gilbane Development Company (developer), Dantes Partners (developer), Apex Building Group (general contractor), and The Kraus Organization (property manager). Social services are being provided by BronxWorks. The project is being financed with conventional debt and a subsidy loan from the New York City Department of Housing Preservation and Development. Total repair work for the project will be \$27 million. Repairs will be completed in 2021.

In Spring 2019, NYCHA expects to close on the next PACT/RAD conversion at Hope Gardens in the Bushwick neighborhood of Brooklyn: this conversion will include 60 buildings with 1,315 apartments. NYCHA will enter into a public-private partnership with Pennrose Properties (developer) and Acacia Network (social services provider). Procida Construction will be the general contractor and Pinnacle City Living will serve as the property manager. Financing and repair scope and schedule will be finalized before closing.

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

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

In December 2018, NYCHA closed on 722 units across 14 developments at Baychester and Murphy Houses in the Bronx, thus completing the PACT conversion of these two developments. The development partner for this conversion is MBD Community Housing Corporation (developer and social services provider), Camber Property Group (developer), and L+M Development Partners (developer, general contractor, and property manager). The project is being financed with conventional debt. Total repair work for the project will be \$88 million. Repairs will be completed in 2020.

The resident conversions to Section 8 at Independence Towers and Williams Plaza in Brooklyn began in mid-2018. Resident engagement is ongoing at these developments and a development partner will be selected in early 2019, with closing expected in late 2019. Resident engagement began at 344 East 28<sup>th</sup> Street and Wise Towers in Manhattan in early 2019; a development partner will be selected in mid-2019 with closing expected in late 2019/early 2020. The remaining two developments – Linden and Boulevard Houses in Brooklyn – are expected to convert in 2020.

### *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.

### *Improve Residents Safety*

In March of 2016, in conjunction with the Mayor’s Office of Criminal Justice (MOCJ), and the NYC Office of Management and Budget (OMB), NYCHA initiated a study to assess the impact of lighting on crime in NYCHA developments. NYCHA has installed and continues to maintain 400 temporary light towers at 40 developments while submitting relevant data to the Crime Lab at the University of Chicago.

Additionally, MOCJ provided \$443 thousand for upgrades of the permanent lighting fixtures at two developments: Jefferson and Whitman. Due to the success of this pilot program, MOCJ has allocated both Operating (\$3.9M) and Capital funding (\$44.7M) to upgrade 42 additional developments over the next three years. Most of the selected developments are part of the light study program, where the temporary light towers will be replaced by permanent upgrades to the existing fixtures.

*Before*

*After*



**Ingersoll – Permanent Lighting, March 2017**

### *FlexOps*

On July 5, 2016, NYCHA launched FlexOps (“flexible operations”) at 12 consolidated developments: Chelsea, Dyckman, Forest, Glenwood, Hammel, Isaacs, Marble Hill, Mott Haven, Murphy, Pelham, Ravenswood, and Wyckoff. The objective of this four-month pilot program was to improve customer service through an expanded service-hours schedule.

In May 2017, NYCHA launched Phase 2 of FlexOps to expand service hours at 12 developments: Dyckman, Glenwood, Hammel, Isaacs, Murphy, Ravenswood, O’Dwyer, Grant, Beach 41st Street, Queensbridge North, Sedgwick, and Carey Gardens.

The pilot program was originally scheduled to be a four-month trial through September 2017. Reflective of positive feedback from residents and staff, and input from the staff

unions, NYCHA is extending the FlexOps program through January 2019. After a successful implementation of Flex Ops, the program will be transitioning to the Alternate Work Schedule (AWS) which will launch in April 2019.

### **Compliance**

EVP Compliance was created in late 2017 to help NYCHA ensure compliance with federal, state and local obligations and the accuracy of external reporting and statements. The following are five functional units under the EVP Compliance:

- Regulations and Procedures,
- Communications and Training,
- Compliance Assessment and Monitoring,
- Issue and Complaint Management and
- Compliance and Reporting

Each unit under Compliance Department will be focused on compliance risk management, implementation of corrective actions, monitoring the compliance of the regulations and procedures, provide guidance and training to minimize lapse in compliance while ensuring the effectiveness of the operations.

### **NYCHA Cares**

NYCHA Cares launched in July 2018 as an initiative targeting three developments with the largest backlogs for specialized repairs requests: Manhattanville Houses in West Harlem, Queensbridge South Houses in Queens, and Kingsborough Houses in Brooklyn.



Executive Vice President for Operations Cathy Pennington (Center) at Baruch Houses

Before the program, there were a total of 3,900 open work order requests for skilled trades repairs at the three selected developments. After initial repair work was completed, staff reassessed the apartments and created an additional 9,892 skilled trades work orders. In all, 13,428 work orders affecting 2,262 apartments were addressed and closed.

For Round 2, NYCHA Cares addressed the backlog at Baruch Houses in Manhattan, Parkside Houses in the Bronx, and Pink Houses in Brooklyn. So far, 14,259 work order requests have been closed in 2,332 apartments at the three developments.

As part of Round 3, NYCHA Cares is now also underway at Wagner Houses in Manhattan, Castle Hill in the Bronx, and Pomonok in Queens. So far, 1,259 work order requests have been closed at the three newly targeted developments.

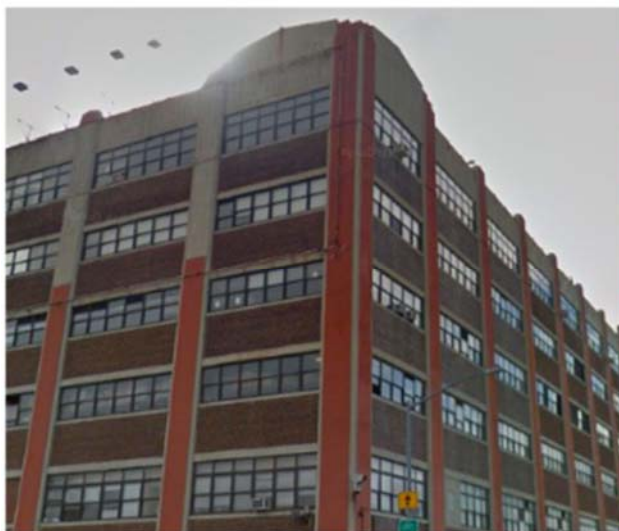
NYCHA Cares is committed to completing the 50,000-work order backlog within 24 months.

### *Office space consolidation*

As part of NYCHA's NextGen mission to stabilize its finances, the Authority is creating significant cost savings by consolidating its central office locations, most notably by moving all staff from 250 Broadway.

Throughout 2019, staff from 250 Broadway, and a few other locations, will move into upgraded spaces at the 90 Church Street, Long Island City, and 787 Atlantic Avenue offices. In addition, Leased Housing staff currently located at 470 Vanderbilt Avenue are moving to 1 Fordham Plaza.

Long Island City



90 Church Street



To accommodate the consolidation, NYCHA will occupy approximately 6,800 square feet of additional space on the ground floor of 787 Atlantic Avenue and is upgrading the existing central offices. For instance, at Long Island City, two floors will be completely reconstructed, there will be a new entrance and lobby for employees and building systems (as well as restrooms and offices) will be upgraded.

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

NYCHA's Information Technology (IT) Department continues to make significant service improvements for both internal and external customers through the implementation of advanced technologies including mobile and self-service technologies. NYCHA continues to be recognized as a technology leader. In 2018, NYCHA was selected to win a Government Experience Award – City Government-to-Citizen Experience. The prize was awarded for NYCHA's MyNYCHA Portal and Mobile App.

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

### ***MyNycha App***

MyNYCHA, which launched in September 2015, enables residents to create, submit, track, and update maintenance service requests. Available in English and Spanish, this app improves customer service by allowing NYCHA residents to view alerts, outages, and schedule inspections at any time. The mobile app, available to residents twenty-four hours a day, seven days a week, helps reduce the need to call NYCHA's Customer Contact Center (CCC) for questions or service requests.

In 2018, MyNYCHA reached a milestone, with over one million work tickets having been submitted via the MyNYCHA app since 2015. On average over 30% of work tickets per month are submitted via the app.

### ***NYCHA's Owner Extranet***

NYCHA's Owner Extranet is the online platform for Section 8 Owners to transact with NYCHA, and to some extent, with residents. On the site, over 22,000 NYCHA owners can submit lease renewals and repair certifications, apply for direct deposit, access tax documents and other functions. In 2018, NYCHA launched new version of Owner Extranet that provides an enhanced user experience to our Section 8 landlords and additional functionality such as filing of contract changes requests online.

### ***Self-Service Web portal***

NYCHA's Self-Service Portal continued its growth, with new online services added to provide our applicants, residents, and Section 8 voucher holders with better access to services and information.

- REES (Resident Economic Empowerment and Sustainability): Self-service features were implemented in 2018 to improve participation in the Family Self Sufficiency (FSS) program:



- External providers have ability to logon to the portal to retrieve and update the various outcomes for referrals.
- Employers have ability to logon to the portal to submit the job orders, EVF (Employment Verification form) and retrieve the qualified candidates for the jobs.
- Online Annual Reviews: In addition to annual online recertification's which was implemented in 2016-2017, additional enhancements now allow residents to go online to submit their interim requests for family compositions changes, income, disability. In addition to that residents now can view their request status online to submit any documents required by NYCHA.
- Interactive Voice Response (IVR) - This platform allows residents to use their phones and IVR to call in service requests in English and Spanish. The following additional functionality was implemented in 2018:
  - Payment Inquiry for NYCHA Vendors
  - Security Deposit Refund for residents
  - Payroll deductions and enrollment for residents.

These IVR self-service enhancements increase efficiency by reducing call volume to the CCC call agents and improve customer experience.

### ***Reporting and Compliance***

Events in 2018 also increased the call for more transparency, spurring NYCHA IT to implement the following:

- Heating Dashboard – Implemented single dashboard that merges data from various sources and systems (Maximo, CHAS, EFS, UMIS) into one. Key items displayed in the dashboard are:
  - Heating overview that shows Maximo outages and work orders along with CHAS boiler modes, zone valve modes, alerts and apartment temperature alerts.
  - Outages by its impact on tenants.
  - Work orders by its impact on tenants.
  - Trend and impact by the kind of repairs done and time to repair both for outages and work orders.
- Predictive Analytics – Implement predictive analytics to:
  - Predict number of work orders by heating cluster for the following seven days based on historical data.
  - Predict labor requirement for the following seven days based on historical data.

### ***Finance and Procurement***

Oracle Financials in 2018 saw initiatives around process efficiency. NYCHA implemented an electronic invoicing process for material vendors. Accounts Payable department will receive invoices electronically into Oracle instead of paper envelopes and paper invoices. Along with helping NYCHA go-green, this will reduce manual entry of invoices and cut down invoice processing times so NYCHA can take advantage of supplier discounts. Currently, 36 suppliers have been enrolled in this program and additional suppliers are being on-boarded.

Also completed in 2018 were a Contracts Tracking Database, replacement of Bottomline check printing software with Evergreen Systems, which provides better integration with Oracle eBusiness; and a warranty database conversion from legacy Informix platform to Oracle APEX.

### ***Tenant Participation Activities (TPA)***

TPA funds are governed by a federal regulation, 24 CFR 964.150, which stipulates how the funds are disbursed and used. In sum, HUD requires that every public housing authority (PHA) set aside a specific portion of its federal operating subsidy for resident associations (RAs) to use for eligible tenant participation activities – activities that engage residents in fostering a positive living environment. TPA funds are not a separate grant, and they are subject to the same financial controls as the rest of our operating subsidy, which furthers accountability and oversight.

In 2018, Community Engagement & Partnerships Department improved the TPA funding process for residents;

- Revised the written agreement between NYCHA and RAs on the use of TPA funds based on comments from resident leaders and input from the Legal Aid Society and Brooklyn Legal Services.
- Updated the plain language guidebook that accompanies the funding agreement, and this is available online.
- Introduced a commercial card, which RAs use to make approved purchases up to \$5,000, to streamline the purchasing process. For instance, RAs can buy office supplies at a local store without having to order them through NYCHA's Procurement Department. The card can also be used for approved travel, making travel arrangements easier and faster. RAs can reconcile their spending through our online system, a process that promotes accountability and oversight.
- Created and online– tip sheets on topics such as travel, budgeting, and accessing funds to help residents make the best use of TPA funds.



- Posted online quarterly budget reports that list the TPA funds spent and available by development, so that RAs and the public have full visibility on their spending.

Facilitating the TPA funding process is just one way that we engage and support residents at NYCHA. Guided by our long-term strategic plan, NYCHA 2.0, the Community Engagement and Partnerships department works tirelessly to empower residents and resident leadership.

In partnership with NYC Service and Capital One, our 13 Youth Leadership Councils are giving youth a voice, and a role, in tackling their community's most pressing issues. Nearly 100 Senior Champion volunteers work with NYCHA and community members to engage their fellow seniors on health, safety, and educational projects. Thanks to support from the City Council and CUNY, our Resident Leadership Academy is helping established and aspiring resident leaders take a more active civic role in their community, including at their resident associations, through training and the cultivation of leadership skills – while earning college credits.

### **Commencing in FY 2019**

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

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

#### ***Lead Initiative***

The City is committed to improving these conditions and is making a significant investment to address outstanding issues. To comply with HUD rules and local regulations (Local Law I), the City is investing \$30M of Federal CDBG funds for:

- Visual Inspection of affected areas  
Perform visual inspections of all affected areas and determine whether peeling paint is present. Phase 1 commenced in June 2018 and is to be completed annually for the duration of the Lead Abatement Program.
- XRF (X-ray fluorescence) Testing

includes testing to determine whether lead paint exceeding legal thresholds is in fact present in each affected area. Phase 3 is expected to commence in early 2019 and to be completed by December 2020.

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

### **Mold Initiative Program**

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

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

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

### **Pest Management**

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

### New comprehensive strategy for Rat mitigation

NYCHA has developed a comprehensive rat reduction plan Authority-wide as shown below:

- Improving the waste management operation to eliminate food source
  - installation of new bulk crushers;
  - enlarging ground floor chutes; and
  - food waste disposer pilot
- Providing on-going regular baiting (weekly for sites that have active rat activity)
- Maintenance of the grounds and eliminating overgrown vegetation
- Upgrade/Modify Structure (pest proofing) to help prevent rodents from entering the building structure. Eliminating point of entry include some of the following strategies: patching of wholes, sealing cracks and crevasses, installing door sweeps.

- Burrow harassment/collapse – a strategy that stresses out the rodent population by disturbing their nest and collapse the burrow once it is eradicated)
- comprehensive unit inspection and abatement.

Utilizing above strategies and with the directional guidance provided by Department of Health and Mental Hygiene (DOHMH), in FY'19 PAIS is targeted to reduce the rat population by up to 70% with its effort focused on heavily infested area as listed below:

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

### *Other Initiatives*

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

In FY 2019, NYCHA is introducing Alternative Work Schedule (AWS) initiative for the resident. AWS is a new customer services initiative to help improve and expand traditional 8:00 a.m. to 4:30 p.m. schedule to a new expanded service covering from 6 a.m. to 7 p.m. at our developments, 7 days a week, through 5 staggered schedules. AWS service will initially be focused on key titles which include Caretakers, Supervisors of Housing Caretakers, Supervising Housing Groundskeepers, Assistant Resident Building Superintendents, and Resident Building Superintendents. AWS launches April 1 at 13 developments: Farragut, Ingersoll, Marcy, Stuyvesant, Tompkins, and Whitman Houses in Brooklyn and Clinton, Dyckman, Harlem River, Polo Grounds Towers, Rangel, Riis, and Saint Nicholas Houses in Manhattan.

AWS allows NYCHA to better maintain our buildings and be more responsive to residents. City-wide implementation of this program is expected to be completed by 1<sup>st</sup> quarter of 2020.

#### *Inventory Management (Stockrooms)*

To become more effective in management of NYCHA's inventory concerns, the maintenance & management of appliance and storerooms was transitioned to the Material Management Department (MMD). By transitioning from development-led to centralized management process, NYCHA is expected to improve/implement the following areas:

1. Strengthen inventory control measures
2. Ensure proper distribution and allocation of critical supplies
3. Streamline the process in accordance with new processes and procedures via use of new inventory management technology

4. Assignment of additional resources to MMD to support the process (specialized caretaker “I” to address inventory issues)

### ***Maintain expanded Contract Capacity***

With the rising cost of personnel and benefit expenses and decreased financial support from federal government as well as strict guideline based on agreement with HUD requirement, it is increasingly difficult for NYCHA to operate effectively. To address mounting challenges, in addition to continuing support from De Blasio’s administration, NYCHA has been expanding its contract capacity to confront these issues. Below are some of contacts included in this plan in addition to initiatives to meet agreement with HUD requirement (Lead, Mold, Pest as indicated above):

#### *\$25 million NYCHA Cares (Work Order Backlog)*

Based on positive result of the Pilot launched in 2018, NYCHA is investing \$25 million and expanding the pilot program to additional properties in FY 2019. This initiative will help develop an effective strategy to address the work order backlog going forward.

#### *\$60 million in Lead, Heating & Pest Management*

Additional increase in contract capacity to address agreement with HUD requirement

- \$30M for Lead Testing;
- \$30M for Heating & Pest Management

As explained as part of agreement with HUD section above

# Operating Budget

## Overview

The operating budget for FY 2019 is \$3.48 billion. The FY 2019 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 2017, the Adopted budget for FY 2018 and the FY 2019 Adopted budget by account type. It also indicates the variance between the Adopted FY 2018 budget and the Adopted FY 2019 budget.

**Table 1: Comparison FY 2017 - FY 2019**  
**(\$000)**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>Variance</b>
<b>Expenditures</b>	<b>YTD Actual</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	<b>FY 18 vs. FY 19</b>
<b>Personnel Services:</b>				
Salary F/T	633,276	658,428	649,601	(8,827)
Salary P/T	1,384	1,409	1,020	(388)
Seasonal	5,673	6,010	26,026	20,016
Overtime	93,809	66,743	85,534	18,791
Retro	3,431	292	286	(6)
Shift Differential	1,075	1,070	1,477	407
Fringe	546,867	571,884	568,552	(3,332)
Other Salary	11,106	13,079	12,882	(197)
<b>Subtotal Personnel Services</b>	<b>1,296,622</b>	<b>1,318,915</b>	<b>1,345,378</b>	<b>26,463</b>
<b>Other Than Personnel Services:</b>				
Leases	110,833	42,422	43,317	896
Supplies	64,374	66,167	78,934	12,766
Utilities	538,604	543,748	542,755	(993)
Equipment	14,681	18,000	17,129	(871)
Contracts	202,764	305,073	374,591	69,517
Insurance	50,815	24,604	13,453	(11,151)
Housing Assistance Payments	987,021	984,375	1,027,419	43,044
Payment in Lieu of Taxes				
Debt Services	627	534	2,205	1,672
OTPS Other	18,573	22,839	31,438.44	8,599
<b>Subtotal Other Than Personnel Services</b>	<b>1,988,292</b>	<b>2,007,762</b>	<b>2,131,241</b>	<b>123,479</b>
<b>Total Expenses</b>	<b>3,284,914</b>	<b>3,326,677</b>	<b>3,476,620</b>	<b>149,942</b>
<b>Revenues</b>				
<b>Revenues from Operations:</b>				
Tenant Rental Revenue	1,031,196	1,074,404	1,046,534	(27,870)
Other Revenue from Operations	19,157	21,977	20,345	(1,632)
<b>Subtotal Revenues from Operations</b>	<b>1,050,352</b>	<b>1,096,381</b>	<b>1,066,879</b>	<b>(29,502)</b>
<b>Other Revenues:</b>				
Federal Subsidies	889,603	885,598	944,026	58,428
Debt Services Subsidy	353	283	230	(53)
Section 8 Phased Conversion	54,618	58,120	-	
Section 8 Management Fees	-	-	-	
Capital Fund Reimbursements	12,697	4,697	4,697	0
Interest on Investments	6,238	7,954	10,519	2,565
Other	160,829	74,958	24,948	(50,010)
Categorical Grants	4,368	3,838	2,665	(1,173)
Section 8 Subsidy	971,699	975,549	1,092,386	116,837
Section 8 Admin	70,309	74,408	75,333	925
City Funds	76,067	142,985	288,310	145,325
<b>Subtotal Other Revenues</b>	<b>2,246,781</b>	<b>2,228,390</b>	<b>2,443,115</b>	<b>214,725</b>
<b>Total Revenues</b>	<b>3,297,133</b>	<b>3,324,771</b>	<b>3,509,994</b>	<b>185,223</b>
<b>Surplus /(Deficit) before Reserves</b>	<b>12,219</b>	<b>(1,906)</b>	<b>33,375</b>	<b>35,281</b>
HAP Reserve (HUD-HELD)	-	8,825		(8,825)
Admin Reserve	-	5,057		(5,057)
<b>Surplus/(Deficit) net of Reserves</b>	<b>12,219</b>	<b>11,975</b>	<b>33,375</b>	<b>21,399</b>

## Operating Budget FY 2019 – FY 2023

NYCHA's Financial Plan sets forth projected operating costs on a cash basis for FY 2019 through FY 2023. The four-year financial plan is submitted to the Board simultaneously with the FY 2019 budget. NYCHA's budget plan is not balanced.

**Table 2: FY 2019 – FY 2023 Financial Plan**  
(\$'000)

	FY19	FY20	FY21	FY22	FY23
<b>Expenditures</b>					
<b>Personnel Services:</b>					
Salary F/T	649,601	669,331	681,563	683,694	685,127
Salary P/T	1,020	789	298	149	-
Seasonal	26,026	26,026	26,026	26,026	26,026
Overtime	85,534	85,042	84,706	84,705	84,705
Salary Retro	286	286	286	286	286
Shift Differential	1,477	1,477	1,476	1,476	1,476
Fringe	568,552	586,563	604,364	618,827	631,380
Other Salaries	12,882	12,889	12,827	12,819	12,819
<b>Subtotal Personnel Services</b>	<b>1,345,378</b>	<b>1,382,403</b>	<b>1,411,545</b>	<b>1,427,983</b>	<b>1,441,820</b>
<b>Other Than Personnel Services:</b>					
Leases	43,317	46,537	47,288	48,366	49,469
Supplies	78,934	71,805	71,165	70,678	70,191
Utilities	542,755	546,678	555,039	561,618	567,354
Equipment	17,129	16,401	15,667	15,871	16,365
Contracts	374,591	357,242	305,160	304,509	303,802
Insurance	13,453	15,380	66,606	71,004	75,938
Section 8 Payments	1,027,419	1,028,480	1,109,789	1,106,282	1,105,626
Debt Services	2,205	6,008	9,852	9,485	9,137
OTPS Other	31,438	23,046	22,974	22,821	22,669
<b>Subtotal Other Than Personnel Services</b>	<b>2,131,241</b>	<b>2,111,577</b>	<b>2,203,539</b>	<b>2,210,635</b>	<b>2,220,551</b>
<b>Total Expenses</b>	<b>3,476,620</b>	<b>3,493,980</b>	<b>3,615,084</b>	<b>3,638,618</b>	<b>3,662,370</b>
<b>Revenues</b>					
<b>Revenues from Operations:</b>					
Tenant Rental Revenue	1,046,534	1,044,863	1,045,590	1,054,023	1,062,551
Other Revenue from Operations	20,345	20,161	20,045	20,045	20,045
<b>Subtotal Revenues from Operations</b>	<b>1,066,879</b>	<b>1,065,025</b>	<b>1,065,635</b>	<b>1,074,068</b>	<b>1,082,595</b>
<b>Other Revenues:</b>					
Federal Subsidies	944,026	975,293	986,331	1,014,394	1,047,113
Contract Based Section 8 Properties Subsidy	-	-	-	-	-
Debt Services Subsidy	230	180	131	81	40
Section 8 Phased Conversion	-	-	-	-	-
Section 8 Management Fees	-	-	-	-	-
Capital Funds Reimbursements	4,697	4,697	4,697	4,697	4,697
Interest on Investments	10,519	11,834	11,834	11,834	11,834
Other	24,948	23,512	24,069	24,439	24,816
Categorical Grants	2,665	1,383	883	883	883
Section 8 Subsidy	1,092,386	1,070,767	1,153,585	1,150,799	1,150,799
Section 8 Admin	75,333	76,141	75,614	74,992	74,992
Section 8 Admin Reserve	-	-	-	-	-
City Funds	288,310	197,992	199,982	190,153	177,173
<b>Subtotal Other Revenues</b>	<b>2,443,115</b>	<b>2,361,800</b>	<b>2,457,127</b>	<b>2,472,274</b>	<b>2,492,348</b>
<b>Total Revenues</b>	<b>3,509,994</b>	<b>3,426,825</b>	<b>3,522,761</b>	<b>3,546,342</b>	<b>3,574,943</b>
<b>Surplus/ (Deficit)</b>	<b>33,375</b>	<b>(67,155)</b>	<b>(92,323)</b>	<b>(92,277)</b>	<b>(87,427)</b>

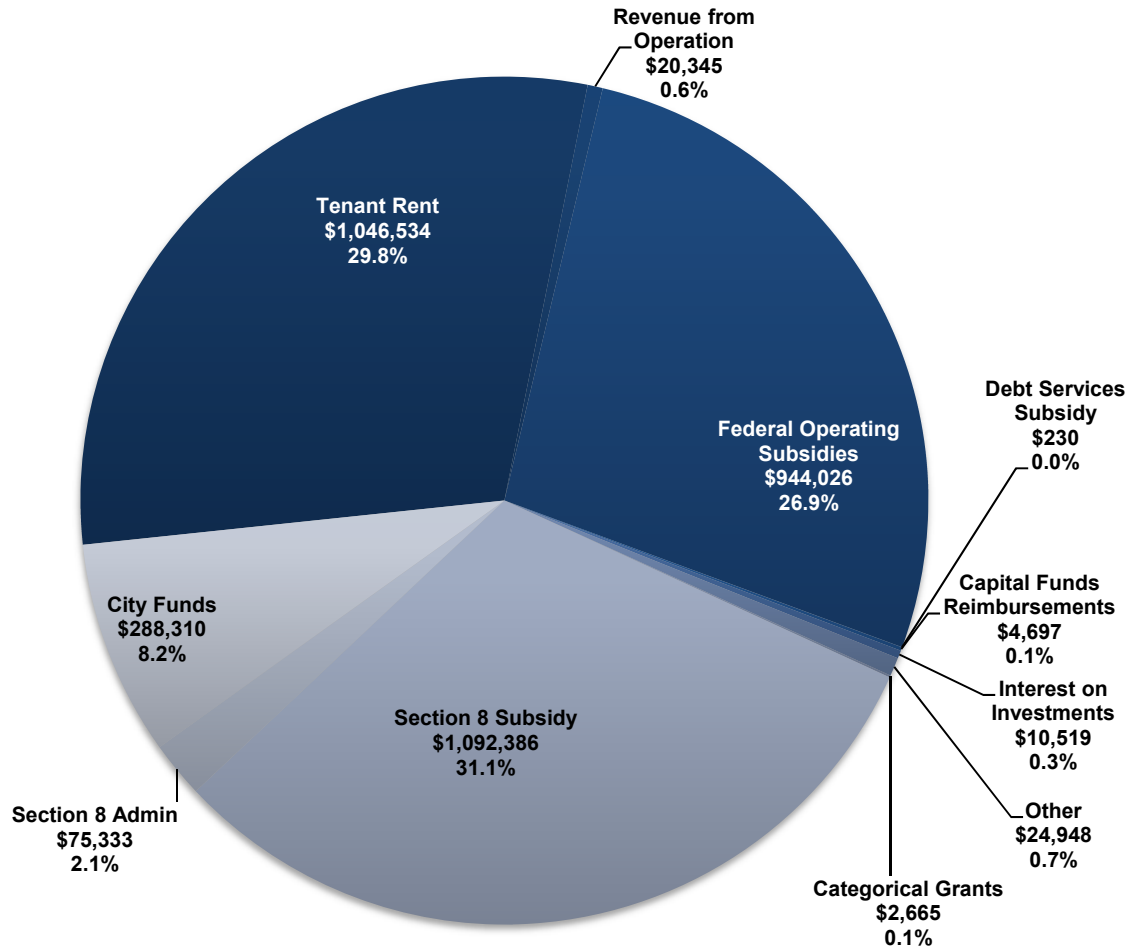
Includes HAP & Admin. Fees Reserve



## 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 2019 Operating Revenue  
(\$000)**



**Total Revenue \$3.51 billion**

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

**Table 3: FY 2019 Revenue by Funding Categories**

	(%)
GF01	63.2%
F006	31.1%
City Grants	5.5%
Federal Grants	0.2%
<b>Total</b>	<b>100.0%</b>

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

Projected rent paid to NYCHA by residents, or Tenant Rental Revenue, represents 30 percent of total revenues in FY 2019. Rent projections are modeled at the property level based on data that includes the number of occupied units, tenants rent, and collection losses.

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

This Plan projects Tenant Rental Revenue to increase to \$1.06 billion in FY 2023, a compounded growth rate of 1 percent which is adjusted for reduction due to RAD transition.

### ***Federal Subsidies***

This Plan projects the Federal Operating Subsidy to be \$0.9 billion in FY 2019 and increasing to \$1.05 billion in FY 2023. 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 90 percent for the past decade.

For FY 2019 - 2023, reflective of observed proration trend of past 3 years (2016-2018) which averaged nearly 93 percent, plan assumes a proration factor of 92.5% or a loss of 7.5% in potential revenue (also known as eligibility). As a point of reference, the Authority was eligible to receive \$988 million, however, only \$937 million was received, a shortfall of \$51 million based on national proration of 94.7% 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 4,772 units will be converted by year-end 2018, securing an estimated \$54 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 \$52 million annually.

This Plan reflects a goal to convert 168 units in FY 2019 and 120 units per year from FY 2020 to 2023 with revenue decreasing from \$54.9 million in FY 2019 to \$53.6 million in FY 2023.

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

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

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

The Plan projects Section 8 Subsidy to remain at nearly the same level of \$1.1 billion to \$1.2 billion over the five years 2019 - 2023. Although the HAP subsidy is expected to have a modest increase, the Administrative Fees is expected to decline due to reduced units. This assumes a total Unit Months Leased (UML) of 1,015,596 for a monthly average of 84,633 vouchers in 2019.

### ***Categorical Grants***

NYCHA receives grant awards from federal, state, city, and private sources to fund specific community development and benefits programs. The Plan reflects only grants awarded and does not reflect anticipated awards. The budget reflects a decrease in Categorical grants funding from \$2.7 million in FY 2019 to \$0.9 million in FY 2023 reflective of a decline in funding for grant programs.

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

Capital Fund Reimbursements (CFRs) are reimbursements from the federal capital program to the operating program for capital-related costs incurred in the operating

budget. The CFRs are for replacement reserves of NYCHA's mixed-finance portfolios. These reimbursements are projected to be \$4.7 million in each year from FY 2019 to FY 2023.

### ***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 \$10.5 million in FY 2019 to \$11.8 million in FY 2023, 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 remain the same at \$20 million.

### ***City Funds***

City of New York's commitment to support NYCHA has been expanding and has helped to absorb the impact of the Federal underfunding. The budgeted amount for FY 2019 is \$288 million primarily composed of \$98.7 million for the reimbursement of general wage increases, \$93.6 million for the Housing Grant, \$60 million via CDBG programs, \$10 million for safety & security (CCTV & the light programs) as well as \$10 million for NYCHA Cares, a work order backlog initiative.

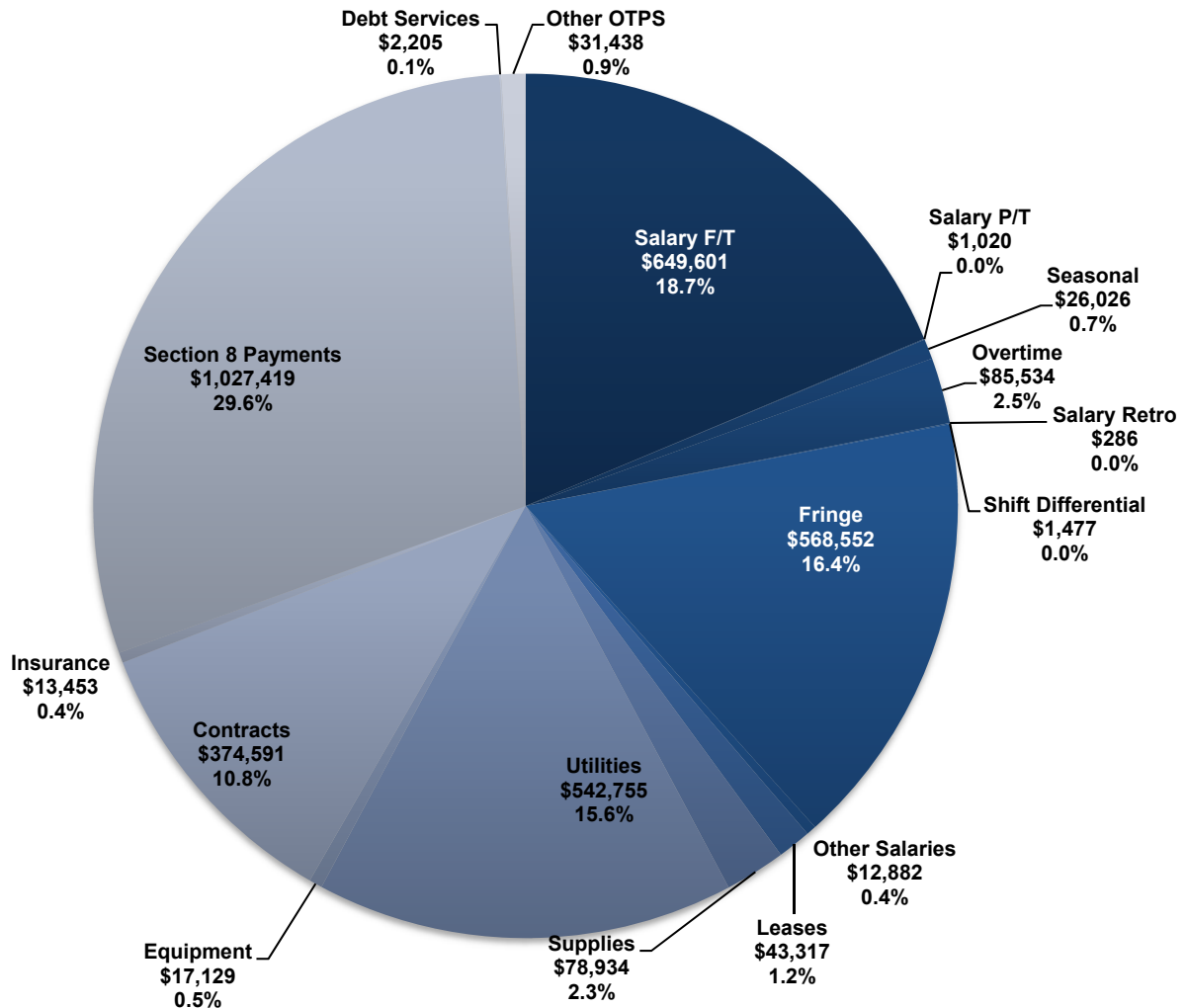
### ***Other Non-Operating Revenues***

Other Non-Operating Revenues are ancillary revenues that NYCHA generates from third parties through property assets. This category includes revenue from Section 8 properties recapitalization as well as the NextGeneration Initiative (i.e. high-value land/mixed income, 10K Affordable Housing Units), commercial storefront leases, rooftop leases, and sublease income from underutilized office space. This Plan projects Other Non-Operating Revenues of approximately \$41 million.

## Operating Expenses

Table 6 shows by category the \$3.48 billion expenditures in NYCHA's 2019 Operating Budget:

**Chart 2: FY 2019 Use of Operating Funds  
(\$'000)**



Total Uses \$3.48 billion

Personnel Service (Salaries and Other Benefits) accounts for 39 percent of the total operating budget expenditures. Section 8 Housing Assistance Payments account for 29 percent, Utilities and Contracts account for 16 percent and 11 percent, respectively, with all other expenses account for the remaining 5 percent of expenditures.

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

NYCHA will spend \$1.35 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 \$649.6 million in 2019 and covers annual salaries for the 10,684 employees who work on average between 35 and 40 hours a week.
- The seasonal budget is \$26 million, and it provides funding support for temporary staffing to help accommodate seasonal needs of operations.
- The budget for part-time salaries is \$1 million.
- The fringe benefits budget is \$568.6 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 \$85.5 million which pays for scheduled and unscheduled overtime.
- The shift differential budget is \$1.5 million and reflects trade staff that work outside of regular shifts.
- The retro budget is \$0.3 million.
- The budget for other salary which covers longevity and service differential is \$13 million.

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

NYCHA will spend \$2.1 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 \$1,027.4 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 utilities budget of \$542.8 million includes fuels, cooking gas, electricity and water Authority wide.
- The contracts budget is \$374.6 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 \$43.3 million which represents the leasing of various borough and administrative offices throughout the City.

- The insurance budget is \$13.5 million and is used to pay tort claims and premiums; for multiple insurance coverage such as property insurance.
- The budget for supplies is \$78.9 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 \$17.2 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 \$33.4 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 2019.

**Table 4: FY 2019 Departmental Budget  
(\$000)**

DEPARTMENT	HC	PS	OTPS	TOTAL EXPENSES
<b>Chair</b>				
Office of the Chair	10	\$1,711	\$2,261	\$3,972
Office of the Secretary	18	\$2,464	\$153	\$2,617
Inspector General	49	\$6,003	\$34	\$6,037
Equal Opportunity	17	\$1,909	\$317	\$2,226
NYCHA Board Members	-	\$	\$60	\$60
<b>Chair Total</b>	<b>94</b>	<b>\$12,087</b>	<b>\$2,825</b>	<b>\$14,912</b>
<b>General Manager</b>				
Office of the General Manager	7	\$1,432	\$27	\$1,459
VP Public Safety	57	\$7,911	\$15,468	\$23,380
VP Healthy Homes	121	\$11,156	\$39,227	\$50,383
<b>General Manager Total</b>	<b>185</b>	<b>\$20,499</b>	<b>\$54,722</b>	<b>\$75,221</b>
<b>EVP Legal Affairs &amp; General Counsel</b>				
Real Estate & Econo Development	6	\$923	-	\$923
Torts	24	\$3,501	-	\$3,501
Civil Litigation	28	\$4,038	-	\$4,038
Corporate Matters	9	\$1,281	-	\$1,281
Housing Litigation	65	\$8,458	-	\$8,458
General Counsel	22	\$3,195	\$1,970	\$5,165
<b>EVP Legal Affairs &amp; General Counsel Total</b>	<b>154</b>	<b>\$21,397</b>	<b>\$1,970</b>	<b>\$23,367</b>
<b>EVP External Affairs</b>				
Office of the EVP External Affair	2	\$443	\$254	\$697
Office of Public Private Partnerships	4	\$531	\$215	\$746
Communications	17	\$2,479	\$149	\$2,629
Intergovernmental Relations	8	\$1,101	\$4	\$1,105
<b>EVP External Affairs Total</b>	<b>31</b>	<b>\$4,554</b>	<b>\$622</b>	<b>\$5,176</b>
<b>EVP Capital Projects</b>				
Office of the EVP Capital Projects	3	\$653	\$5,702	\$6,355
VP Capital Planning & Design	105	\$15,950	\$24	\$15,974
VP Energy Finance & Sustainability	25	\$3,778	\$4,029	\$7,807
VP Support Services Capital	81	\$11,201	\$322	\$11,523
VP Project Management	139	\$21,056	\$9	\$21,065
VP Recovery & Resilience	4	\$861	-	\$861
<b>EVP Capital Projects Total</b>	<b>357</b>	<b>\$53,498</b>	<b>\$10,086</b>	<b>\$63,584</b>



**Table 4: FY 2019 Departmental Budget  
(\$000)**

DEPARTMENT	HC	PS	OTPS	TOTAL EXPENSES
<b>EVP Operations</b>				
Office of the EVP Operations	3	\$699	\$25,264	\$25,963
SVP Support Services	1,249	\$192,922	\$3,267	\$196,190
VP Public Housing Operations MH BX NGO1	3,477	\$409,463	\$450,492	\$859,955
VP Public Housing Operations MF QN_SI BK	3,402	\$407,247	\$406,468	\$813,715
Management and Planning	31	\$4,054	\$33	\$4,088
Private Management	-	-	\$22,074	\$22,074
Management Services	38	\$6,605	\$16	\$6,621
Office VP Applications & Tenancy Administration	3	\$461	\$	\$462
<b>EVP Operations Total</b>	<b>8,203</b>	<b>\$1,021,452</b>	<b>\$907,615</b>	<b>\$1,929,067</b>
<b>EVP Administration</b>				
Office of EVP Administration	4	\$860	\$23	\$883
VP Performance Management & Analysis	40	\$5,496	\$18	\$5,514
VP Supply Management	152	\$16,191	\$1,129	\$17,320
General Services	65	\$6,703	\$1,088	\$7,791
General Services-CMA	-	-	\$10,932	\$10,932
Human Resources	109	\$14,326	\$1,527	\$15,854
Customer Contact Center	143	\$13,175	\$3,283	\$16,458
Real Estate Services-CMA	-	-	\$43,387	\$43,387
Real Estate Services	28	\$4,127	\$43	\$4,170
<b>EVP Administration Total</b>	<b>541</b>	<b>\$60,879</b>	<b>\$61,428</b>	<b>\$122,307</b>
<b>EVP Finance</b>				
Office of the EVP Finance	12	\$1,481	\$224	\$1,705
VP Finance	28	\$4,046	\$2,597	\$6,643
Energy-CMA-Uilities	-	-	\$3,799	\$3,799
Treasury	12	\$1,744	\$614	\$2,358
Financial Planning & Analysis	40	\$5,014	\$29	\$5,044
Financial Planning & Analysis-CMA	-	\$8,500	\$40	\$8,540
Financial Accounting & Reporting Services	85	\$8,951	\$151	\$9,102
Financial Accounting & Reporting Services CMA	-	-	\$79	\$79
Accounts Payable and Utility Management	44	\$5,282	\$263	\$5,544
<b>EVP Finance Total</b>	<b>221</b>	<b>\$35,018</b>	<b>\$7,795</b>	<b>\$42,814</b>
<b>EVP Information Technology</b>				
Office of the EVP IT	3	\$558	\$4,816	\$5,374
Business Solution Technology	63	\$11,536	\$2,507	\$14,043
Enterprise Technology Portfolio Management	19	\$3,338	\$416	\$3,754
IT Infrastructure	76	\$12,594	\$1,113	\$13,707
IT Infrastructure-CMA-Tech Systems and Maint	-	-	\$31,413	\$31,413
Information Management	25	\$3,657	\$192	\$3,849
<b>EVP Information Technology Total</b>	<b>186</b>	<b>\$31,683</b>	<b>\$40,457</b>	<b>\$72,140</b>
<b>EVP Community Engagement &amp; Partnerships</b>				
Office of the EVP Community Engagement & Partnerships	5	\$864	\$1,499	\$2,362
Community Health Initiatives	3	\$364	\$3	\$368
VP Resident & Community Engagement	100	\$11,380	\$2,509	\$13,889
VP Strategy & Partnership	97	\$10,690	\$6,151	\$16,840
<b>EVP Community Engagement &amp; Partnerships</b>	<b>205</b>	<b>\$23,298</b>	<b>\$10,162</b>	<b>\$33,460</b>
<b>EVP Leased Housing</b>				
Office of the EVP Leased Housing	7	\$1,115	\$1,193	\$2,308
Applications & Tenancy Administration	94	\$11,466	\$17	\$11,483
Inspection & Central Office Operations	80	\$9,042	\$365	\$9,408
Leased Housing Finance	22	\$2,660	\$41	\$2,701
Policy & Program Administration	48	\$5,603	\$14	\$5,616
Client Services	204	\$21,129	\$109	\$21,238
Quality Assurance Performance Management	19	\$2,269	\$26	\$2,295
Leased Housing-CMA	-	-	\$1,028,419	\$1,028,419
<b>EVP Leased Housing Total</b>	<b>474</b>	<b>\$53,285</b>	<b>\$1,030,184</b>	<b>\$1,083,468</b>
<b>EVP Real Estate</b>				
Office of the EVP Real Estate	3	\$521	-	\$521
Development Department	32	\$4,453	\$1,491	\$5,944
<b>EVP Real Estate Total</b>	<b>35</b>	<b>\$4,975</b>	<b>\$1,491</b>	<b>\$6,466</b>
<b>EVP Compliance</b>	<b>21</b>	<b>\$2,754</b>	<b>\$1,884</b>	<b>\$4,638</b>
<b>Total NYCHA Budget</b>	<b>10,707</b>	<b>\$1,345,378</b>	<b>\$2,131,241</b>	<b>\$3,476,620</b>



## Head Count Plan

The following table details NYCHA's full-time headcount plan by department for FY 2019 through FY 2023. Also included is the budgeted headcount for FY 2018.

**Table 5: FY 2019 – FY 2023 Authorized Head Count**

	Prior Year	Financial Plan				
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Office of the Chair	7	10	10	10	10	10
Office of the Secretary	18	18	18	18	18	18
Inspector General	49	49	49	49	49	49
Equal Opportunity	17	17	17	17	17	17
NYCHA Board Members	0	0	0	0	0	0
VP Strategic Initiatives	4	0	0	0	0	0
<b>Chair Total</b>	<b>95</b>	<b>94</b>	<b>94</b>	<b>94</b>	<b>94</b>	<b>94</b>
Office of the General Manager	7	7	7	7	7	7
VP Public Safety	56	57	56	55	54	54
VP Healthy Homes	0	121	121	121	121	121
<b>General Manager Total</b>	<b>63</b>	<b>185</b>	<b>184</b>	<b>183</b>	<b>182</b>	<b>182</b>
Real Estate & Econo Development	6	6	6	6	6	6
Torts	24	24	24	24	24	24
Civil Litigation	28	28	28	28	28	28
Corporate Matters	9	9	9	9	9	9
Housing Litigation	65	65	65	65	65	65
General Counsel	22	22	22	22	22	22
<b>Office of the EVP Legal Affairs &amp; General Counsel</b>	<b>154</b>	<b>154</b>	<b>154</b>	<b>154</b>	<b>154</b>	<b>154</b>
Office of the EVP External Affairs	3	2	2	2	2	2
Office of Public Private Partnerships	4	4	4	4	4	4
Communications	17	17	17	17	17	17
Intergovernmental Relations	7	8	8	8	8	8
<b>EVP External Affairs</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>31</b>
Office of the EVP Capital Projects	3	3	3	3	3	3
VP Capital Planning & Design	103	105	105	105	105	105
VP Energy Finance & Sustainability	23	25	25	25	25	25
VP Support Services Capital	81	81	81	81	81	81
VP Project Management	145	139	139	139	139	139
VP Recovery & Resilience	4	4	4	4	4	4
<b>EVP Capital Projects</b>	<b>359</b>	<b>357</b>	<b>357</b>	<b>357</b>	<b>357</b>	<b>357</b>
Office of the EVP Operations	37	3	3	3	3	3
SVP Support Services	1,273	1,249	1,249	1,249	1,249	1,249
VP Public Housing Operations MH BX NGO1	3,555	3,477	3,477	3,446	3,446	3,446
VP Public Housing Operations MF QN_SI BK	3,431	3,402	3,363	3,354	3,354	3,354
Management and Planning	28	31	31	31	31	31
Management Services	33	38	38	38	38	38
Office VP Applications & Tenancy Administration	3	3	3	3	3	3
<b>EVP Operations</b>	<b>8,360</b>	<b>8,203</b>	<b>8,164</b>	<b>8,124</b>	<b>8,124</b>	<b>8,124</b>

**Table 5: FY 2019 – FY 2023 Authorized Head Count**

	Prior Year		Financial Plan			
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Office of EVP Administration	3	4	4	4	4	4
VP Performance Management & Analysis	39	40	40	40	40	40
VP Supply Management	122	152	149	146	143	143
General Services	65	65	65	65	65	65
Human Resources	101	109	109	109	109	109
Customer Contact Center	145	143	143	143	143	143
Real Estate Services	28	28	28	28	28	28
<b>EVP Administration</b>	<b>503</b>	<b>541</b>	<b>538</b>	<b>535</b>	<b>532</b>	<b>532</b>
Office of the EVP Finance	3	12	8	7	3	3
VP Finance	24	28	28	28	28	28
Treasury	14	12	12	12	12	12
Financial Planning & Analysis	36	40	40	40	40	40
Financial Accounting & Reporting Services	85	85	85	85	85	85
Accounts Payable and Utility Management	46	44	44	44	44	44
<b>EVP Finance</b>	<b>208</b>	<b>221</b>	<b>217</b>	<b>216</b>	<b>212</b>	<b>212</b>
Office of the EVP IT	2	3	3	3	3	3
Business Solution Technology	64	63	63	63	63	63
Enterprise Technology Portfolio Management	18	19	19	19	19	19
IT Infrastructure	81	76	76	76	76	76
Information Management	21	25	25	25	25	25
<b>EVP Information Technology</b>	<b>186</b>	<b>186</b>	<b>186</b>	<b>186</b>	<b>186</b>	<b>186</b>
Office of the EVP Community Engagement & Partnerships	4	5	5	5	5	5
VP Resident & Community Engagement	104	100	100	100	100	100
VP Strategy & Partnership	93	97	97	96	96	96
Community Health Initiatives	3	3	3	3	3	3
<b>EVP Community Engagement &amp; Partnerships</b>	<b>204</b>	<b>205</b>	<b>205</b>	<b>204</b>	<b>204</b>	<b>204</b>
Office of the EVP Leased Housing	7	7	7	7	7	7
Inspection & Central Office Operations	80	80	80	80	80	80
Leased Housing Finance	21	22	22	22	22	22
Quality Assurance Performance Management	17	19	19	19	19	19
Policy & Program Administration	87	48	48	48	48	48
Client Services	166	204	204	204	204	204
Applications & Tenancy Administration	100	94	94	94	94	94
<b>EVP Leased Housing</b>	<b>478</b>	<b>474</b>	<b>474</b>	<b>474</b>	<b>474</b>	<b>474</b>
Office of the EVP Real Estate	3	3	3	3	3	3
Development Department	32	32	32	32	32	32
<b>EVP Real Estate</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>
<b>EVP Compliance</b>	<b>8</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>
<b>Total NYCHA Budget</b>	<b>10,684</b>	<b>10,707</b>	<b>10,660</b>	<b>10,614</b>	<b>10,606</b>	<b>10,606</b>

# Departmental Operating Budgets

## NYCHA Mission

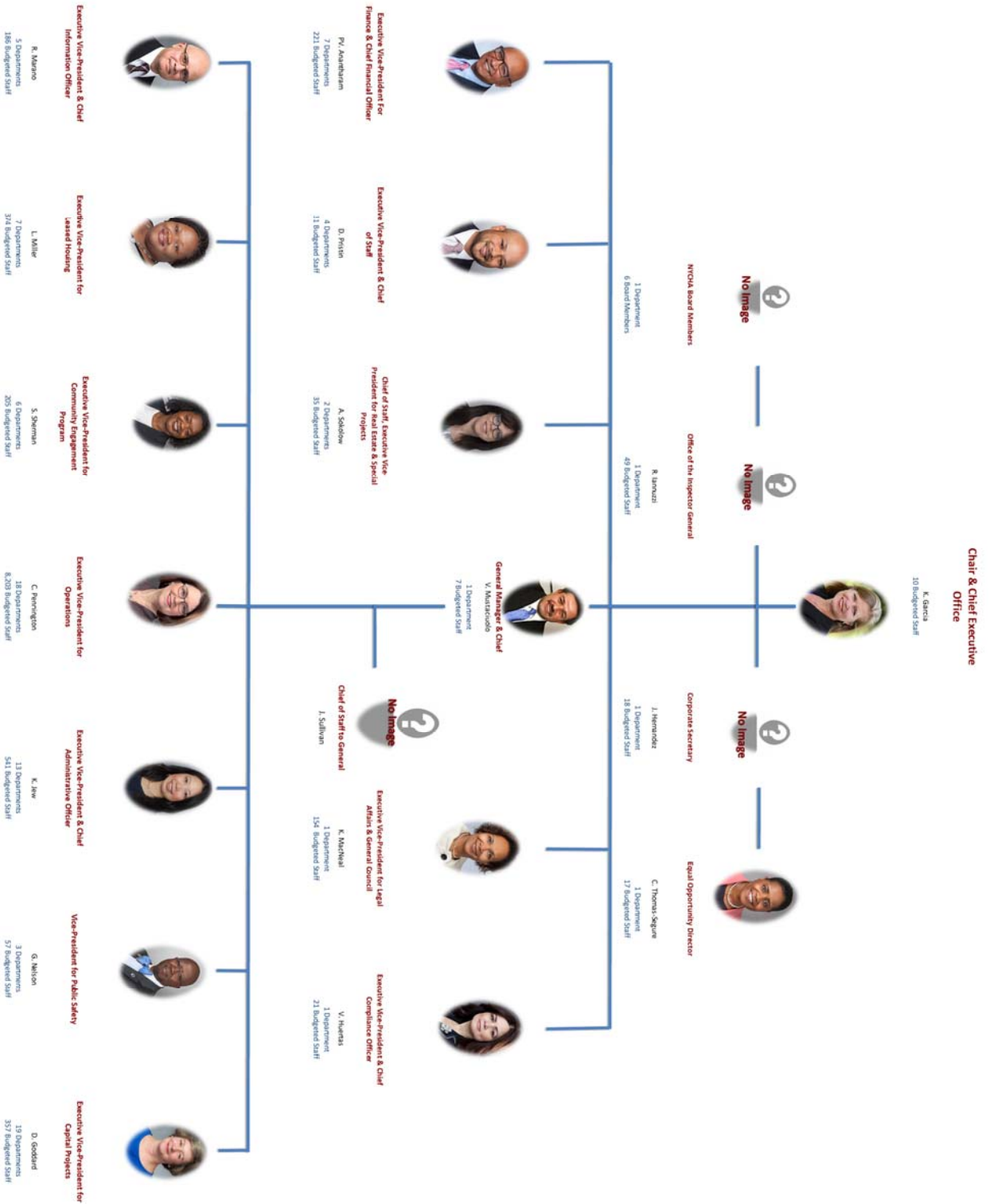
The New York City Housing Authority (NYCHA) provides decent and affordable housing in a safe and secure living environment for low-and moderate-income residents throughout the five boroughs. NYCHA also administers a citywide Section 8 Leased Housing Program. To fulfill this mission, NYCHA must preserve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

## Overview

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

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

# NYCHA Organizational Chart



## Key NYCHA Officials

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

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

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

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

The following departments and offices report directly to the Chair: The Office of the Corporate Secretary, the Office of the Inspector General, VP Strategic initiatives, Department of Equal Opportunity, NYCHA Board Members, Executive Vice-President (EVP) & Chief Compliance Officer, EVP for and General Counsel & Legal Affairs, EVP for Real Estate, EVP for Finance, and EVP for External Affairs.

### General Manager

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

The GM directly supervises the following: Executive Vice President (EVP) for Administration, EVP for Capital Projects, EVP for Community Operations, EVP for Operations, Chief Information Officer, and the EVP for Leased Housing.

## 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 Compliance;
- EVP for Legal Affairs and General Counsel;
- EVP for Real Estates & Special Projects;
- EVP for External Affairs; and
- EVP for Finance and Chief Financial Officer.

The Office of the Chair comprises of the following departments:

- Office of the Chair
- Office of the Corporate Secretary
- Office of the Inspector General
- Department of Equal Opportunity
- NYCHA Board Members

## Financial Overview

Expenditures by account type (\$000)

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	11	\$1,065	11	\$1,131	10	\$933	(1)	(\$198)
Salary Part-Time	1	\$8	-	\$21	-	-	-	(21)
Seasonal		-		-		-		-
Overtime		\$31		\$53		\$53		-
Salary Retro		\$2		\$2		\$2		(0)
Shift Differential		-		-		-		-
Fringe		\$767		\$762		\$718		(44)
Other Salary		\$6		\$6		\$5		(0)
<b>Subtotal PS</b>	<b>12</b>	<b>\$1,879</b>	<b>11</b>	<b>\$1,974</b>	<b>10</b>	<b>\$1,711</b>	<b>(1)</b>	<b>(\$263)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$5		\$7		\$7		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$76		\$335		\$230		(\$105)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$27		\$1,036		\$2,025		\$989
<b>Subtotal OTPS</b>		<b>\$108</b>		<b>\$1,377</b>		<b>\$2,261</b>		<b>\$884</b>
<b>Total Budget</b>	<b>12</b>	<b>\$1,987</b>	<b>11</b>	<b>\$3,351</b>	<b>10</b>	<b>\$3,972</b>	<b>(1)</b>	<b>\$621</b>

\*FY'17 & FY'18 includes VP Strategic Initiative Department

## Financial Review

The 2019 operating expense budget for the Executive Department is \$3.97 million, of which \$1.71 million is for PS and \$2.26 million is for OTPS.



## *(Office of the Corporate Secretary)*

### **Overview / Mission statement**

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

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

### **Responsibilities**

- Serve as advisor and primary liaison to Board Members.
  - Execute all Board Member logistics including
  - Prepare resolutions and briefing packages for all Board Meetings,
  - Handle of all correspondence,
  - Ensure timely submission and review of timesheets,
  - Maintain an accurate accounting of their time for stipend purposes,
  - Scheduling; and,
  - Transportation
- Plan and coordinate all Authority Board Meetings including
  - Prepare briefing packages, resolutions, and agendas,
  - Record and Issue minutes of votes cast at Board Meetings and Committee Meetings, and,
  - Issue notifications of all NYCHA Board Meetings and adjournments/cancellations, whenever required.
- Maintain an index of all resolutions considered by the Board and the corresponding minutes, in addition to other corporate records.
- Issue all true copies of official Authority documents.
- Process all Termination of Tenancy, Grievance, Applicant Appeals and Trespass cases and Guardian Ad Litem ("GAL") matters including various Tenancy-related Applications to Re-open Defaults, Removal of Permanent Exclusion, and, Blatch.
- Adjudicate and issue decisions regarding
  - Termination of Tenancy proceedings for residents of Authority properties,
  - Remaining Family Member Grievance,
  - Rent Rate Grievance,
  - Section 8 Termination,
  - Section 8 Share of Subsidy,
  - Public Housing and Section 8 Applicants' Appeals, and,
  - Resident's Appeal of exclusion of a visitor, pursuant to issuance of a Trespass Notice resulting from an arrest on or adjacent to Authority property.
- Prepare a weekly Tenancy Calendar resulting from disposed matters.

- Appoint (including contacting the Court for referrals, contacting GALs for appointment, issuing appointment letters, etc.) and process payment for the GAL (including verifying services rendered and accuracy of documentation).
- Member of the Employee Disciplinary Panel and the Personnel Board.

## Financial Overview

Expenditures by account type (\$000)

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	17	\$1,233	18	\$1,404	18	\$1,412	-	\$8
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$1		\$1		\$1		-
Shift Differential		-		-		-		-
Fringe		\$893		\$1,011		\$1,018		6
Other Salary		\$33		\$33		\$33		-
<b>Subtotal PS</b>	<b>17</b>	<b>\$2,161</b>	<b>18</b>	<b>\$2,449</b>	<b>18</b>	<b>\$2,464</b>	<b>-</b>	<b>\$14</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$2		\$3		\$3		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$146		\$150		\$150		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		\$0		\$0		-
<b>Subtotal OTPS</b>		<b>\$148</b>		<b>\$153</b>		<b>\$153</b>		<b>\$0</b>
<b>Total Budget</b>	<b>17</b>	<b>\$2,309</b>	<b>18</b>	<b>\$2,602</b>	<b>18</b>	<b>\$2,617</b>	<b>-</b>	<b>\$14</b>

## Financial Review

The 2019 operating expense budget for the Office of the Corporate Secretary is \$2.62 million, of which \$2.46 million is for PS and \$0.15 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 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	43	\$3,150	49	\$3,389	49	\$3,375	-	(\$14)
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$59		\$44		\$54		10
Salary Retro		\$3		\$0		\$0		-
Shift Differential		-		-		-		-
Fringe		\$2,189		\$2,524		\$2,555		31
Other Salary		\$15		\$18		\$18		-
<b>Subtotal PS</b>	<b>43</b>	<b>\$5,416</b>	<b>49</b>	<b>\$5,975</b>	<b>49</b>	<b>\$6,003</b>	<b>-</b>	<b>\$28</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$29		\$7		\$9		\$2
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$46		\$16		\$16		-
Insurance		\$34		\$10		-		(\$10)
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$2		\$3		\$9		\$6
<b>Subtotal OTPS</b>		<b>\$112</b>		<b>\$37</b>		<b>\$34</b>		<b>(\$3)</b>
<b>Total Budget</b>	<b>43</b>	<b>\$5,529</b>	<b>49</b>	<b>\$6,012</b>	<b>49</b>	<b>\$6,037</b>	<b>-</b>	<b>\$25</b>

**Financial Review**

The 2019 operating expense budget for the Office of the Inspector General is \$6.04 million, of which \$6 million is for PS and \$0.04 million is for OTPS.

## *(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. It values inclusiveness and it delivers equal opportunity services without regard to race, color, gender/sex (including pregnancy, gender identity), religion, national origin, disability, alienage and citizenship status, age, marital status, familial status, military status, partnership status, predisposing genetic characteristic, sexual orientation, prior record of arrest or conviction, unemployment status, prior salary history, consumer credit history, caregiver status, or status as a victim of domestic violence, sex offenses, stalking or dating violence.

### **Responsibilities**

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

## Financial Overview

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

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	14	\$1,010	17	\$1,095	17	\$1,047	-	(\$48)
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$5		\$0		\$0		-
Shift Differential		-		-		-		-
Fringe		\$696		\$843		\$841		(2)
Other Salary		\$23		\$21		\$21		-
<b>Subtotal PS</b>	<b>14</b>	<b>\$1,734</b>	<b>17</b>	<b>\$1,960</b>	<b>17</b>	<b>\$1,909</b>	<b>-</b>	<b>(\$50)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$1		\$1		\$1		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$80		\$112		\$303		\$191
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$10		\$12		\$12		-
<b>Subtotal OTPS</b>		<b>\$91</b>		<b>\$126</b>		<b>\$317</b>		<b>\$191</b>
<b>Total Budget</b>	<b>14</b>	<b>\$1,824</b>	<b>17</b>	<b>\$2,085</b>	<b>17</b>	<b>\$2,226</b>	<b>-</b>	<b>\$141</b>

## Financial Review

The 2019 operating expense budget for Department of Equal Opportunity is \$2.23 million, of which \$1.91 million is for PS and \$0.32 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 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time		\$33	-	-	-	-	-	-
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-	-	-	-	-	-	-
Overtime		-	-	-	-	-	-	-
Salary Retro		-	-	-	-	-	-	-
Shift Differential		-	-	-	-	-	-	-
Fringe		\$22		\$0		\$0		-
Other Salary		\$0		\$0		\$0		-
<b>Subtotal PS</b>	-	<b>\$55</b>	-	<b>\$0</b>	-	<b>\$0</b>	-	<b>\$0</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$1		\$0		\$0		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$20		\$31		\$31		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$1		\$28		\$28		-
<b>Subtotal OTPS</b>		<b>\$23</b>		<b>\$60</b>		<b>\$60</b>		<b>\$0</b>
<b>Total Budget</b>	-	<b>\$78</b>	-	<b>\$60</b>	-	<b>\$60</b>	-	<b>\$0</b>

**Financial Review**

The 2019 operating expense budget for the NYCHA Board Member Department is 0.06 million.

## EVP of Compliance

### Overview / Mission statement

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

### Responsibilities

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

- Partner with Bus to gather and verify required data
- Aggregate information and submit reports to regulators
- Serve as point of contact with regulators

## Financial Overview\*

Expenditures by account type (\$000)

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget*	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	7	\$669	8	\$6,823	21	\$2,230	13	(\$4,593)
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$0		\$0		-		(\$0)
Shift Differential		-		-		-		-
Fringe		\$435		\$1,471		\$1,394		(\$78)
Other Salary		\$12		\$11		-		(\$11)
<b>Subtotal PS</b>	<b>7</b>	<b>\$1,117</b>	<b>8</b>	<b>\$8,306</b>	<b>21</b>	<b>\$3,624</b>	<b>13</b>	<b>(\$4,682)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$0		\$1		\$28		\$27
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$1		\$8,000		\$45		(\$7,955)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$4		-		\$1,811		\$1,811
<b>Subtotal OTPS</b>		<b>\$5</b>		<b>\$8,001</b>		<b>\$1,884</b>		<b>(\$6,117)</b>
<b>Total Budget</b>	<b>7</b>	<b>\$1,122</b>	<b>8</b>	<b>\$16,307</b>	<b>21</b>	<b>\$5,508</b>	<b>13</b>	<b>(\$10,799)</b>

## Financial Review

The 2019 operating expense budget for the EVP of Compliance is \$5.51million, of which \$3.62 million is for PS and \$1.89 million is for OTPS.

\* FY'19 Departmental detail includes budget for Procedures Development and Administration



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

### **Overview / Mission statement**

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

### **Responsibilities**

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

## Financial Overview

Expenditures by account type (\$000)

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	153	\$11,736	154	\$11,992	154	\$12,111	-	\$119
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$30		\$25		\$25		-
Shift Differential		-		-		-		-
Fringe		\$8,467		\$8,725		\$8,727		1
Other Salary		\$565		\$534		\$534		-
<b>Subtotal PS</b>	<b>153</b>	<b>\$20,798</b>	<b>154</b>	<b>\$21,276</b>	<b>154</b>	<b>\$21,397</b>	<b>-</b>	<b>\$120</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$64		\$50		\$50		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$2,912		\$1,172		\$1,625		\$452
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$296		\$296		\$296		-
<b>Subtotal OTPS</b>		<b>\$3,272</b>		<b>\$1,518</b>		<b>\$1,970</b>		<b>\$452</b>
<b>Total Budget</b>	<b>153</b>	<b>\$24,070</b>	<b>154</b>	<b>\$22,794</b>	<b>154</b>	<b>\$23,367</b>	<b>-</b>	<b>\$572</b>

## Financial Review

The 2019 operating expense budget for the EVP of Legal Affairs and General Counsel is \$23.37 million, of which \$21.40 million is for PS and \$1.97 million is for OTPS.



## EVP of Real Estate & Special Projects

### (Office of the EVP for Real Estate)

#### Overview / Mission statement

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

#### Financial Overview

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

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	1	\$52	3	\$352	3	\$298	-	(\$53)
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$0		\$0		\$0		-
Shift Differential		-		-		-		-
Fringe		\$59		\$228		\$222		(\$7)
Other Salary		\$2		\$1		\$1		-
<b>Subtotal PS</b>	<b>1</b>	<b>\$113</b>	<b>3</b>	<b>\$581</b>	<b>3</b>	<b>\$521</b>	<b>-</b>	<b>(\$60)</b>
<b>OTPS</b>								
Leases		\$0		\$0		\$0		\$0
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>\$113</b>	<b>3</b>	<b>\$581</b>	<b>3</b>	<b>\$521</b>	<b>0</b>	<b>(\$60)</b>

#### Financial Review

The 2019 operating expense budget for the Office of the EVP for Real Estate is 0.52 million in PS.

## *(Real Estate Development)*

### **Overview / Mission statement**

The Department for Development is responsible for managing real estate development on NYCHA's real property by entities other than NYCHA. Real Estate development opportunities may be disposed and identified by DFD itself, government agencies, private entities, or through civic engagement. These developments can help fulfill a broad spectrum of needs for NYCHA and the community. Previous developments have included thousands of affordable apartments, public and charter schools, and supportive housing. The mission of the Department for Development is to promote the use of NYCHA's real estate in a manner that creates the greatest benefit for NYCHA, its residents, and society.

### **Responsibilities**

- Identify available parcels of land to be developed as mixed income/mixed finance housing
- Work in concert with City agencies (Housing Preservation and Development and Housing Development Corporation) to create new affordable housing as part of the Mayor's "New Housing Marketplace" initiative
- Secure financing for projects
- Plan developments and produce site plans
- Manage the disposition and acquisition (including leasing) of all NYCHA sites



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	20	\$1,908	32	\$2,870	32	\$2,454	-	(\$416)
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		\$0		\$0		\$0		-
Salary Retro		\$6		\$7		\$7		-
Shift Differential		-		-		-		-
Fringe		\$1,227		\$1,986		\$1,948		(\$38)
Other Salary		\$45		\$44		\$44		-
<b>Subtotal PS</b>	<b>20</b>	<b>\$3,187</b>	<b>32</b>	<b>\$4,908</b>	<b>32</b>	<b>\$4,453</b>	<b>-</b>	<b>(\$454)</b>
<b>OTPS</b>								
Leases		\$0		\$0		\$0		\$0
Supplies		16		12		12		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		665		594		594		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		70		1,323		885		(438)
<b>Subtotal OTPS</b>		<b>\$751</b>		<b>\$1,928</b>		<b>\$1,491</b>		<b>(\$438)</b>
<b>Total Budget</b>	<b>20</b>	<b>\$3,938</b>	<b>32</b>	<b>\$6,836</b>	<b>32</b>	<b>\$5,944</b>	<b>0</b>	<b>(\$892)</b>

## Financial Review

The 2019 operating expense budget for the Development Department is \$5.94 million, of which \$4.45 million is for PS and \$1.49 million is for OTPS.



## EVP of External Affairs

### (Office of the EVP for External Affairs)

#### Overview / Mission statement

External Affairs is responsible for providing information about NYCHA to the public.

The following Departments and offices report directly to the EVP for External Affairs:

- Office of the EVP for External Affairs
- Communications;
- Office of Intergovernmental Relations; and
- Office of Public-Private Partnerships

#### Financial Overview

Expenditures by Account Type (\$000)

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	2	\$368	3	\$380	2	\$276	(1)	(\$105)
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$0		\$0		\$0		-
Shift Differential		-		-		-		-
Fringe		\$246		\$242		\$167		(75)
Other Salary		\$0		\$0		\$0		-
<b>Subtotal PS</b>	<b>2</b>	<b>\$614</b>	<b>3</b>	<b>\$623</b>	<b>2</b>	<b>\$443</b>	<b>(1)</b>	<b>(\$180)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		-		-		-		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$8		\$1		\$1		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$133		\$254		\$254		-
<b>Subtotal OTPS</b>		<b>\$141</b>		<b>\$254</b>		<b>\$254</b>		<b>\$0</b>
<b>Total Budget</b>	<b>2</b>	<b>\$755</b>	<b>3</b>	<b>\$877</b>	<b>2</b>	<b>\$697</b>	<b>(1)</b>	<b>(\$180)</b>

#### Financial Review

The 2019 operating expense budget for the Office of the EVP for External Affairs is \$0.69 million, of which \$0.44 million is for PS and \$0.25 million is for OTPS.

## *(Department of Communications)*

### **Overview / Mission statement**

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

Communications at NYCHA are organized around four major areas:

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

### **Responsibilities**

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

## Financial Overview

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

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	19	\$1,695	17	\$1,414	17	\$1,467	-	\$52
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$2		\$2		\$2		-
Shift Differential		-		-		-		-
Fringe		\$1,151		\$1,001		\$998		(3)
Other Salary		\$14		\$12		\$12		-
<b>Subtotal PS</b>	<b>19</b>	<b>\$2,861</b>	<b>17</b>	<b>\$2,430</b>	<b>17</b>	<b>\$2,479</b>	<b>-</b>	<b>\$50</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$30		\$7		\$7		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$361		\$131		\$135		\$4
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$9		\$7		\$7		-
<b>Subtotal OTPS</b>		<b>\$399</b>		<b>\$146</b>		<b>\$149</b>		<b>\$4</b>
<b>Total Budget</b>	<b>19</b>	<b>\$3,261</b>	<b>17</b>	<b>\$2,575</b>	<b>17</b>	<b>\$2,629</b>	<b>-</b>	<b>\$53</b>

## Financial Review

The 2019 operating expense budget for the Department of Communications is \$2.63 million, of which \$2.48 million is for PS and \$0.15 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 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	6	\$598	7	\$636	8	\$595	1	(\$41)
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$22		\$0		\$0		-
Shift Differential		-		-		-		-
Fringe		\$435		\$440		\$506		66
Other Salary		\$1		\$1		\$1		-
<b>Subtotal PS</b>	<b>6</b>	<b>\$1,056</b>	<b>7</b>	<b>\$1,077</b>	<b>8</b>	<b>\$1,101</b>	<b>1</b>	<b>\$25</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$1		\$1		\$1		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$2		\$0		\$0		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$2		\$3		\$3		-
<b>Subtotal OTPS</b>		<b>\$5</b>		<b>\$4</b>		<b>\$4</b>		<b>\$0</b>
<b>Total Budget</b>	<b>6</b>	<b>\$1,060</b>	<b>7</b>	<b>\$1,080</b>	<b>8</b>	<b>\$1,105</b>	<b>1</b>	<b>\$25</b>

## Financial Review

The 2019 operating expense budget for the Office of Intergovernmental Relations is \$1.10 million, of which \$1.10 million is for PS and \$0.004 million, is for OTPS.

## *(Office of Public/Private Partnerships)*

### **Overview / Mission statement**

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

### **Responsibilities**

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

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



**(Office of Public/Private Partnerships)**

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	4	\$357	4	\$380	4	\$277	-	(\$104)
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$0		\$0		\$0		-
Shift Differential		-		-		-		-
Fringe		\$209		\$259		\$251		(8)
Other Salary		\$4		\$4		\$4		-
<b>Subtotal PS</b>	<b>4</b>	<b>\$570</b>	<b>4</b>	<b>\$643</b>	<b>4</b>	<b>\$531</b>	<b>-</b>	<b>(\$112)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$2		\$2		\$2		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		\$151		\$151		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$102		\$63		\$63		-
<b>Subtotal OTPS</b>		<b>\$104</b>		<b>\$215</b>		<b>\$215</b>		<b>\$0</b>
<b>Total Budget</b>	<b>4</b>	<b>\$674</b>	<b>4</b>	<b>\$858</b>	<b>4</b>	<b>\$746</b>	<b>-</b>	<b>(\$112)</b>

**Financial Review**

The 2019 operating expense budget for Office of Public/Private Partnerships is \$0.75 million, of which \$0.53 million is for PS and \$0.22 million is for OTPS.

## **EVP of Finance**

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

#### **Overview / Mission statement**

The EVP for Finance is NYCHA's Chief Financial Officer 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 this EVP:

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

#### **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 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	2	\$256	3	\$412	12	\$1,036	9	\$623
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		-		\$7		\$7		-
Salary Retro		\$1		\$4		\$4		-
Shift Differential		-		-		-		-
Fringe		\$185		\$260		\$433		174
Other Salary		\$6		\$2		\$2		-
<b>Subtotal PS</b>	<b>2</b>	<b>\$448</b>	<b>3</b>	<b>\$684</b>	<b>12</b>	<b>\$1,481</b>	<b>9</b>	<b>\$797</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$0		\$1		\$1		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$8		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$67		\$204		\$224		\$20
<b>Subtotal OTPS</b>		<b>\$76</b>		<b>\$205</b>		<b>\$224</b>		<b>\$20</b>
<b>Total Budget</b>	<b>2</b>	<b>\$523</b>	<b>3</b>	<b>\$889</b>	<b>12</b>	<b>\$1,705</b>	<b>9</b>	<b>\$817</b>

## Financial Review

The 2019 operating expense budget for the Office of the EVP for Finance is \$1.70 million, of which \$1.48 million is for PS and \$0.22 million is for OTPS.



**(Office of the VP for Finance)**

**Overview / Mission statement**

The VP for Finance provide leadership and strategic guidance to New York City Housing Authority’s Department of Budget and Financial Planning and the Accounting and Fiscal Services Department.

The Office of VP Finance consist of following:

- Risk Management; and
- Internal Audit & Assessment

**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 and for the production of reliable financial forecasts.
- Provide sound advice on the financial implications of the Authority’s Board decisions.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	-	-	-	-	2	\$154	2	\$154
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	-	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	-	-	-	-	\$142	-	142
Other Salary	-	-	-	-	-	-	-	-
<b>Subtotal PS</b>	-	-	-	<b>\$0</b>	<b>2</b>	<b>\$295</b>	<b>2</b>	<b>\$295</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>\$0</b>	-	<b>\$0</b>	<b>2</b>	<b>\$295</b>	<b>2</b>	<b>\$295</b>

**Financial Review**

The 2019 operating expense budget for the Office of the VP for Finance is \$0.3 million is for PS.

## *(Internal Audit & Assessment)*

### **Overview / Mission statement**

The 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 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	14	\$1,176	14	\$1,106	16	\$1,190	2	\$84
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$1		\$1		\$1		-
Shift Differential		-		-		-		-
Fringe		\$865		\$799		\$930		131
Other Salary		\$95		\$91		\$91		-
<b>Subtotal PS</b>	<b>14</b>	<b>\$2,136</b>	<b>14</b>	<b>\$1,997</b>	<b>16</b>	<b>\$2,212</b>	<b>2</b>	<b>\$215</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$1		\$1		\$1		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$574		\$671		\$1,306		\$634
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$18		\$279		\$279		-
<b>Subtotal OTPS</b>		<b>\$592</b>		<b>\$951</b>		<b>\$1,585</b>		<b>\$634</b>
<b>Total Budget</b>	<b>14</b>	<b>\$2,729</b>	<b>14</b>	<b>\$2,948</b>	<b>16</b>	<b>\$3,798</b>	<b>2</b>	<b>\$849</b>

## Financial Review

The 2019 operating expense budget for the Audit Department is \$3.80 million, of which \$2.2 million is for PS and \$1.58 million is for OTPS.

## *(Risk Management)*

### **Overview / Mission statement**

The main objective of the Risk Management Department is to protect the Housing Authority's assets (people, property and income) from disruption arising from risks using proven risk management processes to minimize total cost of risk and stabilize cash flow. These processes include identifying, evaluating, implementing, transferring, insuring and monitoring, exposures to risk that the Authority faces.

### **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 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	9	\$752	10	\$867	10	\$897	-	\$29
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		\$5		5
Overtime		-		-		-		-
Salary Retro		\$2		-		-		-
Shift Differential		-		-		-		-
Fringe		\$570		\$607		\$622		15
Other Salary		\$20		\$15		\$15		-
<b>Subtotal PS</b>	<b>9</b>	<b>\$1,343</b>	<b>10</b>	<b>\$1,488</b>	<b>10</b>	<b>\$1,538</b>	<b>-</b>	<b>\$49</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$1		\$5		\$5		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$28		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$0		\$2		\$2		-
<b>Subtotal OTPS</b>		<b>\$29</b>		<b>\$7</b>		<b>\$7</b>		<b>\$0</b>
<b>Total Budget</b>	<b>9</b>	<b>\$1,373</b>	<b>10</b>	<b>\$1,496</b>	<b>10</b>	<b>\$1,545</b>	<b>-</b>	<b>\$49</b>

## Financial Review

The 2019 operating expense budget for Risk Management is \$1.55 million, of which \$1.54 million is for PS and \$0.01 million is for OTPS.

## *(Financial Planning & Analysis)*

### **Overview / Mission statement**

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

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

### **Responsibilities**

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

#### Financial Plan and Process

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

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

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

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

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

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

## Financial Overview

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

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	36	\$2,735	36	\$2,651	40	\$2,752	4	\$101
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$3		\$20		\$20		-
Salary Retro		\$7		\$19		\$19		-
Shift Differential		-		-		-		-
Fringe		\$1,936		\$1,944		\$2,119		175
Other Salary		\$49		\$105		\$105		-
<b>Subtotal PS</b>	<b>36</b>	<b>\$4,730</b>	<b>36</b>	<b>\$4,738</b>	<b>40</b>	<b>\$5,014</b>	<b>4</b>	<b>\$276</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$1		\$1		\$1		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$6		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$1		\$3		\$28		\$25
<b>Subtotal OTPS</b>		<b>\$8</b>		<b>\$4</b>		<b>\$29</b>		<b>\$25</b>
<b>Total Budget</b>	<b>36</b>	<b>\$4,738</b>	<b>36</b>	<b>\$4,743</b>	<b>40</b>	<b>\$5,044</b>	<b>4</b>	<b>\$301</b>

## Financial Review

The 2019 operating expense budget for the Department of Financial Planning and Analysis is \$5.04 million, of which \$5.01 million is for PS and \$0.003 million is for OTPS.

## *(Financial Accounting & Reporting Services)*

### **Overview / Mission statement**

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

### **Responsibilities**

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

## Financial Overview

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

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	79	\$5,755	85	\$6,067	85	\$4,100	-	(\$1,967)
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$6		\$18		\$18		-
Salary Retro		\$20		\$5		\$5		-
Shift Differential		-		-		-		-
Fringe		\$4,048		\$4,516		\$4,379		(137)
Other Salary		\$340		\$449		\$449		-
<b>Subtotal PS</b>	<b>79</b>	<b>\$10,168</b>	<b>85</b>	<b>\$11,055</b>	<b>85</b>	<b>\$8,951</b>	<b>-</b>	<b>(\$2,103)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$13		\$18		\$10		(\$8)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$3		\$2		\$115		\$113
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$10		\$12		\$26		\$15
<b>Subtotal OTPS</b>		<b>\$26</b>		<b>\$31</b>		<b>\$151</b>		<b>\$120</b>
<b>Total Budget</b>	<b>79</b>	<b>\$10,195</b>	<b>85</b>	<b>\$11,086</b>	<b>85</b>	<b>\$9,102</b>	<b>-</b>	<b>(\$1,984)</b>

## Financial Review

The 2019 operating expense budget for Financial Accounting & Reporting Services is \$9.10 million, of which \$8.95 million is for PS and \$0.15 million is for OTPS.



## *(Treasury)*

### **Overview / Mission statement**

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

### **Responsibilities**

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

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

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

- Manages check fraud avoidance functions, including the transmission of daily check issuance and cancellation files to the paying bank through a “positive pay” system and elaborate internal controls;
- Monitors and adjusts required collateral coverage for NYCHA bank account cash deposits daily; and
- The Check Distribution Unit within Treasury Operations arranges for the printing and distribution of daily vendor checks and monthly Section 8 landlord checks and advices.

## Financial Overview

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

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	13	\$1,055	14	\$1,065	12	\$993	(2)	(\$71)
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-	-	-	-	-	-	-
Overtime		-	-	-	-	-	-	-
Salary Retro		\$1	-	-	-	-	-	-
Shift Differential		-	-	-	-	-	-	-
Fringe		\$744		\$775		\$689		(86)
Other Salary		\$43		\$62		\$62		-
<b>Subtotal PS</b>	<b>13</b>	<b>\$1,843</b>	<b>14</b>	<b>\$1,902</b>	<b>12</b>	<b>\$1,744</b>	<b>(2)</b>	<b>(\$158)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$9		\$40		\$12		(\$29)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$504		\$676		\$602		(\$74)
<b>Subtotal OTPS</b>		<b>\$513</b>		<b>\$716</b>		<b>\$614</b>		<b>(\$102)</b>
<b>Total Budget</b>	<b>13</b>	<b>\$2,356</b>	<b>14</b>	<b>\$2,618</b>	<b>12</b>	<b>\$2,358</b>	<b>(2)</b>	<b>(\$260)</b>

## Financial Review

The 2019 operating expense budget for Treasury is \$2.36 million, of which \$1.74 million is for PS and \$0.62 million is for OTPS.



**(Accounting Payable and Utility Management)**

**Overview / Mission statement**

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

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	46	\$2,921	46	\$2,891	44	\$2,899	(2)	\$7
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$0		-		-		-
Salary Retro		\$4		-		-		-
Shift Differential		-		-		-		-
Fringe		\$2,595		\$2,245		\$2,191		(\$54)
Other Salary		\$189		\$192		\$192		-
<b>Subtotal PS</b>	<b>46</b>	<b>\$5,709</b>	<b>46</b>	<b>\$5,329</b>	<b>44</b>	<b>\$5,282</b>	<b>(2)</b>	<b>(\$47)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$12		\$21		\$20		(\$1)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$61		\$232		\$224		(\$9)
Insurance		\$3		\$1		-		(\$1)
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$14		\$20		\$19		(\$1)
<b>Subtotal OTPS</b>		<b>\$90</b>		<b>\$274</b>		<b>\$263</b>		<b>(\$11)</b>
<b>Total Budget</b>	<b>46</b>	<b>\$5,799</b>	<b>46</b>	<b>\$5,602</b>	<b>44</b>	<b>\$5,544</b>	<b>(2)</b>	<b>(\$58)</b>

**Financial Review**

The 2019 operating expense budget for the Accounting Payable and Utility Management Department is \$5.54 million, of which \$5.28 million is for PS and \$0.26 million is for OTPS.

## General Manager

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

#### **Overview / Mission statement**

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

The following report to the GM:

- EVP for Operations;
- EVP for Community Engagement & Partnerships;
- EVP and Chief Administration Officer (CAO);
- EVP for Capital Projects;
- EVP and Chief Information Officer (CIO); and
- EVP for Leased Housing and Tenancy Administration.

The General Manager comprises of the following departments:

- Office of the General Manager
- Office of the VP for Safety and Security
  - Office of Safety and Security
  - Office of Emergency Management
- Office of the VP for Healthy Homes
  - Lead Hazard Control Department
  - Mold Hazard Control Department
  - Prevention and Intervention Strategies



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	5	\$650	7	\$835	7	\$864	-	\$29
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$23		\$27		\$27		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		\$495		\$541		\$538		(3)
Other Salary		\$3		\$3		\$3		-
<b>Subtotal PS</b>	<b>5</b>	<b>\$1,170</b>	<b>7</b>	<b>\$1,406</b>	<b>7</b>	<b>\$1,432</b>	<b>-</b>	<b>\$26</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$1		\$1		\$1		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$5		\$3,972		-		(\$3,972)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$32		\$26		\$26		-
<b>Subtotal OTPS</b>		<b>\$38</b>		<b>\$3,998</b>		<b>\$27</b>		<b>(\$3,972)</b>
<b>Total Budget</b>	<b>5</b>	<b>\$1,208</b>	<b>7</b>	<b>\$5,404</b>	<b>7</b>	<b>\$1,459</b>	<b>-</b>	<b>(\$3,945)</b>

## Financial Review

The 2019 operating expense budget for the Office of the General Manager is \$1.46 million, of which \$1.43 million is for PS and \$0.03 million is for OTPS.

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

### **Overview / Mission statement**

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

The Office of the VP Public Safety consist of following:

- Safety and Security; and
- Emergency Preparedness

### **Responsibilities**

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



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	2	\$245	3	\$335	3	\$287	-	(\$48)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	-	-	\$6	-	-	-	(6)
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$159	-	\$220	-	\$215	-	(6)
Other Salary	-	\$0	-	-	-	-	-	-
<b>Subtotal PS</b>	<b>2</b>	<b>\$404</b>	<b>3</b>	<b>\$561</b>	<b>3</b>	<b>\$501</b>	<b>-</b>	<b>(\$60)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	-	-	\$1	-	\$1	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	\$1	-	\$1	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$0</b>	<b>-</b>	<b>\$2</b>	<b>-</b>	<b>\$2</b>	<b>-</b>	<b>\$0</b>
<b>Total Budget</b>	<b>2</b>	<b>\$404</b>	<b>3</b>	<b>\$563</b>	<b>3</b>	<b>\$503</b>	<b>-</b>	<b>(\$60)</b>

## Financial Review

The 2019 operating expense budget for the Office of the VP Public Safety is \$0.503 million, of which \$0.501 million is for PS and \$0.02 million is for OTPS.

## *(Office of Safety and Security)*

### **Overview / Mission statement**

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

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

### **Responsibilities**

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



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

## Financial Overview

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

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	75	\$5,261	49	\$3,086	48	\$3,126	(1)	\$40
Salary Part-Time	80	\$815	77	\$732	62	\$598	(15)	(\$134)
Seasonal		-		-		-		-
Overtime		\$451		\$23		\$23		-
Salary Retro		\$89		-		-		-
Shift Differential		\$11		\$10		\$10		0
Fringe		\$4,338		\$2,791		\$2,748		(43)
Other Salary		\$58		\$57		\$59		2
<b>Subtotal PS</b>	<b>75</b>	<b>\$11,023</b>	<b>49</b>	<b>\$6,699</b>	<b>48</b>	<b>\$6,565</b>	<b>(1)</b>	<b>(\$134)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$403		\$784		\$854		\$70
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$6,433		\$9,639		\$13,442		\$3,802
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$221		\$155		\$154		(\$1)
<b>Subtotal OTPS</b>		<b>\$7,057</b>		<b>\$10,578</b>		<b>\$14,449</b>		<b>\$3,871</b>
<b>Total Budget</b>	<b>75</b>	<b>\$18,080</b>	<b>49</b>	<b>\$17,277</b>	<b>48</b>	<b>\$21,014</b>	<b>(1)</b>	<b>\$3,737</b>

\* Total Headcount reflected budgeted Full Time Headcount

## Financial Review

The 2019 operating expense budget for the Office of Safety and Security is \$21.01 million, of which \$6.57 million is for PS and \$14.45 million is for OTPS.

## (Office of Emergency Management)

### Overview / Mission statement

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

### Financial Overview

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

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	3	\$381	4	\$402	6	\$477	2	\$74
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	(\$1)	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$270	-	\$270	-	\$369	-	99
Other Salary	-	\$1	-	-	-	-	-	-
<b>Subtotal PS</b>	<b>3</b>	<b>\$652</b>	<b>4</b>	<b>\$672</b>	<b>6</b>	<b>\$845</b>	<b>2</b>	<b>\$174</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$5	-	\$1	-	\$226	-	\$225
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$24	-	-	-	\$790	-	\$790
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$5	-	\$2	-	\$2	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$35</b>	<b>-</b>	<b>\$3</b>	<b>-</b>	<b>\$1,018</b>	<b>-</b>	<b>\$1,015</b>
<b>Total Budget</b>	<b>3</b>	<b>\$686</b>	<b>4</b>	<b>\$674</b>	<b>6</b>	<b>\$1,863</b>	<b>2</b>	<b>\$1,189</b>

### Financial Review

The 2019 operating expense budget for the Office of Emergency Management Department is \$1.86 million, of which \$0.84 million is for PS and \$1.02 million is for OTPS.

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

#### **Overview / Mission statement**

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

#### **Responsibilities**

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

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



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time		-		-	3	\$315	3	\$315
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		-		-		\$203		203
Other Salary		-		-		-		-
<b>Subtotal PS</b>	-	-	-	<b>\$0</b>	<b>3</b>	<b>\$518</b>	<b>3</b>	<b>\$518</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>\$0</b>	-	<b>\$0</b>	<b>3</b>	<b>\$518</b>	<b>3</b>	<b>\$518</b>

## Financial Review

The 2019 operating expense budget for the Office of the VP Healthy Homes is \$0.518 million in Personnel Services.

**(Lead Hazard Control Department)**

**Overview / Mission statement**

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

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time		-		-	76	\$421	76	\$421
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		-		-		\$15		15
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		-		-		\$3,376		3,376
Other Salary		-		-		\$35		35
<b>Subtotal PS</b>	-	-	-	\$0	76	\$3,847	76	\$3,847
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		-		-		-		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		-		\$30,000		\$30,000
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		-		-		-
<b>Subtotal OTPS</b>		\$0		\$0		\$30,000		\$30,000
<b>Total Budget</b>	-	\$0	-	\$0	76	\$33,847	76	\$33,847

**Financial Review**

The 2019 operating expense budget for the Lead Hazard Control Department is \$33.85 million, of which \$3.85 million is for PS and \$30 million is for OTPS.

**(Mold Hazard Control Department)**

**Overview / Mission statement**

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

**Responsibilities**

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

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	-	-	-	-	9	\$784	9	\$784
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	-	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	-	-	-	-	\$533	-	533
Other Salary	-	-	-	-	-	\$10	-	10
<b>Subtotal PS</b>	-	-	-	\$0	9	\$1,327	9	\$1,327
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	-	-	-	-	\$1	-	\$1
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	-	-	-	-	\$527	-	\$527
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	-	-	\$12	-	\$12
<b>Subtotal OTPS</b>	-	\$0	-	\$0	-	\$540	-	\$540
<b>Total Budget</b>	-	\$0	-	\$0	9	\$1,867	9	\$1,867

**Financial Review**

The 2019 operating expense budget for the Mold Hazard Control Department is \$1.87 million, of which \$1.33 million is for PS and \$0.54 million is for OTPS.

*(Prevention and Intervention Strategies)*

**Overview / Mission statement**

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

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time		-	-	-	33	\$1,801	33	\$1,801
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-	-	-		\$2,011		2,011
Overtime		-	-	-		\$10		10
Salary Retro		-	-	-		-		-
Shift Differential		-	-	-		-		-
Fringe		-	-	-		\$1,622		1,622
Other Salary		-	-	-		\$20		20
<b>Subtotal PS</b>	-	-	-	<b>\$0</b>	<b>33</b>	<b>\$5,464</b>	<b>33</b>	<b>\$5,464</b>
<b>OTPS</b>								
Leases		-	-	-		-		-
Supplies		-	-	-		\$1,806		\$1,806
Equipment		-	-	-		\$2,420		\$2,420
Utilities		-	-	-		-		-
Contracts		-	-	-		\$4,392		\$4,392
Insurance		-	-	-		-		-
Section 8 Payments		-	-	-		-		-
Debt Service		-	-	-		-		-
Other OTPS		-	-	-		\$69		\$69
<b>Subtotal OTPS</b>		<b>\$0</b>		<b>\$0</b>		<b>\$8,687</b>		<b>\$8,687</b>
<b>Total Budget</b>	-	<b>\$0</b>	-	<b>\$0</b>	<b>33</b>	<b>\$14,150</b>	<b>33</b>	<b>\$14,150</b>

**Financial Review**

The 2019 operating expense budget for the Prevention and Intervention Strategies Department is \$14.15 million, of which \$5.46 million is for PS and \$8.69 million is for OTPS

## EVP for Operations

### Overview / Mission statement

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

The following Departments report to this EVP:

- Management Services
- Heating Management Services
- Technical Services
- Maintenance, Repair & Skilled Trades
- Elevator Services and Repair
- Emergency Services
- Mixed Finance Asset Management
- 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



## (Management & Planning)

### Overview / Mission statement

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

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	29	\$1,855	28	\$1,870	31	\$2,220	3	\$350
Salary Part-Time	1	5	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	20	-	15	-	40	-	25
Salary Retro	-	0	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	1,439	-	1,562	-	1,774	-	212
Other Salary	-	25	-	25	-	20	-	(4)
<b>Subtotal PS</b>	<b>30</b>	<b>\$3,345</b>	<b>28</b>	<b>\$3,472</b>	<b>31</b>	<b>\$4,054</b>	<b>3</b>	<b>\$582</b>
<b>OTPS</b>								
Leases	-	\$0	-	\$0	-	\$0	-	\$0
Supplies	-	20	-	20	-	33	-	13
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	662	-	110	-	-	-	(110)
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	0	-	-	-	0	-	0
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$682</b>	<b>-</b>	<b>\$130</b>	<b>-</b>	<b>\$33</b>	<b>-</b>	<b>(\$97)</b>
<b>Total Budget</b>	<b>30</b>	<b>\$4,027</b>	<b>28</b>	<b>\$3,602</b>	<b>31</b>	<b>\$4,088</b>	<b>3</b>	<b>\$485</b>

### Financial Review

The 2019 operating expense budget for Department of Management & Planning is \$4.09 million, of which \$4.05 million is for PS and \$0.4 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 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	-	\$0	-	\$0	-	\$0	-	\$0
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	-	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	-	-	-	-	-	-	-
Other Salary	-	-	-	-	-	-	-	-
<b>Subtotal PS</b>	-	<b>\$0</b>	-	<b>\$0</b>	-	<b>\$0</b>	-	<b>\$0</b>
<b>OTPS</b>								
Leases		\$0		\$0		\$0		\$0
Supplies		15		9		-		(9)
Equipment		-		-		-		-
Utilities		7,625		7,946		5,768		(2,178)
Contracts		18,740		19,063		16,124		(2,939)
Insurance		821		373		182		(191)
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		7		3		-		(3)
<b>Subtotal OTPS</b>		<b>\$27,209</b>		<b>\$27,394</b>		<b>\$22,074</b>		<b>(\$5,320)</b>
<b>Total Budget</b>	-	<b>\$27,209</b>	-	<b>\$27,394</b>	-	<b>\$22,074</b>	-	<b>(\$5,320)</b>

**Financial Review**

The 2019 operating expense budget for Private Management is \$22.07 million which is for OTPS.

## *(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. The Department is comprised of the following units:

#### *The Office of the Tenancy Administration (OTA)*

Established by Escalera & Tyson/Randolph consent decrees. OTA closely reviews termination and grievance cases to assist, where possible, with addressing curable breach cases, and ensuring that supporting documentation is submitted with all cases that must be forwarded to the Law Department. OTA also monitors the status of legal action for all Board terminated cases.

#### *The Public Housing Reasonable Accommodations Coordinator (PHRAC)*

Reviews reasonable accommodation requests that are not approved by Property Management. The PHRAC works to obtain any additional information necessary to make a final determination. This may involve following up with the resident, the Property Manager, healthcare providers, etc. The PHRAC renders a determination on whether the accommodation should be approved, it notifies Property Management of its decision and advises on how to implement the change in accommodation, if applicable. If a decision is appealed by the tenant, the PHRAC schedules an impartial hearing.

#### *The Business Improvement Division*

Established to collaboratively work with Property Management and other stakeholders to improve performance and compliance. This Division is responsible for managing key initiatives geared towards improving NYCHA's effectiveness as a landlord by evaluating business processes; creating training and tools for program management; and tracking efforts towards meeting goals for improving quality and efficiency.

#### *The PIH Information Center (PIC) Unit*

Monitors 50058 Form Submissions to HUD and liaises with Property Management staff on the use of HUD's Enterprise Income Verification system (EIV). This unit is also responsible for all certifying EIV users semi-annually.

#### *The Housing Court Unit*

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 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	32	\$2,402	33	\$2,365	38	\$2,727	5	\$362
Salary Part-Time	1	28	-	-	-	-	-	-
Seasonal		-		-		1,490		1,490
Overtime		5		7		-		(7)
Salary Retro		5		-		-		-
Shift Differential		-		-		-		-
Fringe		1,584		1,912		2,348		436
Other Salary		41		40		39		(1)
<b>Subtotal PS</b>	<b>33</b>	<b>\$4,065</b>	<b>33</b>	<b>\$4,324</b>	<b>38</b>	<b>\$6,605</b>	<b>5</b>	<b>\$2,280</b>
<b>OTPS</b>								
Leases		\$0		\$0		\$0		\$0
Supplies		486		20		15		(5)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		59		1		-		(1)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		660		1		1		(0)
<b>Subtotal OTPS</b>		<b>\$1,206</b>		<b>\$22</b>		<b>\$16</b>		<b>(\$6)</b>
<b>Total Budget</b>	<b>33</b>	<b>\$5,271</b>	<b>33</b>	<b>\$4,347</b>	<b>38</b>	<b>\$6,621</b>	<b>5</b>	<b>\$2,274</b>

## Financial Review

The 2019 operating expense budget for Management Services is \$6.62 million, of which \$6.60 million is for PS and \$0.02 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 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	418	\$26,601	519	\$28,685	494	\$28,077	(25)	(\$608)
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		\$506		506
Overtime		\$4,381		\$3,941		\$7,212		3,271
Salary Retro		\$88		-		-		-
Shift Differential		\$271		\$269		\$275		6
Fringe		\$22,431		\$25,856		\$26,626		770
Other Salary		\$414		\$411		\$429		18
<b>Subtotal PS</b>	<b>418</b>	<b>\$54,186</b>	<b>519</b>	<b>\$59,162</b>	<b>494</b>	<b>\$63,125</b>	<b>(25)</b>	<b>\$3,963</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$118		\$167		\$10		(\$157)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$171		\$81		-		(\$81)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$158		\$106		\$142		\$35
<b>Subtotal OTPS</b>		<b>\$447</b>		<b>\$355</b>		<b>\$152</b>		<b>(\$203)</b>
<b>Total Budget</b>	<b>418</b>	<b>\$54,634</b>	<b>519</b>	<b>\$59,517</b>	<b>494</b>	<b>\$63,276</b>	<b>(25)</b>	<b>\$3,760</b>

### Financial Review

The 2019 operating expense budget for Heating Management Services is \$63.28 million, of which \$63.13 million is for PS and \$0.15 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 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	102	\$7,846	49	\$3,756	50	\$4,016	1	\$261
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$920		\$389		\$709		320
Salary Retro		(\$13)		-		-		-
Shift Differential		\$0		\$0		\$0		0
Fringe		\$5,273		\$3,030		\$3,145		115
Other Salary		\$212		\$209		\$225		17
<b>Subtotal PS</b>	<b>102</b>	<b>\$14,238</b>	<b>49</b>	<b>\$7,383</b>	<b>50</b>	<b>\$8,096</b>	<b>1</b>	<b>\$713</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$330		\$322		\$152		(\$170)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$1,027		\$164		\$1,002		\$838
Insurance		\$36		\$11		-		(\$11)
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$53		\$40		\$37		(\$2)
<b>Subtotal OTPS</b>		<b>\$1,446</b>		<b>\$536</b>		<b>\$1,192</b>		<b>\$655</b>
<b>Total Budget</b>	<b>102</b>	<b>\$15,684</b>	<b>49</b>	<b>\$7,919</b>	<b>50</b>	<b>\$9,287</b>	<b>1</b>	<b>\$1,368</b>

### Financial Review

The 2019 operating expense budget for Technical Services is \$9.29 million, of which \$8.1 million is for PS and \$1.19 million is for OTPS.

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

### **Overview / Mission statement**

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

#### *Environmental Field Operations Unit*

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

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

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

#### *The Central Shops Unit*

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

#### *The Grounds Maintenance Unit*

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

#### *The Pest Management Control*

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

#### *The Waste Management Unit*

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

#### *The Plumbing Administration Unit*

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

## Financial Overview

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

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	247	\$19,105	171	\$13,062	156	\$13,103	(15)	\$41
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		\$10,000		10,000
Overtime		\$3,088		\$2,198		\$6,519		4,321
Salary Retro		\$190		-		-		-
Shift Differential		\$1		\$1		\$3		2
Fringe		\$17,051		\$11,071		\$13,139		2,069
Other Salary		\$324		\$328		\$188		(140)
<b>Subtotal PS</b>	<b>247</b>	<b>\$39,759</b>	<b>171</b>	<b>\$26,659</b>	<b>156</b>	<b>\$42,951</b>	<b>(15)</b>	<b>\$16,292</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$1,811		\$1,739		\$507		(\$1,232)
Equipment		\$45		-		-		-
Utilities		-		-		-		-
Contracts		\$665		\$188		\$57		(\$131)
Insurance		\$37		\$11		-		(\$11)
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$259		\$271		\$197		(\$75)
<b>Subtotal OTPS</b>		<b>\$2,817</b>		<b>\$2,209</b>		<b>\$760</b>		<b>(\$1,449)</b>
<b>Total Budget</b>	<b>247</b>	<b>\$42,576</b>	<b>171</b>	<b>\$28,868</b>	<b>156</b>	<b>\$43,712</b>	<b>(15)</b>	<b>\$14,844</b>

## Financial Review

The 2019 operating expense budget for Maintenance, Repair & Skilled Trades is \$43.71 million, of which \$42.95 million is for PS and \$0.76 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 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	453	\$36,543	401	\$31,212	415	\$34,997	14	\$3,785
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$7,590		\$6,904		\$8,438		1,534
Salary Retro		\$31		-		-		-
Shift Differential		\$349		\$351		\$723		372
Fringe		\$32,494		\$28,361		\$17,475		(10,887)
Other Salary		\$189		\$190		\$182		(8)
<b>Subtotal PS</b>	<b>453</b>	<b>\$77,196</b>	<b>401</b>	<b>\$67,018</b>	<b>415</b>	<b>\$61,814</b>	<b>14</b>	<b>(\$5,204)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$586		\$239		\$141		(\$98)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$224		-		\$0		\$0
Insurance		\$3		\$1		-		(\$1)
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$202		\$89		\$76		(\$13)
<b>Subtotal OTPS</b>		<b>\$1,015</b>		<b>\$329</b>		<b>\$217</b>		<b>(\$112)</b>
<b>Total Budget</b>	<b>453</b>	<b>\$78,211</b>	<b>401</b>	<b>\$67,347</b>	<b>415</b>	<b>\$62,031</b>	<b>14</b>	<b>(\$5,316)</b>

### Financial Review

The 2019 operating expense budget for Elevators Services & Repair is \$62.03 million, of which \$61.81 million is for PS and \$0.22 million is for OTPS.

## (Emergency Services)

### Overview / Mission statement

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

### Financial Overview

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

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	127	\$7,483	131	\$7,437	131	\$7,362	-	(\$75)
Salary Part-Time	20	\$529	-	\$656	-	\$422	-	(234)
Seasonal		-		-		-		-
Overtime		\$1,171		\$1,153		\$1,158		4
Salary Retro		\$10		-		-		-
Shift Differential		\$299		\$301		\$270		(31)
Fringe		\$6,627		\$6,688		\$6,993		305
Other Salary		\$120		\$564		\$96		(468)
<b>Subtotal PS</b>	<b>147</b>	<b>\$16,240</b>	<b>131</b>	<b>\$16,799</b>	<b>131</b>	<b>\$16,301</b>	<b>-</b>	<b>(\$498)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$237		\$490		\$303		(\$187)
Equipment		\$0		-		-		-
Utilities		-		-		-		-
Contracts		\$463		\$140		\$131		(\$9)
Insurance		\$61		\$18		-		(\$18)
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$48		\$624		\$417		(\$207)
<b>Subtotal OTPS</b>		<b>\$810</b>		<b>\$1,273</b>		<b>\$851</b>		<b>(\$422)</b>
<b>Total Budget</b>	<b>147</b>	<b>\$17,050</b>	<b>131</b>	<b>\$18,072</b>	<b>131</b>	<b>\$17,152</b>	<b>-</b>	<b>(\$920)</b>

### Financial Review

The 2019 operating expense budget for The Emergency Services Department is \$17.15 million, of which \$16.3 million is for PS and \$0.85 million is for OTPS.

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

#### **Overview / Mission statement**

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

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

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



## Financial Overview

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

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	227	\$15,816	234	\$17,431	244	\$18,989	10	\$1,558
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		622		891		1,319		428
Overtime		4,364		1,825		1,965		140
Salary Retro		350		-		-		-
Shift Differential		0		0		0		0
Fringe		13,961		14,997		16,501		1,505
Other Salary		299		296		313		17
<b>Subtotal PS</b>	<b>227</b>	<b>\$35,411</b>	<b>234</b>	<b>\$35,439</b>	<b>244</b>	<b>\$39,088</b>	<b>10</b>	<b>\$3,649</b>
<b>OTPS</b>								
Leases		\$0		\$0		\$0		\$0
Supplies		25		21		50		29
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		(13)		-		36		36
Insurance		3		3		-		(3)
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		15		4,839		4,811		(28)
<b>Subtotal OTPS</b>		<b>\$29</b>		<b>\$4,864</b>		<b>\$4,898</b>		<b>\$34</b>
<b>Total Budget</b>	<b>227</b>	<b>\$35,440</b>	<b>234</b>	<b>\$40,303</b>	<b>244</b>	<b>\$43,985</b>	<b>10</b>	<b>\$3,682</b>

## Financial Review

The 2019 operating expense budget for Mixed Finance Asset Management Office is \$43.99 million, of which \$39.09 million is for PS and \$4.9 million is for OTPS.

## (Tax Credit LLC)

### Overview / Mission statement

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

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	259	\$18,214	256	\$12,454	289	\$21,663	33	\$9,209
Salary Part-Time	-	7	-	-	-	-	-	-
Seasonal		159		-		-		-
Overtime		3,367		2,890		3,121		230
Salary Retro		102		-		-		-
Shift Differential		1		1		1		0
Fringe		17,381		11,945		14,039		2,094
Other Salary		268		264		262		(2)
<b>Subtotal PS</b>	<b>259</b>	<b>\$39,500</b>	<b>256</b>	<b>\$27,554</b>	<b>289</b>	<b>\$39,086</b>	<b>33</b>	<b>\$11,531</b>
<b>OTPS</b>								
Leases		\$72		\$0		\$0		\$0
Supplies		5,530		4,571		5,800		1,229
Equipment		1,038		233		350		117
Utilities		29,416		29,793		29,854		61
Contracts		12,665		15,681		17,682		2,001
Insurance		3,309		1,670		948		(722)
Section 8 Payments		-		-		-		-
Debt Service		182		156		123		(32)
Other OTPS		67,031		471		426		(44)
<b>Subtotal OTPS</b>		<b>\$119,243</b>		<b>\$52,574</b>		<b>\$55,183</b>		<b>\$2,608</b>
<b>Total Budget</b>	<b>259</b>	<b>\$158,743</b>	<b>256</b>	<b>\$80,129</b>	<b>289</b>	<b>\$94,269</b>	<b>33</b>	<b>\$14,140</b>

### Financial Review

The 2019 operating expense budget for Tax Credit LLC is \$94.27 million, of which \$39.09 million is for PS and \$55.18 million is for OTPS.

## (Non-Tax Credit LLC)

### Overview / Mission statement

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

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	68	\$7,687	66	\$3,221	47	\$6,701	(19)	\$3,480
Salary Part-Time	-	(2)	-	-	-	-	-	-
Seasonal		91		-		1,298		1,298
Overtime		1,271		1,303		1,047		(256)
Salary Retro		67		-		-		-
Shift Differential		3		4		0		(3)
Fringe		7,077		3,133		2,686		(447)
Other Salary		116		112		98		(14)
<b>Subtotal PS</b>	<b>68</b>	<b>\$16,311</b>	<b>66</b>	<b>\$7,773</b>	<b>47</b>	<b>\$11,830</b>	<b>(19)</b>	<b>\$4,057</b>
<b>OTPS</b>								
Leases		\$0		\$0		\$0		\$0
Supplies		2,072		1,782		1,669		(113)
Equipment		172		91		116		24
Utilities		11,720		9,608		7,087		(2,521)
Contracts		5,079		6,154		5,751		(402)
Insurance		1,845		789		331		(458)
Section 8 Payments		-		-		-		-
Debt Service		86		62		53		(10)
Other OTPS		25,348		131		63		(68)
<b>Subtotal OTPS</b>		<b>\$46,322</b>		<b>\$18,617</b>		<b>\$15,069</b>		<b>(\$3,548)</b>
<b>Total Budget</b>	<b>68</b>	<b>\$62,633</b>	<b>66</b>	<b>\$26,390</b>	<b>47</b>	<b>\$26,899</b>	<b>(19)</b>	<b>\$509</b>

### Financial Review

The 2019 operating expense budget for Non-Tax Credit LLC is \$26.9 million, of which \$11.83 million is for PS and \$15.07 million is for OTPS.

**(Mixed Finance Conventional)**

**Overview / Mission statement**

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

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	376	\$6,901	392	\$19,210	381	\$7,364	(11)	(\$11,845)
Salary Part-Time	-	(0)	-	-	-	-	-	-
Seasonal		53		-		-		-
Overtime		1,185		996		1,062		67
Salary Retro		27		-		-		-
Shift Differential		0		0		1		0
Fringe		5,787		18,077		16,562		(1,516)
Other Salary		101		100		167		67
<b>Subtotal PS</b>	<b>376</b>	<b>\$14,055</b>	<b>392</b>	<b>\$38,383</b>	<b>381</b>	<b>\$25,156</b>	<b>(11)</b>	<b>(\$13,227)</b>
<b>OTPS</b>								
Leases		\$0		\$0		\$0		\$0
Supplies		1,327		626		1,857		1,231
Equipment		91		79		127		48
Utilities		15,527		16,029		16,583		554
Contracts		4,554		5,721		6,544		822
Insurance		867		477		309		(168)
Section 8 Payments		-		-		-		-
Debt Service		21		28		50		22
Other OTPS		129		80		64		(16)
<b>Subtotal OTPS</b>		<b>\$22,516</b>		<b>\$23,039</b>		<b>\$25,534</b>		<b>\$2,494</b>
<b>Total Budget</b>	<b>376</b>	<b>\$36,570</b>	<b>392</b>	<b>\$61,422</b>	<b>381</b>	<b>\$50,690</b>	<b>(11)</b>	<b>(\$10,732)</b>

**Financial Review**

The 2019 operating expense budget for Mixed Finance Conventional is \$50.7 million, of which \$25.156 million is for PS and \$25.534 million 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 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	1,178	\$61,477	1,206	\$65,829	1,155	\$63,489	(51)	(\$2,340)
Salary Part-Time	-	(7)	-	-	-	-	-	-
Seasonal		796		993		1,166		173
Overtime		13,984		8,646		10,343		1,697
Salary Retro		350		-		-		-
Shift Differential		12		11		13		2
Fringe		58,574		60,726		59,239		(1,487)
Other Salary		1,082		1,064		1,143		79
<b>Subtotal PS</b>	<b>1,178</b>	<b>\$136,268</b>	<b>1,206</b>	<b>\$137,268</b>	<b>1,155</b>	<b>\$135,392</b>	<b>(51)</b>	<b>(\$1,876)</b>
<b>OTPS</b>								
Leases		\$0		\$0		\$0		\$0
Supplies		10,864		10,514		12,515		2,001
Equipment		475		475		1,362		887
Utilities		95,846		100,241		99,150		(1,091)
Contracts		30,569		36,261		37,539		1,279
Insurance		8,704		3,812		1,683		(2,129)
Section 8 Payments		-		-		-		-
Debt Service		370		47		476		430
Other OTPS		771		463		808		345
<b>Subtotal OTPS</b>		<b>\$147,599</b>		<b>\$151,811</b>		<b>\$153,532</b>		<b>\$1,721</b>
<b>Total Budget</b>	<b>1,178</b>	<b>\$283,867</b>	<b>1,206</b>	<b>\$289,079</b>	<b>1,155</b>	<b>\$288,924</b>	<b>(51)</b>	<b>(\$155)</b>

### Financial Review

The 2019 operating expense budget for Bronx Property Management is \$288.92 million, of which \$153.53 million is for PS and \$135.39 million is for OTPS.





## Brooklyn Property Management

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	1,675	\$88,104	1,650	\$90,424	1,621	\$91,556	(29)	\$1,132
Salary Part-Time	-	(10)	-	-	-	-	-	-
Seasonal		1,425		1,412		3,892		2,480
Overtime		18,515		12,038		14,446		2,408
Salary Retro		341		-		-		-
Shift Differential		24		20		52		32
Fringe		82,058		83,342		83,725		383
Other Salary		1,490		1,429		1,406		(23)
<b>Subtotal PS</b>	<b>1,675</b>	<b>\$191,949</b>	<b>1,650</b>	<b>\$188,665</b>	<b>1,621</b>	<b>\$195,076</b>	<b>(29)</b>	<b>\$6,411</b>
<b>OTPS</b>								
Leases		\$0		\$0		\$0		\$0
Supplies		15,965		13,247		17,400		4,153
Equipment		449		658		1,204		545
Utilities		110,851		122,492		122,512		19
Contracts		38,237		39,270		53,429		14,159
Insurance		11,174		5,273		2,695		(2,578)
Section 8 Payments		-		-		-		-
Debt Service		824		71		823		752
Other OTPS		1,197		811		7,191		6,380
<b>Subtotal OTPS</b>		<b>\$178,696</b>		<b>\$181,823</b>		<b>\$205,253</b>		<b>\$23,430</b>
<b>Total Budget</b>	<b>1,675</b>	<b>\$370,645</b>	<b>1,650</b>	<b>\$370,488</b>	<b>1,621</b>	<b>\$400,329</b>	<b>(29)</b>	<b>\$29,841</b>

### Financial Review

The 2019 operating expense budget for Brooklyn Property Management is \$400.33 million, of which \$195.08 million is for PS and \$205.25 million is for OTPS.



## Manhattan Property Management

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	1,432	\$75,787	1,422	\$78,367	1,432	\$78,855	10	\$487
Salary Part-Time	-	8	-	-	-	-	-	-
Seasonal		983		1,269		2,121		852
Overtime		15,743		10,038		12,461		2,423
Salary Retro		293		-		-		-
Shift Differential		41		42		46		3
Fringe		70,978		72,125		73,735		1,610
Other Salary		1,367		1,323		1,371		48
<b>Subtotal PS</b>	<b>1,432</b>	<b>\$165,199</b>	<b>1,422</b>	<b>\$163,165</b>	<b>1,432</b>	<b>\$168,588</b>	<b>10</b>	<b>\$5,423</b>
<b>OTPS</b>								
Leases		\$0		\$0		\$0		\$0
Supplies		12,667		13,248		14,604		1,356
Equipment		536		592		1,333		742
Utilities		113,338		117,789		119,913		2,125
Contracts		30,221		39,808		41,867		2,059
Insurance		10,343		5,178		2,914		(2,264)
Section 8 Payments		-		-		-		-
Debt Service		822		166		677		511
Other OTPS		770		602		572		(30)
<b>Subtotal OTPS</b>		<b>\$168,698</b>		<b>\$177,383</b>		<b>\$181,881</b>		<b>\$4,498</b>
<b>Total Budget</b>	<b>1,432</b>	<b>\$333,897</b>	<b>1,422</b>	<b>\$340,547</b>	<b>1,432</b>	<b>\$350,469</b>	<b>10</b>	<b>\$9,921</b>

### Financial Review

The 2019 operating expense budget for Manhattan Property Management is \$350.47 million, of which \$168.59 million is for PS and \$181.88 million is for OTPS.



## Queens/Staten Island (SI) Property Management

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	841	\$42,640	829	\$45,126	813	\$45,129	(16)	\$3
Salary Part-Time	-	(4)	-	-	-	-	-	-
Seasonal		579		666		1,070		404
Overtime		5,658		6,096		7,335		1,239
Salary Retro		411		-		-		-
Shift Differential		24		20		43		24
Fringe		38,451		41,652		41,610		(42)
Other Salary		720		712		732		20
<b>Subtotal PS</b>	<b>841</b>	<b>\$88,480</b>	<b>829</b>	<b>\$94,271</b>	<b>813</b>	<b>\$95,919</b>	<b>(16)</b>	<b>\$1,648</b>
<b>OTPS</b>								
Leases		\$0		\$0		\$0		\$0
Supplies		6,154		6,904		7,515		610
Equipment		428		310		594		284
Utilities		56,994		63,745		64,763		1,018
Contracts		18,319		27,297		25,652		(1,644)
Insurance		5,217		2,834		1,580		(1,254)
Section 8 Payments		11,664		-		-		-
Debt Service		-		-		-		-
Other OTPS		9,558		368		416		48
<b>Subtotal OTPS</b>		<b>\$108,334</b>		<b>\$101,458</b>		<b>\$100,521</b>		<b>(\$938)</b>
<b>Total Budget</b>	<b>841</b>	<b>\$196,814</b>	<b>829</b>	<b>\$195,730</b>	<b>813</b>	<b>\$196,440</b>	<b>(16)</b>	<b>\$710</b>

### Financial Review

The 2019 operating expense budget for Queens/SI Property Management is \$196.44 million, of which \$95.92 million is for PS and \$100.52 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 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	889	\$45,027	922	\$50,134	883	\$49,418	(39)	(\$716)
Salary Part-Time	-	2	-	-	-	-	-	-
Seasonal		849		770		1,139		369
Overtime		10,683		6,664		7,873		1,209
Salary Retro		655		-		-		-
Shift Differential		2		2		1		(1)
Fringe		40,929		46,276		45,291		(985)
Other Salary		722		693		783		90
<b>Subtotal PS</b>	<b>889</b>	<b>\$98,868</b>	<b>922</b>	<b>\$104,539</b>	<b>883</b>	<b>\$104,505</b>	<b>(39)</b>	<b>(\$34)</b>
<b>OTPS</b>								
Leases		\$0		\$0		\$0		\$0
Supplies		8,599		7,944		9,222		1,278
Equipment		64		359		866		507
Utilities		69,272		71,248		72,157		910
Contracts		22,531		22,973		30,762		7,789
Insurance		7,329		3,331		1,663		(1,668)
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		506		444		405		(39)
<b>Subtotal OTPS</b>		<b>\$108,302</b>		<b>\$106,298</b>		<b>\$115,076</b>		<b>\$8,777</b>
<b>Total Budget</b>	<b>889</b>	<b>\$207,170</b>	<b>922</b>	<b>\$210,837</b>	<b>883</b>	<b>\$219,580</b>	<b>(39)</b>	<b>\$8,743</b>

### Financial Review

The 2019 operating expense budget for Next Generation Operations One is \$219.58 million, of which \$104.50 million is for PS and \$115.08 million is for OTPS.

## **EVP for Administration**

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

#### **Overview / Mission statement**

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

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

- Office of the EVP for Administration
- SVP Supply Management
  - Office of SVP Supply Management
  - Procurement
  - Materials Management
- VP of Performance Management and Analytics;
  - Office of VP of Performance Management and Analytics
  - Customer Operations
  - Performance Tracking and Analytics
- Customer Contact Center
- General Services
- Human Resources
- Real Estate Services



## Financial Overview

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

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	3	\$330	3	\$333	4	\$527	1	\$194
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$0		\$0		\$0		-
Shift Differential		-		-		-		-
Fringe		\$230		\$219		\$323		104
Other Salary		\$9		\$10		\$10		-
<b>Subtotal PS</b>	<b>3</b>	<b>\$569</b>	<b>3</b>	<b>\$562</b>	<b>4</b>	<b>\$860</b>	<b>1</b>	<b>\$298</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		-		\$13		-		(\$13)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$0		\$10		\$23		\$13
<b>Subtotal OTPS</b>		<b>\$0</b>		<b>\$23</b>		<b>\$23</b>		<b>\$0</b>
<b>Total Budget</b>	<b>3</b>	<b>\$569</b>	<b>3</b>	<b>\$585</b>	<b>4</b>	<b>\$883</b>	<b>1</b>	<b>\$298</b>

## Financial Review

The 2019 operating expense budget for the EVP for Administration is \$0.88 million, of which \$0.86 million is for PS and \$0.02 million is for OTPS.

*(VP of Performance Tracking and Analytics)*

*(Office of the VP for Performance Tracking and Analytics)*

**Overview / Mission statement**

The following Departments report to Office of the VP for Performance Management and Analytics:

- Office of VP of Performance Management and Analytics
- Performance Tracking and Analytics Department
- Customer Operations

**Financial Overview**

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

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	2	\$119	4	\$409	4	\$271	-	(\$139)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	-	-	\$5	-	\$5	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$231	-	\$274	-	\$262	-	(12)
Other Salary	-	-	-	-	-	-	-	-
<b>Subtotal PS</b>	<b>2</b>	<b>\$350</b>	<b>4</b>	<b>\$688</b>	<b>4</b>	<b>\$537</b>	<b>-</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>2</b>	<b>\$350</b>	<b>4</b>	<b>\$688</b>	<b>4</b>	<b>\$537</b>	<b>-</b>	<b>(\$151)</b>

**Financial Review**

The 2019 operating expense budget for the office of the VP for Performance Tracking and Analysis is \$0.54 million, of which \$0.54 million is for PS.

## *(Performance Management & Analytics)*

### **Overview / Mission statement**

The Performance Tracking and Analytics Department's (PTAD) mission 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 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	18	\$1,503	19	\$1,555	20	\$1,487	1	(\$68)
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-	-	-
Overtime		-		-		-	-	-
Salary Retro		\$3		-		-	-	-
Shift Differential		-		-		-	-	-
Fringe		\$958		\$1,105		\$1,160		55
Other Salary		\$44		\$43		\$43		-
<b>Subtotal PS</b>	<b>18</b>	<b>\$2,508</b>	<b>19</b>	<b>\$2,704</b>	<b>20</b>	<b>\$2,690</b>	<b>1</b>	<b>(\$14)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$1		\$5		\$5		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$2		\$3		\$3		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$3		\$1		\$1		-
<b>Subtotal OTPS</b>		<b>\$5</b>		<b>\$9</b>		<b>\$9</b>		<b>\$0</b>
<b>Total Budget</b>	<b>18</b>	<b>\$2,513</b>	<b>19</b>	<b>\$2,713</b>	<b>20</b>	<b>\$2,699</b>	<b>1</b>	<b>(\$14)</b>

## Financial Review

The 2019 operating expense budget for the Performance Management & Analytics is \$3.237 million, of which \$3.228 million is for PS and \$0.009 million is for OTPS.

## (Customer Operations)

### Overview / Mission statement

Customer Operations' mission is to provide excellent customer service by quickly and professionally responding to inquiries, as well as identifying the genesis of the issues by:

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

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	19	\$1,475	16	\$1,270	16	\$1,313	-	\$43
Salary Part-Time		-	-	-	-	-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$7		\$8		\$8		-
Shift Differential		-		-		-		-
Fringe		\$1,229		\$925		\$922		(3)
Other Salary		\$27		\$26		\$26		-
<b>Subtotal PS</b>	<b>19</b>	<b>\$2,739</b>	<b>16</b>	<b>\$2,228</b>	<b>16</b>	<b>\$2,268</b>	<b>-</b>	<b>\$40</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$2		\$9		\$9		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$0		-		-		-
<b>Subtotal OTPS</b>		<b>\$2</b>		<b>\$9</b>		<b>\$9</b>		<b>\$0</b>
<b>Total Budget</b>	<b>19</b>	<b>\$2,741</b>	<b>16</b>	<b>\$2,237</b>	<b>16</b>	<b>\$2,277</b>	<b>-</b>	<b>\$40</b>

### Financial Review

The 2019 operating expense budget for The Customer Operations Department is \$2.28 million, of which \$2.27 million is for PS and \$0.01 million is for OTPS.

**(SVP for Supply Management & Procurement)**

**(Office of the Senior VP for Supply Management & Procurement)**

**Overview / Mission statement**

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

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

- Procurement
- Materials Management

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	11	\$899	12	\$957	12	\$1,051	-	\$93
Salary Part-Time		-	-	-	-	-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$0		\$0		\$0		-
Shift Differential		-		-		-		-
Fringe		\$686		\$684		\$711		27
Other Salary		\$17		\$7		\$7		-
<b>Subtotal PS</b>	<b>11</b>	<b>\$1,601</b>	<b>12</b>	<b>\$1,649</b>	<b>12</b>	<b>\$1,769</b>	<b>-</b>	<b>\$120</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$36		\$7		\$7		-
Equipment		-		-		-		-
Utilities		\$1		-		-		-
Contracts		(\$15)		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		\$84		-		-		-
Other OTPS		\$1		\$1		\$1		-
<b>Subtotal OTPS</b>		<b>\$107</b>		<b>\$8</b>		<b>\$8</b>		<b>\$0</b>
<b>Total Budget</b>	<b>11</b>	<b>\$1,709</b>	<b>12</b>	<b>\$1,657</b>	<b>12</b>	<b>\$1,777</b>	<b>-</b>	<b>\$120</b>

**Financial Review**

The 2019 operating expense budget for the Office of the VP for Supply Management is \$1.78 million, of which \$1.77 million is for PS and \$0.01 million is for OTPS.

**(Procurement)**

**Overview / Mission statement**

Procurement procures, source and purchase materials, supplies, equipment and services (including construction) as needed by NYCHA in compliance with all policies and procedures of the Authority. Its mission is to provide quality procurement services and to ensure that the bidding, authorization and award of contracts for purchasing materials, supplies, equipment, and services (including construction) are performed efficiently, effectively and at the most favorable price. It will ensure that procurement processes are in compliance with all applicable laws, rules and regulations, and policies and procedures of the Authority.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	65	\$4,337	64	\$4,481	62	\$4,384	(2)	(\$97)
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-	-	-	-	-	-	-
Overtime		\$89		\$84		\$84		-
Salary Retro		\$66		\$4		\$4		-
Shift Differential		-		-		-		-
Fringe		\$3,215		\$3,372		\$3,205		(166)
Other Salary		\$110		\$51		\$51		-
<b>Subtotal PS</b>	<b>65</b>	<b>\$7,817</b>	<b>64</b>	<b>\$7,992</b>	<b>62</b>	<b>\$7,728</b>	<b>(2)</b>	<b>(\$264)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$18		\$36		\$36		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$18		\$10		\$810		\$800
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$23		-		-		-
<b>Subtotal OTPS</b>		<b>\$59</b>		<b>\$46</b>		<b>\$846</b>		<b>\$800</b>
<b>Total Budget</b>	<b>65</b>	<b>\$7,876</b>	<b>64</b>	<b>\$8,038</b>	<b>62</b>	<b>\$8,574</b>	<b>(2)</b>	<b>\$536</b>

**Financial Review**

The 2019 operating expense budget for the Procurement Department is \$8.574 million, of which \$7.728 million is for PS and \$0.846 million 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 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	51	\$2,881	46	\$2,767	78	\$3,097	32	\$330
Salary Part-Time		-		-		-	-	-
Seasonal		-		-		-		-
Overtime		\$17		\$23		\$23		-
Salary Retro		\$29		\$10		\$10		-
Shift Differential		\$9		\$7		\$7		-
Fringe		\$1,589		\$2,224		\$3,434		1,210
Other Salary		\$64		\$122		\$122		-
<b>Subtotal PS</b>	<b>51</b>	<b>\$4,589</b>	<b>46</b>	<b>\$5,154</b>	<b>78</b>	<b>\$6,694</b>	<b>32</b>	<b>\$1,540</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$77		\$32		\$45		\$13
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$143		\$194		\$216		\$22
Insurance		\$1		\$0		-		(\$0)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$16		\$13		\$13		-
<b>Subtotal OTPS</b>		<b>\$237</b>		<b>\$240</b>		<b>\$274</b>		<b>\$35</b>
<b>Total Budget</b>	<b>51</b>	<b>\$4,827</b>	<b>46</b>	<b>\$5,393</b>	<b>78</b>	<b>\$6,968</b>	<b>32</b>	<b>\$1,575</b>

### Financial Review

The 2019 operating expense budget for the Materials Management Department is \$6.97 million, of which \$6.70 million is for PS and \$0.27 million is for OTPS.

## *(General Services)*

### **Overview / Mission statement**

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

### **Responsibilities**

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



## Financial Overview

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

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	67	\$3,901	65	\$3,455	65	\$3,607	-	\$151
Salary Part-Time		-	-	-	-	-		-
Seasonal		-		-		-		-
Overtime		\$21		\$39		\$39		-
Salary Retro		\$10		\$10		\$10		-
Shift Differential		\$5		\$5		\$5		-
Fringe		\$2,957		\$2,843		\$2,886		43
Other Salary		\$162		\$156		\$156		-
<b>Subtotal PS</b>	<b>67</b>	<b>\$7,057</b>	<b>65</b>	<b>\$6,509</b>	<b>65</b>	<b>\$6,703</b>	<b>-</b>	<b>\$194</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$327		\$273		\$322		\$50
Equipment		-		-		\$200		\$200
Utilities		-		-		-		-
Contracts		\$258		\$36		\$215		\$179
Insurance		\$38		\$23		\$24		\$1
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$60		\$92		\$326		\$235
<b>Subtotal OTPS</b>		<b>\$682</b>		<b>\$423</b>		<b>\$1,088</b>		<b>\$665</b>
<b>Total Budget</b>	<b>67</b>	<b>\$7,739</b>	<b>65</b>	<b>\$6,932</b>	<b>65</b>	<b>\$7,791</b>	<b>-</b>	<b>\$859</b>

## Financial Review

The 2019 operating expense budget for General Services is \$7.79 million, of which \$6.7 million is for PS and \$1.09 million is for OTPS.

## *(Human Resources)*

### **Overview / Mission statement**

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

### **Responsibilities**

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



## Financial Overview

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

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	117	\$8,386	101	\$7,447	109	\$8,073	8	\$626
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$52		\$49		\$69		20
Salary Retro		\$16		\$13		\$13		-
Shift Differential		-		-		-		-
Fringe		\$6,157		\$5,452		\$5,877		425
Other Salary		\$312		\$295		\$295		-
<b>Subtotal PS</b>	<b>117</b>	<b>\$14,923</b>	<b>101</b>	<b>\$13,255</b>	<b>109</b>	<b>\$14,326</b>	<b>8</b>	<b>\$1,071</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$96		\$42		\$127		\$85
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$1,021		\$775		\$1,284		\$509
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$53		\$61		\$116		\$55
<b>Subtotal OTPS</b>		<b>\$1,170</b>		<b>\$878</b>		<b>\$1,527</b>		<b>\$649</b>
<b>Total Budget</b>	<b>117</b>	<b>\$16,093</b>	<b>101</b>	<b>\$14,134</b>	<b>109</b>	<b>\$15,854</b>	<b>8</b>	<b>\$1,720</b>

## Financial Review

The 2019 operating expense budget for Human Resources is \$15.854 million, of which \$14.326 million is for PS and \$1.527 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.

- Call Center
  - The Call Center serves customers on the telephone. Customers contact the Call Center to speak with a Customer Service Agent to make a Service Request for maintenance and non-maintenance issues; and to obtain information on procedures to be followed in the Leased Housing Department (LHD) and the Applications and Tenancy Administration Department (ATAD).
- Walk-in Center
  - The two Walk-In Centers assist customers with applications for public housing and seek to resolve issues with Leased Housing property owners, tenants, and applicants. The Walk-In Centers do not address maintenance issues.

Units of ATAD, LHD, and the General Services Department, working with CCC staff, share in the responsibility of providing services at the Bronx and Brooklyn Walk-In Centers.



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	131	\$6,443	145	\$7,101	143	\$6,938	(2)	(\$163)
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$166		\$101		\$101		-
Salary Retro		\$32		\$21		\$21		-
Shift Differential		\$17		\$15		\$15		-
Fringe		\$4,910		\$6,072		\$6,020		(52)
Other Salary		\$77		\$80		\$80		-
<b>Subtotal PS</b>	<b>131</b>	<b>\$11,644</b>	<b>145</b>	<b>\$13,390</b>	<b>143</b>	<b>\$13,175</b>	<b>(2)</b>	<b>(\$215)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$22		\$26		\$26		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$1,540		\$2,831		\$3,256		\$425
Insurance		\$11		\$3		-		(\$3)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$0		\$1		\$1		-
<b>Subtotal OTPS</b>		<b>\$1,573</b>		<b>\$2,861</b>		<b>\$3,283</b>		<b>\$422</b>
<b>Total Budget</b>	<b>131</b>	<b>\$13,217</b>	<b>145</b>	<b>\$16,251</b>	<b>143</b>	<b>\$16,458</b>	<b>(2)</b>	<b>\$207</b>

## Financial Review

The 2019 operating expense budget for the Customer Contact Center is \$16.46 million, of which \$13.18 million is for PS and \$3.28 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 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	35	\$2,891	28	\$2,141	28	\$2,241	-	\$100
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$68		\$45		\$154		109
Salary Retro		\$5		\$51		\$51		-
Shift Differential		-		-		-		-
Fringe		\$2,035		\$1,595		\$1,611		16
Other Salary		\$73		\$70		\$70		-
<b>Subtotal PS</b>	<b>35</b>	<b>\$5,072</b>	<b>28</b>	<b>\$3,901</b>	<b>28</b>	<b>\$4,127</b>	<b>-</b>	<b>\$226</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$31		\$26		\$26		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$6		\$15		\$15		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$1		\$1		\$1		-
<b>Subtotal OTPS</b>		<b>\$39</b>		<b>\$43</b>		<b>\$43</b>		<b>\$0</b>
<b>Total Budget</b>	<b>35</b>	<b>\$5,111</b>	<b>28</b>	<b>\$3,944</b>	<b>28</b>	<b>\$4,170</b>	<b>-</b>	<b>\$226</b>

### Financial Review

The 2019 operating expense budget for the Office of Real Estate Services is \$4.17 million, of which \$4.13 million is for PS and \$0.04 million is for OTPS.

## EVP for Information & Technology

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

#### Overview / Mission statement

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

The following Departments report to this EVP:

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

#### Financial Overview

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

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	2	\$432	2	\$282	3	\$320	1	\$38
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		-		\$1		\$1		-
Shift Differential		-		-		-		-
Fringe		\$168		\$177		\$232		55
Other Salary		\$7		\$5		\$5		-
<b>Subtotal PS</b>	<b>2</b>	<b>\$607</b>	<b>2</b>	<b>\$465</b>	<b>3</b>	<b>\$558</b>	<b>1</b>	<b>\$93</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$0		\$1		\$1		-
Equipment		\$5,732		\$11,403		\$4,815		(\$6,587)
Utilities		-		-		-		-
Contracts		\$1,563		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$2		-		-		-
<b>Subtotal OTPS</b>		<b>\$7,298</b>		<b>\$11,403</b>		<b>\$4,816</b>		<b>(\$6,587)</b>
<b>Total Budget</b>	<b>2</b>	<b>\$7,905</b>	<b>2</b>	<b>\$11,868</b>	<b>3</b>	<b>\$5,374</b>	<b>1</b>	<b>(\$6,494)</b>

#### Financial Review

The 2019 operating expense budget for Office of the EVP for Information Technology is \$5.374 million, of which \$0.558 million is for PS and \$4.816 million is for OTPS.

## (Business Solution Technology)

### Overview / Mission statement

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

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	64	\$7,035	64	\$6,577	63	\$6,762	(1)	\$185
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$89		\$90		\$90		-
Salary Retro		\$12		\$4		\$4		-
Shift Differential		\$0		\$1		\$1		-
Fringe		\$4,939		\$4,421		\$4,463		43
Other Salary		\$240		\$215		\$215		-
<b>Subtotal PS</b>	<b>64</b>	<b>\$12,316</b>	<b>64</b>	<b>\$11,309</b>	<b>63</b>	<b>\$11,536</b>	<b>(1)</b>	<b>\$227</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$3		\$2		\$2		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$2,851		\$2,671		\$2,502		(\$168)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$2		\$3		\$3		-
<b>Subtotal OTPS</b>		<b>\$2,855</b>		<b>\$2,675</b>		<b>\$2,507</b>		<b>(\$168)</b>
<b>Total Budget</b>	<b>64</b>	<b>\$15,171</b>	<b>64</b>	<b>\$13,984</b>	<b>63</b>	<b>\$14,043</b>	<b>(1)</b>	<b>\$59</b>

### Financial Review

The 2019 operating expense budget for Business Solution Technology is \$14.043 million, of which \$11.536 million is for PS and \$2.507 million is for OTPS.

## (Enterprise Technology Portfolio Management)

### Overview / Mission statement

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

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	18	\$1,691	19	\$1,777	19	\$2,018	-	\$241
Salary Part-Time	1	\$5	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$3		-		-		-
Salary Retro		\$2		-		-		-
Shift Differential		-		-		-		-
Fringe		\$1,321		\$1,201		\$1,300		99
Other Salary		\$25		\$20		\$20		-
<b>Subtotal PS</b>	<b>19</b>	<b>\$3,048</b>	<b>19</b>	<b>\$2,998</b>	<b>19</b>	<b>\$3,338</b>	<b>-</b>	<b>\$340</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$1		\$2		\$2		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$214		\$160		\$400		\$240
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$6		\$14		\$14		(\$0)
<b>Subtotal OTPS</b>		<b>\$222</b>		<b>\$176</b>		<b>\$416</b>		<b>\$240</b>
<b>Total Budget</b>	<b>19</b>	<b>\$3,269</b>	<b>19</b>	<b>\$3,174</b>	<b>19</b>	<b>\$3,754</b>	<b>-</b>	<b>\$580</b>

### Financial Review

The 2019 operating expense budget for Enterprise Technology Portfolio Management is \$3.754 million, of which \$3.338 million is for PS and \$0.416 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 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	80	\$7,309	76	\$7,194	76	\$7,138	-	(\$56)
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$197		\$222		\$222		-
Salary Retro		\$17		-		-		-
Shift Differential		\$5		\$6		\$6		-
Fringe		\$5,198		\$5,038		\$4,841		(197)
Other Salary		\$304		\$386		\$386		-
<b>Subtotal PS</b>	<b>80</b>	<b>\$13,030</b>	<b>76</b>	<b>\$12,846</b>	<b>76</b>	<b>\$12,594</b>	<b>-</b>	<b>(\$252)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$11		\$4		\$4		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$1,074		\$1,278		\$1,097		(\$181)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$7		\$12		\$12		-
<b>Subtotal OTPS</b>		<b>\$1,091</b>		<b>\$1,294</b>		<b>\$1,113</b>		<b>(\$181)</b>
<b>Total Budget</b>	<b>80</b>	<b>\$14,122</b>	<b>76</b>	<b>\$14,140</b>	<b>76</b>	<b>\$13,707</b>	<b>-</b>	<b>(\$433)</b>

### Financial Review

The 2019 operating expense budget for IT Infrastructure is \$13.707 million, of which \$12.594 million is for PS and \$1.113 million is for OTPS.



## (Information Management)

### Overview / Mission statement

The Information Management Department (IMD) 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 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	25	\$1,659	25	\$1,844	25	\$2,123	-	\$279
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$12		-		-		-
Salary Retro		\$4		\$3		\$3		-
Shift Differential		-		\$1		\$1		-
Fringe		\$1,341		\$1,286		\$1,474		188
Other Salary		\$65		\$56		\$56		-
<b>Subtotal PS</b>	<b>25</b>	<b>\$3,081</b>	<b>25</b>	<b>\$3,190</b>	<b>25</b>	<b>\$3,657</b>	<b>-</b>	<b>\$468</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$13		\$2		\$2		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$113		\$69		\$188		\$119
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$0		\$2		\$2		-
<b>Subtotal OTPS</b>		<b>\$126</b>		<b>\$72</b>		<b>\$192</b>		<b>\$119</b>
<b>Total Budget</b>	<b>25</b>	<b>\$3,207</b>	<b>25</b>	<b>\$3,262</b>	<b>25</b>	<b>\$3,849</b>	<b>-</b>	<b>\$587</b>

### Financial Review

The 2019 operating expense budget for Information Management is \$3.849 million, of which \$3.657 million is for PS and \$0.192 million is for OTPS.

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

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

#### **Overview / Mission statement**

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

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

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

- The Office of the VP for Resident & Community Engagement
  - Resident Engagement
  - Community Development
  
- The Office of the VP for Strategy & Partnerships.
  - Resident Economic Empowerment & Sustainability
  - Family Partnerships; and
  
- Community Health Initiative

## Financial Overview

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

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	4	\$411	4	\$433	5	\$523	1	\$90
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$0		-		-		-
Shift Differential		-		-		-		-
Fringe		\$346		\$286		\$339		53
Other Salary		\$0		\$2		\$2		-
<b>Subtotal PS</b>	<b>4</b>	<b>\$758</b>	<b>4</b>	<b>\$721</b>	<b>5</b>	<b>\$864</b>	<b>1</b>	<b>\$142</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$3		\$8		\$8		-
Equipment		-		-		-		-
Utilities		-		\$1,372		\$1,403		\$31
Contracts		\$44		\$8		-		(\$8)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$66		\$10		\$88		\$78
<b>Subtotal OTPS</b>		<b>\$113</b>		<b>\$1,397</b>		<b>\$1,499</b>		<b>\$102</b>
<b>Total Budget</b>	<b>4</b>	<b>\$871</b>	<b>4</b>	<b>\$2,118</b>	<b>5</b>	<b>\$2,362</b>	<b>1</b>	<b>\$244</b>

## Financial Review

The 2019 operating expense budget for the Office of EVP for Community Engagement & Partnerships is \$2.362 million, of which \$0.864 million is for PS and \$1.499 million is for OTPS.

## (VP Resident & Community Engagement)

### (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 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	89	\$5,226	83	\$5,306	78	\$5,002	(5)	(\$304)
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$15		\$38		\$36		(2)
Salary Retro		\$2		-		-		-
Shift Differential		\$0		\$0		\$0		(0)
Fringe		\$3,871		\$3,723		\$3,897		173
Other Salary		\$89		\$72		\$68		(3)
<b>Subtotal PS</b>	<b>89</b>	<b>\$9,203</b>	<b>83</b>	<b>\$9,139</b>	<b>78</b>	<b>\$9,003</b>	<b>(5)</b>	<b>(\$136)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$50		\$45		\$32		(\$13)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$71		\$87		\$57		(\$30)
Insurance		\$2		\$7		-		(\$7)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$394		\$3,365		\$2,295		(\$1,071)
<b>Subtotal OTPS</b>		<b>\$518</b>		<b>\$3,504</b>		<b>\$2,383</b>		<b>(\$1,121)</b>
<b>Total Budget</b>	<b>89</b>	<b>\$9,721</b>	<b>83</b>	<b>\$12,644</b>	<b>78</b>	<b>\$11,386</b>	<b>(5)</b>	<b>(\$1,257)</b>

#### Financial Review

The 2019 operating expense budget for Resident Engagement is \$11.386 million, of which \$9.003 million is for PS and \$2.383 million is for OTPS.

## (Community Development)

### Overview / Mission statement

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

### Financial Overview

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

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	20	\$1,225	21	\$1,179	22	\$1,281	1	\$101
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$27		\$39		\$37		(2)
Salary Retro		\$0		-		-		-
Shift Differential		\$0		\$0		\$0		(0)
Fringe		\$956		\$957		\$1,027		70
Other Salary		\$33		\$35		\$32		(3)
<b>Subtotal PS</b>	<b>20</b>	<b>\$2,241</b>	<b>21</b>	<b>\$2,210</b>	<b>22</b>	<b>\$2,377</b>	<b>1</b>	<b>\$167</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$11		\$12		\$10		(\$2)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$43		\$53		\$88		\$35
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$32		\$28		\$28		(\$0)
<b>Subtotal OTPS</b>		<b>\$86</b>		<b>\$93</b>		<b>\$126</b>		<b>\$33</b>
<b>Total Budget</b>	<b>20</b>	<b>\$2,327</b>	<b>21</b>	<b>\$2,303</b>	<b>22</b>	<b>\$2,503</b>	<b>1</b>	<b>\$200</b>

### Financial Review

The 2019 operating expense budget for Community Development is \$2.503 million, of which \$2.377 million is for PS and \$0.126 million is for OTPS.

*(VP Strategy & Partnerships)*

*(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 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	45	\$2,898	45	\$2,959	47	\$2,889	2	(\$70)
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$10		-		-		-
Shift Differential		-		\$1		\$1		(0)
Fringe		\$2,104		\$2,095		\$2,274		180
Other Salary		\$46		\$39		\$37		(2)
<b>Subtotal PS</b>	<b>45</b>	<b>\$5,058</b>	<b>45</b>	<b>\$5,093</b>	<b>47</b>	<b>\$5,202</b>	<b>2</b>	<b>\$108</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$7		\$19		\$21		\$2
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$70		\$437		\$432		(\$5)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$135		\$49		\$44		(\$5)
<b>Subtotal OTPS</b>		<b>\$213</b>		<b>\$505</b>		<b>\$497</b>		<b>(\$8)</b>
<b>Total Budget</b>	<b>45</b>	<b>\$5,271</b>	<b>45</b>	<b>\$5,599</b>	<b>47</b>	<b>\$5,699</b>	<b>2</b>	<b>\$100</b>

**Financial Review**

The 2019 operating expense budget for the Resident Economic Empowerment and Sustainability (REES) is \$5.70 million, of which \$5.20 million is for PS and \$0.50 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 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	70	\$3,760	48	\$3,461	50	\$3,002	2	(\$459)
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		\$110		-		-		-
Overtime		\$4		\$0		\$3		3
Salary Retro		\$5		-		-		-
Shift Differential		-		\$0		\$0		(0)
Fringe		\$3,351		\$2,722		\$2,398		(324)
Other Salary		\$125		\$87		\$84		(2)
<b>Subtotal PS</b>	<b>70</b>	<b>\$7,356</b>	<b>48</b>	<b>\$6,270</b>	<b>50</b>	<b>\$5,488</b>	<b>2</b>	<b>(\$782)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$196		\$23		\$25		\$2
Equipment		\$0		-		-		-
Utilities		\$970		-		-		-
Contracts		\$3,212		\$2,490		\$3,065		\$575
Insurance		\$73		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$2,449		\$2,208		\$2,564		\$355
<b>Subtotal OTPS</b>		<b>\$6,899</b>		<b>\$4,721</b>		<b>\$5,654</b>		<b>\$933</b>
<b>Total Budget</b>	<b>70</b>	<b>\$14,256</b>	<b>48</b>	<b>\$10,991</b>	<b>50</b>	<b>\$11,141</b>	<b>2</b>	<b>\$151</b>

### Financial Review

The 2019 operating expense budget for Family Partnerships is \$11.141 million, of which \$5.488 million is for PS and \$5.654 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 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	3	\$149	3	\$228	3	\$198	-	(\$30)
Salary Part-Time		-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		-		-		\$0		0
Salary Retro		\$1		-		-		-
Shift Differential		-		-		-		-
Fringe		\$112		\$166		\$164		(2)
Other Salary		\$3		\$3		\$3		-
<b>Subtotal PS</b>	<b>3</b>	<b>\$265</b>	<b>3</b>	<b>\$397</b>	<b>3</b>	<b>\$364</b>	<b>-</b>	<b>(\$32)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$1		\$3		\$3		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$1		\$8		\$1		(\$8)
<b>Subtotal OTPS</b>		<b>\$2</b>		<b>\$11</b>		<b>\$3</b>		<b>(\$8)</b>
<b>Total Budget</b>	<b>3</b>	<b>\$267</b>	<b>3</b>	<b>\$408</b>	<b>3</b>	<b>\$368</b>	<b>-</b>	<b>(\$40)</b>

### Financial Review

The 2019 operating expense budget for Community Health Initiatives is \$0.368 million, of which \$0.364 million is for PS and \$0.03 million is for OTPS.



## **EVP for Leased Housing**

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

#### **Overview / Mission statement**

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

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

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

- Inspections and Central Office;
- Leased Housing Finance;
- Quality Assurance & Performance Management;
- Policy & Program Administration;
- Client Services; and
- The Applications and Tenancy Administration Department (ATAD)

#### **Responsibilities**

- Inspections and Central Office:  
At the Waters Place office staff are responsible for annual, transfer and special HQS scheduling and inspections, owner certification of repairs, rent abatements, terminations, and Public Housing assessments. 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.

**Policy & Program Administration:**

- The policy and administration group at the Church Street location is 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.
- **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.
- **The Applications and Tenancy Administration Department (ATAD):**  
This department is responsible for determining the eligibility of applicants for Public Housing. The Department also processes inter- and intra-development transfer requests. ATAD is responsible for: the review of vacant apartments within NYCHA's inventory, providing a sufficient number of certified applications to meet the rental needs of management, maintaining the waiting list for Public Housing, administering the Public Housing Tenant Selection and Assignment Plan (TSAP), determining the eligibility of applicants for Public Housing, assisting management staff with questions regarding new rentals and tenant transfers.

## Financial Overview

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

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary F/T	6	\$661	7	\$776	7	\$594	-	(\$182)
Salary P/T		-		-		-	-	-
Seasonal		5		10		10		-
Overtime		-		2		2		-
Salary Retro		0.779		-		-		-
Shift Differential		-		-		-		-
Fringe		757		511		502		(9)
Other		6		7		7		-
<b>Subtotal PS</b>	<b>6</b>	<b>\$1,430</b>	<b>7</b>	<b>\$1,306</b>	<b>7</b>	<b>\$1,115</b>	<b>-</b>	<b>(\$191)</b>
<b>OTPS</b>								
Leases		\$0		\$0		\$0		\$0
Supplies		7		9		9		-
Equipment		-		-		-		-
Utilities		0.53		-		3		3
Contracts		545		528		640		112
Insurance		111		54		60		6
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		0.16		-		-		-
Other OTPS		350		312		482		170
<b>Subtotal OTPS</b>	<b>0</b>	<b>\$1,013</b>	<b>0</b>	<b>\$902</b>	<b>0</b>	<b>\$1,193</b>	<b>0</b>	<b>\$291</b>
<b>Total Budget</b>	<b>6</b>	<b>\$2,443</b>	<b>7</b>	<b>\$2,208</b>	<b>7</b>	<b>\$2,308</b>	<b>-</b>	<b>\$100</b>

## Financial Review

The 2019 operating expense budget for the Office of the EVP for Leased Housing is \$2.31 million, of which \$1.12 million is for PS and \$1.19 million is for OTPS.

## *(Inspections and Central Office)*

### Overview / Mission statement

The Inspections and Central Office staff are responsible for new admissions, annual, transfer and special Housing Quality Standards (HQS) inspections, monitoring owner certification of repairs, rent abatement, payment adjustments and terminations for HQS noncompliance, and Public Housing assessments. At the Central Office location, staff are responsible for fraud investigations and repayment collections, program termination of deceased single person households, Office of the Inspector General case research, City/State (LLCs) Inspection scheduling and compliance, portability in and out processing, eviction reviews, landlord extranet oversight, Project Based Voucher (PBV) contract administration and customer service inquiries.

### Financial Overview

*Expenditures by Account Type (\$000)*

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary F/T	75	\$4,650	80	\$4,965	80	\$4,951	-	(\$14)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		2		40		40		-
Salary Retro		9		-		-		-
Shift Differential		-		-		-		-
Fringe		3,664		3,941		3,946		6
Other		101		104		104		-
<b>Subtotal PS</b>	<b>75</b>	<b>\$8,425</b>	<b>80</b>	<b>\$9,050</b>	<b>80</b>	<b>\$9,042</b>	<b>-</b>	<b>(\$8)</b>
<b>OTPS</b>								
Leases		\$0		\$0		\$0		\$0
Supplies		20		17		17		-
Equipment		-		-		-		-
Utilities		51		63		64		0
Contracts		2		5		155		150
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		41		140		130		(10)
<b>Subtotal OTPS</b>	<b>0</b>	<b>\$115</b>	<b>0</b>	<b>\$225</b>	<b>0</b>	<b>\$365</b>	<b>0</b>	<b>\$140</b>
<b>Total Budget</b>	<b>75</b>	<b>\$8,540</b>	<b>80</b>	<b>\$9,276</b>	<b>80</b>	<b>\$9,408</b>	<b>-</b>	<b>\$132</b>

### Financial Review

The 2019 operating expense budget for the Inspections and Central Office is \$9.41 million, of which \$9.04 million is for PS and \$0.37 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 monthly Housing Assistance Payment (HAP) payments to owners, planning and monitoring the five year leasing and ending plan for both the program and Administrative fees; reviewing and reconciling monthly payment adjustments, overseeing and reconciling the monthly check run process between Siebel invoices and Oracle payments, creating and updating vendor records in Siebel, voiding stale checks, analyzing the annual HUD renewal funding allocation to NYCHA and advising management of fiscal impact, and monitoring the operating budget.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary F/T	21	\$1,380	21	\$1,437	22	\$1,485	1	\$49
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		1		2		2		-
Salary Retro		0		-		-		-
Shift Differential		-		-		-		-
Fringe		1,202		1,090		1,144		54
Other		42		29		29		-
<b>Subtotal PS</b>	<b>21</b>	<b>\$2,625</b>	<b>21</b>	<b>\$2,558</b>	<b>22</b>	<b>\$2,660</b>	<b>1</b>	<b>\$102</b>
<b>OTPS</b>								
Leases		\$0		\$0		\$0		\$0
Supplies		1		2		2		-
Equipment		-		-		-		-
Utilities		10		25		25		-
Contracts		-		-		10		10
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		-		12		4		(8)
<b>Subtotal OTPS</b>	<b>0</b>	<b>\$11</b>	<b>0</b>	<b>\$39</b>	<b>0</b>	<b>\$41</b>	<b>0</b>	<b>\$2</b>
<b>Total Budget</b>	<b>21</b>	<b>\$2,636</b>	<b>21</b>	<b>\$2,597</b>	<b>22</b>	<b>\$2,701</b>	<b>1</b>	<b>\$104</b>

**Financial Review**

The 2019 operating expense budget for the Leased Housing Finance Department is \$2.70 million, of which \$2.66 million is for PS and \$0.04 million is for OTPS.

## (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 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary F/T	14	\$919	19	\$1,194	19	\$1,251	-	\$57
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		0		7		7		-
Salary Retro		6		-		-		-
Shift Differential		-		-		-		-
Fringe		826		900		994		94
Other		5		17		17		-
<b>Subtotal PS</b>	<b>14</b>	<b>\$1,756</b>	<b>19</b>	<b>\$2,118</b>	<b>19</b>	<b>\$2,269</b>	<b>-</b>	<b>\$151</b>
<b>OTPS</b>								
Leases		\$0		\$0		\$0		\$0
Supplies		0		-		-		-
Equipment		-		-		-		-
Utilities		9		25		25		-
Contracts		37		28		-		(28)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		1		1		1		-
<b>Subtotal OTPS</b>	<b>0</b>	<b>\$47</b>	<b>0</b>	<b>\$53</b>	<b>0</b>	<b>\$26</b>	<b>0</b>	<b>(\$28)</b>
<b>Total Budget</b>	<b>14</b>	<b>\$1,803</b>	<b>19</b>	<b>\$2,172</b>	<b>19</b>	<b>\$2,295</b>	<b>-</b>	<b>\$124</b>

### Financial Review

The 2019 operating expense budget for the Quality Assurance and Performance Management is \$2.30 million, of which \$2.27 million is for PS and \$0.03 million is for OTPS.



**(Policy and Program Administration Department)**

**Overview / Mission statement**

The Policy and Program Administration Department is responsible for the briefing and processing of new program admissions, emergency and routine tenant transfers, criminal background check processing, program terminations, program restorations (re-admission), coordinating VASH program admissions and exits, court appearances, coordinating terminations with the law department, Siebel unclassified documents processing, informal conferences, payment adjustments, reasonable accommodation reviews and customer service inquiries.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary F/T	85	\$5,446	84	\$5,413	48	\$3,049	(36)	(\$2,365)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		9		33		33		-
Salary Retro		3		-		-		-
Shift Differential		-		-		-		-
Fringe		4,745		4,302		2,397		(1,906)
Other		105		124		124		-
<b>Subtotal PS</b>	<b>85</b>	<b>\$10,309</b>	<b>84</b>	<b>\$9,873</b>	<b>48</b>	<b>\$5,603</b>	<b>(36)</b>	<b>(\$4,270)</b>
<b>OTPS</b>								
Leases		\$0		\$0		\$0		\$0
Supplies		11		9		9		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		3		5		5		-
<b>Subtotal OTPS</b>	<b>0</b>	<b>\$14</b>	<b>0</b>	<b>\$14</b>	<b>0</b>	<b>\$14</b>	<b>0</b>	<b>\$0</b>
<b>Total Budget</b>	<b>85</b>	<b>\$10,323</b>	<b>84</b>	<b>\$9,886</b>	<b>48</b>	<b>\$5,616</b>	<b>(36)</b>	<b>(\$4,270)</b>

**Financial Review**

The 2019 operating expense budget for the Policy and Program Administration Department is \$5.616 million, of which \$5.603 million is for PS and \$0.014 million is for OTPS.

## (Client Services)

### Overview / Mission statement

The Client Services department is responsible for the scheduling and completion of annual re-certifications, interim adjustments, owner rent increase requests, briefing and processing of new program admissions, emergency and routine tenant transfers, program terminations, informal conferences, payment adjustments, reasonable accommodation reviews and customer service inquiries.

### Financial Overview

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

	FY 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary F/T	160	\$9,551	167	\$10,256	204	\$11,662	37	\$1,406
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		269		465		465		-
Salary Retro		8		-		-		-
Shift Differential		-		-		-		-
Fringe		9,177		8,211		8,801		589
Other		160		201		201		-
<b>Subtotal PS</b>	<b>160</b>	<b>\$19,164</b>	<b>167</b>	<b>\$19,134</b>	<b>204</b>	<b>\$21,129</b>	<b>37</b>	<b>\$1,995</b>
<b>OTPS</b>								
Leases		\$0		\$0		\$0		\$0
Supplies		23		19		19		-
Equipment		-		-		-		-
Utilities		92		88		89		2
Contracts		1		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		0.069		-		-		-
<b>Subtotal OTPS</b>	<b>0</b>	<b>\$115</b>	<b>0</b>	<b>\$107</b>	<b>0</b>	<b>\$109</b>	<b>0</b>	<b>\$2</b>
<b>Total Budget</b>	<b>160</b>	<b>\$19,280</b>	<b>167</b>	<b>\$19,241</b>	<b>204</b>	<b>\$21,238</b>	<b>37</b>	<b>\$1,997</b>

### Financial Review

The 2019 operating expense budget for the Client Services Department is \$21.24 million, of which \$21.13 million is for PS and \$0.11 million is for OTPS.



## *(Application & Tenancy Administration)*

### **Overview / Mission statement**

The 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 2017		FY 2018		FY 2019		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 18 vs FY 19
<b>PS</b>								
Salary Full-Time	98	\$6,259	100	\$6,447	94	\$6,219	(6)	(\$228)
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		0		-		-		-
Salary Retro		18		-		-		-
Shift Differential		-		-		0		0
Fringe		4,383		5,464		5,130		(335)
Other Salary		128		128		117		(11)
<b>Subtotal PS</b>	<b>98</b>	<b>\$10,787</b>	<b>100</b>	<b>\$12,040</b>	<b>94</b>	<b>\$11,466</b>	<b>(6)</b>	<b>(\$573)</b>
<b>OTPS</b>								
Leases		\$0		\$0		\$0		\$0
Supplies		15		20		15		(5)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		5		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		0		1		1		1
<b>Subtotal OTPS</b>		<b>\$20</b>		<b>\$21</b>		<b>\$17</b>		<b>(\$4)</b>
<b>Total Budget</b>	<b>98</b>	<b>\$10,808</b>	<b>100</b>	<b>\$12,060</b>	<b>94</b>	<b>\$11,483</b>	<b>(6)</b>	<b>(\$577)</b>

## Financial Review

The 2019 operating expense budget for Applications & Tenancy Administration is \$11.483 million, of which \$11.466 million is for PS and \$0.017 million is for OTPS.

# Capital Budget

## Overview

NYCHA prepares an annual budget for capital expenditures and a four-year financial plan for the renovation and modernization of its developments. Capital projects span multiple years. Table 1 highlights the projects budgeted for FY 2019 and planned for the following four years.

NYCHA's 2019 Capital Plan provides approximately \$6.384 billion 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 \$4.8 billion in City and Federal funds to address deteriorated heating, elevators, facades and roofs. The City plan includes \$1.2 billion to address lead, mold, heating, elevators and pest (the five plagues). The Federal plan includes \$124 million to address building exteriors, including brick and roof projects and another \$114 million to address elevator replacement and repair. The State Plan includes \$350 million for boilers and \$100m for elevator replacements. Overall, of the \$6.385 billion dollars included in this Plan, 33.1% is from Annual Federal Capital Grants, 42.2% is from the City of New York, 7.0% comes from the State of New York, and 17.6% comes from other sources (Community Development Block Grant, Disaster Recovery, and Other).

**Table 1: Capital Budget: FY 2019 – FY 2023**  
((\$000))

<b>Non-CPD EVP Programs</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>
Administration	3,496	-	-	-	-
Chair	1,000	-	-	-	-
Community Engagement & Partnerships	120	-	-	-	-
Information Technology	40,335	7,492	5,716	5,716	5,698
Operations	105,746	5,000	5,000	5,000	5,000
Safety & Security	250	-	-	-	-
Supply Management	24	-	-	-	-
<b>Subtotal Non-CPD EVP Programs</b>	<b>150,972</b>	<b>12,492</b>	<b>10,716</b>	<b>10,716</b>	<b>10,698</b>
<b>CPD Programs</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>
A and E	314	-	-	-	-
CM Fees	24,399	-	-	-	-
Energy	37,600	-	-	-	-
Boilers	701,894	7,492	5,716	5,716	5,698
Heating	12,635	5,000	5,000	5,000	5,000
Plumbing	139,338	-	-	-	-
IT Hardware and Software	3,660	-	-	-	-
Bathrooms	20,000	732	726	727	747
Electrical	20	59,768	59,774	59,773	59,772
Electrical_Lighting	74	4,697	4,697	4,697	4,697
Elevators	175,997	65,197	65,197	65,197	65,216
Kitchens	50,091	-	-	-	-
Lighting	18,236	-	-	-	-
Exterior Compactors	6,168	-	-	-	-
Fire Alarm	5,302	-	-	-	-
Fire Escapes	29	-	-	-	-
Garbage Disposal	22,919	-	-	-	-
Interior Compactors	4,308	-	-	-	-
Miscellaneous	98	-	-	-	-
Section 504	942	-	-	-	-
Vehicles	310	-	-	-	-
Contingency	1,247	-	-	-	-
Front Line Costs	2,276	-	-	-	-
CCTV_Layered Access	24,547	-	-	-	-
Entrances_Exits	3,642	-	-	-	-
Intercoms_Security	7,910	-	-	-	-
Brickwork	134,927	-	-	-	-
Brickwork_Roofs	52,486	-	-	-	-
Community Center Renov	51,243	-	-	-	-
Foundations	13,750	-	-	-	-
General Construction	1,108,578	-	-	-	-
Grounds	28,474	-	-	-	-
Major Renovation	353,861	-	-	-	-
Roofs	287,103	-	-	-	-
<b>Subtotal CPD Programs</b>	<b>3,294,378</b>	<b>142,887</b>	<b>141,110</b>	<b>141,110</b>	<b>141,129</b>
<b>Other Capital-Eligible Costs</b>					
Contingency	11,150	732	726	727	747
Debt Service	119,542	59,768	59,774	59,773	59,772
Transfer to Operating	14,369	4,697	4,697	4,697	4,697
<b>Subtotal Other Capital-Eligible Costs</b>	<b>145,062</b>	<b>65,197</b>	<b>65,197</b>	<b>65,197</b>	<b>65,216</b>
<b>Total Capital Plan</b>	<b>3,590,411</b>	<b>220,576</b>	<b>217,023</b>	<b>217,023</b>	<b>217,042</b>

## Use of Capital Funds

NYCHA plans to spend \$2.463 million for capital improvements during FY 2019. These funds are spent on construction as well as non-construction projects and programs.

## Non-Construction Projects and Development Programs

In FY 2019, NYCHA will spend \$138 million on non-construction projects. Such projects include the installation of energy efficient technology, upgrades to computer systems, lead and asbestos abatement, and painting stairwells.

## Capital Projects Programs

In 2018, NYCHA made meaningful progress towards its goals of rehabilitating and upgrading housing assets.

## Completed Projects

NYCHA's Capital Projects Division succeeded in completing capital work at 120 developments in 2018, valued at \$204.8 million, impacting more than 79,000 families. There is ongoing construction at 217 developments, totaling \$1.1 billion, impacting over 150,000 families. The projects in the CPD portfolio include jobs funded primarily by Federal, State, and City stakeholders. The projects completed in 2018 and ongoing work include improvements to playgrounds, security enhancements, and fortifying NYCHA's building envelopes. Below are NYCHA's selected capital project highlights and accomplishments for 2018.

## Special Programs/Initiatives

### *Mayoral Roofing Initiative:*

The Mayoral Roofing Initiative consists of thirteen phases for a total of \$1.3 billion to replace aging roofs and to improve the lives of approximately 175,000 NYCHA residents in 952 buildings. Replacing the roofs will make buildings cooler and consume less energy as well as protect from water leakage to apartments.

### **Status:**

Tranche I:

- Completed roof installations at 65 buildings at six developments

Tranche II:

- Construction has started at 7 developments
- Roofs were replaced at 21 buildings

#### Tranche III:

- Construction has started at 7 developments
- Letters of award were issued for construction at 2 additional developments. These are expected to commence construction in June 2019

#### Tranche IV:

- 12 developments are in design phase, for a total of 133 roofs

#### **Local Law 11:**

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

A total of 126 buildings were completed at a cost of \$41.4 million by the end of 2018

- Completed inspection at 79% of Cycle 8 of LL11 buildings
- Increased the number of safe buildings in Cycle 8 from 184 to 560
- Received authorization for approximately \$70 million
- Expended approximately \$441 million for repair work and approximately \$12 million on sidewalk sheds.
- Removed approximately 74,778 LF of sidewalk sheds in 2018

#### **Security Enhancements:**

- Completion of 5 MAP CCTV and 7 LAC projects in 2018
- Assignment of preconstruction task orders for the CFY 2018 security portfolio. These were accomplished through assignments to TDX and STV on November 17, 2018 and November 20, 2018, respectively

#### **Heating:**

- Restored gas service at 1,772 apartments in 22 buildings
- Awarded three underground steam distribution restoration contracts
- Bids were executed for the boiler replacements and domestic hot water systems at the 10 identified developments under the Mayoral Heating Initiative

### *Energy:*

HUD approved the \$104.5 million Ameresco B EPC on July 12, 2018. This EPC includes boiler replacement at Patterson houses, work which already has started.

Completed LED upgrade of apartment and common-area lighting in the \$56 million Ameresco-A EPC, serving 19,954 apartments in 16 developments.

- Completed LED upgrade of apartment and common-area lighting in the \$68 million BQDM EPC, serving 16,844 apartments in 23 developments.
- Completed construction in the Weatherization Assistance Program (WAP). In the 2017-2018 program year, 990 apartments in 12 NYCHA developments had completed construction, for a total value of \$4.7 million. In the 2018-2019 program year, there were 596 apartments in 9 NYCHA developments in construction for a total value of \$2.4 million.

### *Sustainability:*

- NYCHA released an RFP in October of 2017 to invite solar developers to propose photovoltaic installations on NYCHA property in exchange for lease payments. In 2018, NYCHA awarded the first solar development sites to two commercial solar developers. Additionally, in 2018, NYCHA released a solicitation and awarded sites for solar development on small buildings (ACCESSolar program). Combined, NYCHA has awarded 12 MW toward meeting the HUD Renew300 commitment of 25 MW by 2025.
- NYCHA continues to work with DEP to improve water efficiency, including participation in DEP's Toilet Replacement Program (TRP).
- The NextGeneration NYCHA Comprehensive Waste Management Plan will be released in April 2019.
- NYCHA continues to work with DEP to install green infrastructure for storm water management at NYCHA developments. Installations at 4 developments are complete, and construction is expected to begin in 30 developments in 2019-2020.
- NYCHA and DEP completed the first year of work on a NYSERDA-funded Cleaner Greener Communities grant project at South Jamaica Houses I and II. The NYCHA project is the first pilot under DEP's Cloudburst climate adaptation program targeting management of storm water from high-intensity rains. NYCHA led community-based planning for the siting of the green infrastructure, a sunken basketball court that doubles as rainwater detention and a water garden. The grant project also includes water conservation, food waste management, water end use study.



### **Recovery and Resilience:**

By the end of 2018, construction on nearly all major recovery and resilience projects was progressing. Project status shown below:

Major Sandy Recovery Projects Substantially Completed (1):

- Lower East Side Rehab V
- Wald

Major Sandy Recovery Projects Started (26):

Oceanside	Bayside	Coney Island Sites 4 & 5	Astoria
Carleton Manor	Coney Island Site 1B	Campos Plaza II	Gravesend
Carey Gardens	O'Dwyer (Coney Island Sites)	Lavanburg	Surfside (Coney Island Sites)
Coney Island Site 8 (Coney Island Sites)	Baruch	Rangel	Smith
Coney Island	Two Bridges	Gowanus	East River
Redfern	Wald	Red Hook East	Red Hook West
Haber	La Guardia		

*Quality of Life:*

- Completed 8 grounds and landscaping projects

### **Information Technology**

NYCHA's Information Technology (IT) Department continues to make significant service improvements for both our internal and external customers through the implementation of advanced technologies including mobile and self-service technologies. NYCHA continues to be recognized as a technology leader. In 2018, NYCHA was selected to win a Government Experience Award – City Government-to-Citizen Experience. The prize was awarded for NYCHA's MyNYCHA Portal and Mobile App. More highlights of NYCHA's 2018 accomplishments are listed below, under the strategic technology initiatives they support. NextGen Office – Providing Staff with Better Technology Tools

NextGen Office, an umbrella program under which NYCHA is upgrading, replacing and enhancing its technology infrastructure, especially at the Development Management offices, continued into its third year, completing the rollout of 5,500 desktop computers with new Windows 10 and Microsoft Office 365 at NYCHA's central offices. Borough and Development Management offices were completed in 2017.

### **Self-Service**

In 2018, **MyNYCHA**, which was first deployed in 2015, reached a milestone, with over one million work tickets having been submitted via the MyNYCHA app since 2015. On average over 30% of work tickets per month are submitted via the app.

**NYCHA's Owner Extranet** is the online platform for Section 8 Owners to transact with NYCHA, and to some extent, with residents. On the site, over 22,000 NYCHA owners can submit lease renewals and repair certifications, apply for direct deposit, access tax

documents and other functions. In 2018, NYCHA launched new version of Owner Extranet that provides an enhanced user experience to our Section 8 landlords and additional functionality such as filing of contract changes requests online.

**NYCHA's Self-Service Portal** continued its growth, with new online services added to provide our applicants, residents, and Section 8 voucher holders with better access to services and information.

- **REES (Resident Economic Empowerment and Sustainability):** Self-service features were implemented in 2018 to improve participation in the Family Self Sufficiency (FSS) program:
  - External providers have ability to logon to the portal to retrieve and update the various outcomes for referrals.
  - Employers have ability to logon to the portal to submit the job orders, EVF (Employment Verification form) and retrieve the qualified candidates for the jobs.
- **Online Annual Reviews:** In addition to annual online recertification which was implemented in 2016-2017, additional enhancements now allow residents to go online to submit their interim requests for family compositions changes, income, disability. In addition to that residents now can view their request status online to submit any documents required by NYCHA.

NYCHA self-service options are also available via its **Interactive Voice Response (IVR)**. This platform allows residents to use their phones and IVR to call in service requests in English and Spanish. The following additional functionality was implemented in 2018:

- Security Deposit Refund for residents
- Payroll deductions and enrollment for residents.

These IVR self-service enhancements increase efficiency by reducing call volume to the CCC call agents and improve customer experience.

### ***Customer Relationship Management (CRM)***

In 2018, NYCHA's **Siebel CRM** enhancements include:

- Health and Safety – Heat. Provides information on the Heat outage and restoration through robocalls to residents. In addition, robocalls provide tenants an ability to be connected to Customer Contact Center staff if the heat/hot water outage is not restored.
- Health and Safety – Bed Bugs. Enhancement to send the bedbug information along with the apartment selection letter to potential residents during with the tenant selection process.
- Health and Safety – Smoke Free. Implemented the landmark HUD Smoke-free Policy which will provide smoke-free protections for families residing in public housing developments. As part of this process, the Smoke-free letters were sent

out and the process to handle the Smoke free violations reported against the Resident has been deployed.

- Lead: As part of the Consent Decree with the Southern District of NY, NYCHA created a web-based portal where tenants can view lead test results of their building and apartment.

In addition to the improvements listed above, NYCHA Attorneys can now use tablets to retrieve resident litigation information and upload stipulations and other supporting documents online using mobile devices to the relevant folders.

### *Maintenance Operations*

**Maximo**, in 2018 NYCHA's maintenance and asset management system was enhanced and new functionality added, including the following Health and Safety enhancements:

- **Health and Safety – Lead**
  - Deployed dashboard to view daily progress of Vendor assessment and remediation.
  - Deployed functionality to support visual assessments for Lead, including generating Vendor and QA Work Orders.
  - Deployed functionality to enhance lead safety for Renovation, Repair, and Painting (RRP) by enforcing use of staff with the appropriate certification (based on specific failure class and problem code).
- **Health and Safety – Mold**
  - Implemented Mold Pilot 2.0 - redesigned mold solution to generate inspection-based follow up work in compliance with court mandates. The major changes to the mold inspection include:
    - Remediation methods available for selection are restricted based on questions answered during the inspection, to ensure selection of the most efficient remediation and avoid errors.
    - Work orders automatically generated based upon remediation method selected, to ensure work gets sequenced.
    - Simplified list of possible causes of mold, and the next steps to fix the mold represented by work orders.
    - Work orders auto-generated to remediate mold issues and any deficiencies related to mold, based on the questions answered.
    - Follow-up verification work order to check that everything was fixed; a verification failure triggers a process to fix the remaining issues.
- **Health and Safety – Heat**
  - Major incidents/Outage redesign: emergency deployment of new process for planned and unplanned work for City Hall reporting.
  - Deployed new heating outage process, which captures apartment verifications, covers three distinct apartments, includes probable and actual cause.

- Heating Inspections - Functionality to support daily heating inspections and fuel deliveries (for hydrothermal, conventional and combination boiler room inspections and fuel delivery tracking in Maximo) went live pending business go-ahead.
- Additional improvements included:
  - Inspections - Live with Roof Fan Inspections mobile application enhancements.
  - Inspections - Live with Exterminator Inspections mobile application enhancements.
  - Tenant Not Home – now able to track calls to residents for maintenance work orders to validate the tenant not home status.

### ***Transparency, Reporting, and Compliance***

Events in 2018 also increased the call for more transparency, spurring NYCHA IT to implement the following:

- Enhancements to **NYCHA's Outages** website to now provide more data related to Heat, Hot Water, Gas, and Elevators service interruptions. This data is available to the public on NYCHA's external website ([www.nycha.nyc.gov](http://www.nycha.nyc.gov)).
- **Heating Dashboard** – Implemented single dashboard that merges data from various sources and systems (Maximo, CHAS, EFS, UMIS) into one. Key items displayed in the dashboard are:
  - Heating overview that shows Maximo outages and work orders along with CHAS boiler modes, zone valve modes, alerts and apartment temperature alerts.
  - Outages by its impact on tenants.
  - Work orders by its impact on tenants.
  - Trend and impact by the kind of repairs done and time to repair both for outages and work orders.
- **Predictive Analytics** – Implement predictive analytics to:
  - Predict number of work orders by heating cluster for the following seven days based on historical data.
  - Predict labor requirement for the following seven days based on historical data.

### ***Finance and Procurement***

In 2018, process efficiencies were implemented around **Oracle Financials**. NYCHA implemented an **electronic invoicing** process for material vendors. Accounts Payable department will receive invoices electronically into Oracle instead of paper envelopes and paper invoices. Along with helping NYCHA go-green, this will reduce manual entry of invoices and cut down invoice processing times so NYCHA can take advantage of supplier discounts. Currently, 36 suppliers have been enrolled in this program and additional suppliers are being on-boarded.

Also completed in 2018 were a **Contracts Tracking Database**, replacement of Bottom-line check printing software with **Evergreen Systems**, which provides better integration with Oracle eBusiness; and a warranty database conversion from legacy Informix platform to Oracle APEX.

### ***Infrastructure and Information Security***

In 2018, NYCHA continued to improve its **CCTV Network** by implementing integration/federation of the NYCHA CCTV systems with that of the New York City Police Department NYPD for 25+ developments. In addition, 15 developments were added to the CCTV network, for a total of 170 total developments on 140 Security Operations Centers (SOCs).

2018 accomplishments under **NYCHA's Information Security Program** include:

- Completed a NYCHA-wide IT Security Training program.
- Table-top exercises for Incident Response started in 2018 and will continue in 2019.
- Completed Cloud Access Security Broker (CASB) proof of concept.
- Implemented application for External Behavior Based monitoring application.
- Implemented the Console for the AppGuard application.
- The Altiris application was implemented and NYCAH began Altiris monthly patching of endpoint desktop devices.
- Installed the Tripwire server and application.
- SIEM (QRadar) upgrade analysis completed.

**NYCHA's Cloud-First Strategy** - Since 2014, NYCHA has espoused a “**Cloud-First**” **Strategy** that has resulted in several key components of its IT application and hardware infrastructure moving to cloud-based providers. In 2018, NYCHA completed Phases 1 and 2 of three-phase initiative to replace its legacy legal case management system with **LegalStratus**, a modern, cloud-based system. In addition, NYCHA also upgraded its **Q-matic Queue Management System** to a cloud-based version. NYCHA will continue to examine the viability and benefits of migrating other NYCHA infrastructure and application components to cloud providers on a case-by-case basis.

### ***Other Eligible Costs***

In FY 2019, NYCHA will spend \$145 million for other eligible capital costs. Costs under this category consist of the following:

- Debt service payments resulting from NYCHA's bond issuance;
- Management Fees; and
- Transfer to Operating.

## Financial Comparison: FY 2017 vs. FY 2019

Table 2 below provides NYCHA's actual capital expenditures for FY 2017, the Adopted Budget for FY 2018 and the FY 2019 Budget by managing Department.

**Table 2: Comparison of FY 2017 and FY 2019 Budgets**  
(\$'000)

	FY2017	FY2018	FY2019	Variance
	Actuals	Adopted Budget	Budget	FY18 vs FY19
<b>Non-CPD EVP Programs</b>				
Administration	-	3,776	3,496	279
Chair	-	1,000	1,000	0
Community Engagement & Partner	-	120	120	0
Energy	4	-	-	0
Information Technology	12,490	53,449	40,335	13,114
Operations	26,509	20,417	105,746	(85,329)
Real Estate	141	-	-	0
Safety & Security	-	250	250	0
Supply Management	6,188	111	24	88
<b>Subtotal Non-CPD EVP Programs</b>	<b>45,332</b>	<b>79,123</b>	<b>150,972</b>	<b>(71,849)</b>
<b>CPD Programs</b>				
A and E	34,875	7,643.15	313.89	7,329
Consulting Costs	615	-	-	0
CM Fees	36,846	17,900.78	24,398.59	(6,498)
Energy	929	41,677.37	37,600.00	4,077
Boilers	1,267	70,734.40	701,893.56	(631,159)
Fuel Oil Tanks	19,575	-	-	0
Heating	18,428	19,432.40	12,634.59	6,798
Plumbing	19,107	116,579.74	139,338.44	(22,759)
IT Hardware and Software	13	35.00	3,659.62	(3,625)
Bathrooms	29	12,000.00	20,000.00	(8,000)
Electrical	0	20.00	20.00	0
Electrical_Lighting	-	-	74.38	(74)
Elevators	11,091	72,078.34	175,996.91	(103,919)
Interior Doors	-	0.00	-	0
Kitchens	-	19,091.00	50,091.00	(31,000)
Lighting	19,824	15,951.53	18,236.35	(2,285)
Environmental	63	624.52	-	625
Exterior Compactors	-	3,100.00	6,167.79	(3,068)
Fire Alarm	557	5,842.00	5,302.00	540
Fire Escapes	-	-	29.14	(29)
Garbage Disposal	1,218	5,770.00	22,919.22	(17,149)
Interior Compactors	-	5,482.64	4,307.80	1,175
Miscellaneous	2,715	-	97.72	(98)
Section 504	1,695	2,697.24	942.05	1,755
Vehicles	-	150.00	310.00	(160)
Contingency	-	1,912.69	1,246.84	666
Front Line Costs	1,384	-	2,276.40	(2,276)
CCTV_Layered Access	19,504	37,868.71	24,546.89	13,322
Entrances_Exits	467	1,518.61	3,642.00	(2,123)
Intercoms_Security	6,351	6,275.86	7,910.00	(1,634)
Brickwork	93,935	82,570.53	134,927.08	(52,357)
Brickwork_Roofs	28,622	84,440.36	52,485.56	31,955
Community Center Renov	5,837	50,955.36	51,243.25	(288)
Foundations	-	5,000.00	13,750.00	(8,750)
General Construction	253,483	807,351.67	1,108,578.29	(301,227)
Grounds	2,257	43,307.00	28,474.00	14,833
Major Renovation	4,448	132,054.30	353,861.26	(221,807)
Roofs	15,827	317,410.24	287,103.21	30,307
<b>Subtotal CPD Programs</b>	<b>600,959</b>	<b>1,987,475</b>	<b>3,294,378</b>	<b>(1,306,902)</b>
<b>Other Capital-Eligible Costs</b>				
Management Fees	8,000	-	-	0
Contingency	-	5,492	11,150	(5,658)
Debt Service	59,019	119,547	119,542	4
Reimb To Operate	12,697	9,394	14,369	(4,975)
Consulting Costs	43	-	-	0
Rad Transfer	2,698	-	-	-
IT Hardware and Software	-	485	-	485
<b>Subtotal Other Capital-Eligible Costs</b>	<b>82,457</b>	<b>134,919</b>	<b>145,062</b>	<b>(10,143)</b>
<b>Total Capital Plan</b>	<b>728,749</b>	<b>2,201,517</b>	<b>3,590,411</b>	<b>(1,388,894)</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 2018 Capital Budget of \$5.315 billion dollars included in this Plan, 36.5% is from Annual Federal Capital Grants, 40.5% is from funds related to disaster recovery, 20.9% comes from the City of New York, and 2.1% comes from other sources.

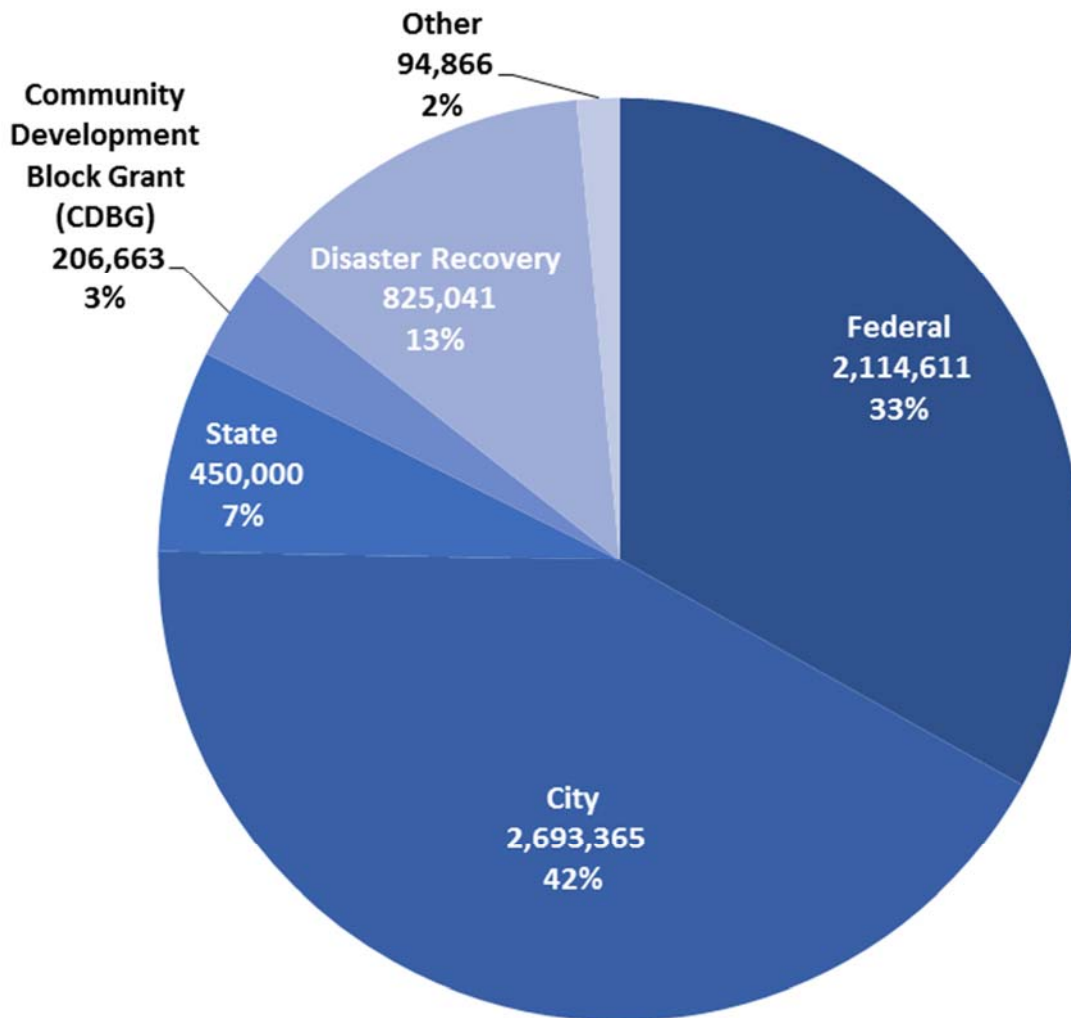
## Capital Fund Program (CFP)

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 2017 Capital Budget, included are the obligation and expenditure deadlines.

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

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

**Table 4: FY 2019 Capital Budget Sources  
(\$000)**



**Total \$6.385 billion**

## 2019 Initiatives

### *Federal Plan*

The Capital Projects Division will receive \$1.15 billion in new Federal Funding over the period from 2019 to 2023 for investment in NYCHA's building portfolio. The projections over the upcoming years are summarized below.

### *Brick and Roof Projects*

For the FY19-23 Capital Plan, \$158 million or approximately 14% 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 support major exterior roof work at Sotomayor, Patterson, and Throggs Neck developments. These sites have been prioritized based upon the Physical Needs Assessment (PNA) level of deficiencies and roof ratings, as well as an analysis of the volume of work order tickets.

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

Over \$294 million, or about 26% of the Federal Plan will be allocated to heating and plumbing projects.

Boiler plant replacements are planned for 15 developments, including: Marcy, Nostrand, Pomonok, and Breukelen. These projects will fully replace heating plants and all ancillary equipment to optimize the total lifecycle investment, and to reduce fuel consumption. The prioritization of these selected sites is based upon the assessment of conditions with regards to boiler equipment age, volume of work tickets and availability of replacement parts.

### ***Elevators***

The funding for the elevator portfolio is \$103 million which is 9% of the Federal Plan. Of this amount, \$73 million is slated for elevator replacement at 11 sites, including Dyckman, McKinley, Morrisania Air Rights, and Albany. Sites are prioritized based on conditions assessments.

This work is essential to the health, safety and welfare of residents and staff. One of the largest projects in the elevator portfolio is a comprehensive replacement of the 98 cars at Queensbridge North and South developments. The architectural and engineering aspects are being funded federally and the physical work by New York State allocation. The investment of \$103 million also includes over \$31 million for elevator communication devices to be installed at over 68 sites across NYCHA. These devices, which are required for elevator code compliance, will allow communication to a central command center for emergencies and outages.

### ***Multi-Trade Projects***

The Dyckman development is also to have a significant investment of funds with \$12 million in 2019, and an additional \$13 million in years 2020 – 2021. This funding is expected to cover building envelop and major interior components.

Major renovation at Breukelen is being facilitated through \$104.48 million in Federal funding. The scope of this project is to restore the buildings' envelopes including roofing and masonry.

The multi-trade strategy being utilized by CPD will bring these development buildings to a state of good repair.

### ***Apartment Bathrooms***

The Federal Plan allocates approximately 16% of funding, \$188 million, to the renovation of bathrooms at Jefferson, Pomonok, Mitchel, and Pink developments. Each of these developments has a high number of work order tickets. Having completed building envelope work at these sites, allows NYCHA to invest wisely in the interior of the buildings.

### ***City Capital***

The City's capital projects portfolio being managed by CPD through 2023 is approximately \$2.7 billion. The funding is allocated for roof replacement, façade repairs, boiler replacement and related repairs, security enhancements, grounds improvement, and energy conservation measures.

In 2018, a commitment was made to NYCHA to provide \$200 million under the Mayoral Heating Initiative program for the installation of boilers, domestic hot water systems, and temperature controls. In that same year, NYCHA allocated \$156 million of the funds for boiler replacement for eleven developments. Design for those developments were completed in 2018 and are scheduled to be awarded in 2019. Additionally, in FY2020, \$43.1 million will be available, 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. Also, at Pelham Parkway, a separate allocation of \$29 million in Mayoral funding plus \$11.5 million in Federal funding is being combined to replace 6 boilers and install new semi-instantaneous hot water tanks. The project is now in the procurement phase.

As part of the Mayor's Rat Mitigation Initiative NYCHA received over \$25 million in funds to replace or install exterior and interior compactors, excavate and clean basement crawl spaces and purchase bulk crushers. These measures will assist in reducing resident exposure to rodents, which studies have shown can trigger asthma attacks and spread communicable diseases.

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

The brick and roofing program is funded under the Mayor's \$1.3 billion roofing initiative. In 2019, the allocation is for \$357 million (30% of the 2019 budget). CPD has expedited the roofing replacement initiative through a more aggressive schedule from thirteen tranches down to eight. The objective is to shorten the delivery time for these replacements. Over the next 5 years, there will be an allocation of approximately \$197 million for each of the years to replace the roofs at the designated developments.

The schedule for 2019 is to continue to complete the remaining roofs in Tranche 2, with an expected completion date of December 2019 for six developments, with the remaining one development projected to be completed by October 2020. Tranche 3 is in progress:

construction has started at seven of nine developments. The two remaining developments from Tranche 3 will begin construction by June 2019; and at least one will be completed by December 2019.

### ***Security Enhancement***

The City Plan has allocated approximately \$48 million (4%) of the 2019 funding to security enhancements, which include installation of CCTV/LAC and lighting across the City. Of these funds, over \$7 million funded by the Borough Presidents and City Council Members are planned for lighting. The current MAP CCTV/LAC projects at five developments are expected to be completed by December 2019. MAP CCTV and lighting work on Red Hook East and Red Hook West is expected to begin in the first quarter of 2021, after the completion of major work currently being done under the Recovery and Resilience program.

### ***Quality of Life***

In 2019, approximately \$80 million (7%) is being allocated to enhance the quality of life for NYCHA residents by improving the community facilities, and recreational centers and repair or replacement of playgrounds.

At Patterson, \$1 million in City funding has been allocated for two new bathrooms and a commercial kitchen renovation at the community center. The project is currently in the design stage.

Ongoing senior center projects include Vladeck and the Hudson Guild for a combined allocation of \$4.2 million projected to be completed by March 2020.

Approximately \$14 million has been allocated in 2019 for elevator repair and replacement.

As mentioned previously, the Rat Mitigation initiative 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***

There is \$30 million of Mayoral funding which will contribute towards the ongoing repairs to apartments at 8 developments to put them back on the rent roll so that more apartments are available for residents. Repairs in Whitman are expected to begin in 2019.

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

Approximately \$200 million is being provided through the Mayor's Heating initiative to address heating issues at 20 developments, impacting approximately 45,000 residents. This initiative includes boiler replacement, domestic hot water system, and heating

controls. It is expected that this system of repairs as well as new system replacement will result in approximately \$5 million in energy savings.

Under this plan, 39 boilers will be installed at 10 developments to alleviate the chronic outages previously experienced by residents. Heat and hot water systems will be modernized at twelve developments (ten developments receiving both boilers and 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 more than \$67 million are at various stages of the construction cycle. Developments impacted include Patterson, Castle Hill, Grant, Washington, Mitchel, and Van Dyke.

### ***Ventilation Modernization***

In 2017, the City committed \$20 million to modernize ventilation systems in 19 developments located in East Harlem as part of the East Harlem Rezoning portfolio. Proposals are expected by early March 2019. These allocated funds will be spent between 2019 and 2021.

### ***Kitchens & Bathrooms***

Approximately \$50 million in Mayoral funding has been identified for kitchens and bathrooms renovation at Breukelen. The scope of the work is under development which is expected to provide renovation in 31 buildings.

### ***Energy Programs:***

#### ***Energy Performance Contracts (EPC)***

NYCHA set a goal of securing \$300 million in EPC funding by 2025. NYCHA is on track to exceed this goal by 2021. As of January 2019, NYCHA has received HUD approval of \$271.8 million for four EPCs serving 72 developments. In total, NYCHA expects to have four EPCs in construction in 2019 and one EPC is in the sixth year of its thirteen-year compliance period. In Spring 2019, NYCHA plans to issue a solicitation to Energy Service Companies (ESCOs) to provide investment grade audits for additional EPCs leveraging the Mayor's \$200 million investment in NYCHA heating systems.

#### ***Weatherization Assistance Program (WAP)***

In 2016 NYCHA set a goal of securing \$30 million in WAP by 2025. To date, NYCHA WAP contracts total \$9.7 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. For the April 2019 – March 2020 program year, 230 apartments in two developments are currently undergoing energy audits.

### ***80x50 and Pilot Programs***

NYCHA is engaged in testing new technology to inform future capital investments toward meeting the City's goal of reducing Greenhouse Gases by 80% by 2050. In 2018 NYCHA prepared its participation in RetrofitNY, a deep-energy retrofit competition of the New York State Energy Research and Development Authority (NYSERDA). A NYCHA RetrofitNY RFP will be issued in 2019. NYCHA also developed a pilot program to provide energy-efficient, smart AC units at one development, and, through a partnership with the Mayor's Office of Sustainability and with funding from NYSERDA, NYCHA is designing a test installation of air-source heat pumps to provide both heating and cooling in another. Both projects will be procured in early 2019.

Finally, five building technology firms selected through a NYCHA/MOTI Call for Innovations and a Fund for Public Housing Tech Pilot competition pursued pilot installations of smart building technology in 2018 in various NYCHA buildings. Findings are expected in 2019.

### ***Recovery & Resilience***

In December 2015, NYCHA gained access to \$3 billion, the largest grant in FEMA history. Since then, NYCHA has been moving full steam ahead to get shovels in the ground on 33 critical Recovery and Resilience projects. To date, one project on the Lower East Side has been completed, another 29 major projects are in construction, and major construction is anticipated to begin at nearly every development by mid-2019. As of the end of December 2018, NYCHA has awarded over \$2.3 billion in contracts related to Sandy Recovery and spent over \$1.19 billion. Every day, NYCHA is making tremendous strides to ensure its developments are protected in the face of climate change and that projects are progressing as quickly as possible. As of the end of 2018, NYCHA has started construction on 196 buildings.

### ***Status of Construction***

- 1 development complete
- 29 major projects in progress (196 buildings benefiting)
- In 2019, NYCHA anticipates completing construction on 12 major resiliency contracts
- All construction anticipated to be complete in 2022

### ***Construction Milestones***

- 45 roofs replaced
- 542 new exterior lights installed

- 860 new security cameras installed
- 82 new entrance doors installed
- 7 new ADA accessible ramps as part of resiliency measure at Wald Houses.
- 10 new buildings constructed to elevate critical mechanical, electrical, and plumbing equipment above future flood levels, another 36 new buildings in progress

### ***Status of Funds***

- \$3.26 billion total funding from HUD and FEMA
- \$2.33 billion in contracts awarded
- \$1.19 billion spent to date
  - Major Construction (\$942M)
  - Immediate Storm Response
  - Preliminary Construction
  - Design
  - Construction Management
  - Program Management

### ***Status of Jobs***

- 701 went to low- income or public housing residents.
- 132 Individuals trained through Sandy Pre-Apprenticeship Program
  - Of those 62 individuals were placed in a union.

### ***Information Technology:***

In 2019-2023, the Authority will continue to leverage its investments in advanced technologies in support of the NYCHA's business vision and regulatory and compliance obligations. The following are the major initiatives that the Authority will undertake in 2019-2023 in information technology that improves service to our customers and stakeholders, and supports NYCHA's mission of providing safe, clean, and affordable housing and facilitating access to social and community services.

### ***NextGen Office – Providing Staff with Better Technology Tools***

Smart Screens – In 2019, IT will install 55-inch interactive Smart Screens at each of the Authority's developments (140+). The devices are designed to support training, communication and collaboration for staff at the developments, thereby enabling them to have the skills and knowledge to better serve their customers.

Expand Bandwidth and Improve Circuits at Management Offices - Several NYCHA field sites still use DSL or T1 and perform poorly when interacting with NYCHA systems like Microsoft Exchange and Maximo. This project will track action plans to ameliorate performance at those locations by implementing Verizon Ethernet Service (E-LAN) – for

improved communications links and faster performance. The increased bandwidth will support video conferencing and online learning. Rollout will progress through 2019.

VoIP Phones for Borough Management and Field Offices - Beginning in 2019, NYCHA will upgrade the development offices to VoIP telephony. Field office users will have direct lines for desk phones, voicemail routed to their Outlook inbox, and call forwarding, among other features.

Expansion of Self Services Kiosks – Fourteen (14) additional kiosks have been deployed to NYCHA’s walk-in-centers in Bronx and Brooklyn Self Service

MyNYCHA App - The MyNYCHA app, which was first deployed in 2015, saw new enhancements in 2017 to support public space requests and email notifications.

Planned 2019 enhancements include:

- Login credentials same as NYCHA Self Service Portal
- View latest Rent Bill
- Report an issue with a recently closed ticket
- Create tickets for complaints

Digital Van - NYCHA’s digital vans help bridge the digital divide by allowing residents to take advantage of digital resources such as researching job opportunities, taking online classes, and complete Annual Reviews online. In 2019, NYCHA will add a 4th Digital Van.

Section 8 Owner App and Web Enhancements - NYCHA will leverage its successful MyNYCHA app platform to deploy Apple and Android apps for Leased Housing Owners to manage inspections.

### ***Customer Relationship Management***

Outbound Callback and Workforce Management - NYCHA’s Customer Contact Center (CCC) is the main point of contact for NYCHA residents, Section 8 (Leased Housing) voucher holders, and applicants for public housing. NYCHA’s CCC handles approximately 10,000 calls per day with some peak days averaging at 16,447 calls. This 2018 initiative seeks to optimize CCC processes, enhancing the current Cisco and Calabrio system with Outbound Callback and Workforce Management functions respectively.

Tenant Data Management and Rent Collection System - Development for the replacement of NYCHA’s legacy tenant management and rent collection systems is in progress and will continue through to the end of 2019. This program will replace antiquated NYCHA Project Information Management Systems (PIMS) with new technology that will enable online self-service as well as improved reporting.

Electronic Resident Files - Digitize existing resident paper folders and files; establish a system to continue storing all future resident files electronically and reduce manual labor associated with hardcopy files.

Siebel CRM will implement a system-driven smart flow for the triage questions asked when a resident submits a heat or hot water complaint via the Customer Contact Center or the MyNYCHA app. Based on the responses provided by the resident, the system will filter the complaint to create and assign the work order(s).

### ***Maintenance Operations Management***

2019 Goals for NYCHA's Maximo Asset Management System and associated mobile applications include the following:

- Health and Safety - Lead
- Integrate XRF readings into Maximo.
- EBLL (elevated blood lead levels) tracking and management via the Maximo system.
- Rollout Mold Pilot 2.0
- Health and Safety – Mold
- Mold 2.1 - Enhancements to new format covering mold inspections for public spaces; format of inspection for leak issues.

### ***Health and Safety - Heat***

Improve tracking and management of third-party vendors servicing NYCHA boilers - Allow third-parties to use Maximo to support Boilers. NYCHA will engage multiple vendors. IT will support two integration models- Vendor using NYCHA Maximo and Vendor using proprietary Maximo.

Health and Safety - Heat Implement integration with Jurisdiction Online to tracks potential heating violations so issue can be addressed before becoming a formal violation.

Implement changes to Maximo to track jobs rather than distinct trade work orders to improve customer service and reporting

Implement a new Inventory Management Maximo mobile application, as well as enhancements to the current core Maximo system, to support improved tracking of NYCHA's development storeroom inventory at each of the over 140 development locations.



### ***Data Warehouse Health and Safety - Heat***

Implement predictive analytics to:

- Predict number of work orders by heating cluster for the following seven days based on historical data.
- Predict labor requirement for the following seven days based on historical data.

### ***Transparency, Reporting, and Compliance***

Beginning in 2018, NYCHA began implementing a cloud-based Compliance Management Software system (SiteCompli). The system, set to be complete in 2019, will improve efficiency and cost effectiveness of managing outstanding and new buildings regulatory compliance violations issued against NYCHA buildings by 9 NYC and 2 NYS building code compliance agencies, addressing backlog of such violations; demonstrate cost-saving use of Open Data public portals to identify and manage such violations in a timely manner.

### ***Finance and Procurement***

New finance and procurement related improvements scheduled for 2019 include:

Streamlining Marshall Services procurement via Oracle i-Pro.

Improved integration between Oracle and the Maximo Asset Management system to support the new Development Storeroom Inventory processes and system.

Implementation of functionality to support the Public Housing tenant utility reimbursement process.

### ***Infrastructure and Security***

In 2019, NYCHA will continue its Information Security program as follows:

- Continue table-top exercises for Incident Response.
- Implement Cloud Access Security Broker (CASB) / Symantec.
- Completion of three goals in 2019 for External Behavior Based monitoring application:
  - Management report on the activities of the consultants working for NYCHA in IT
  - Management report on the use of privileged user accounts (admin accounts)
  - Management report on unusual daily activities both internal and the internet facing web sites of the NYCHA infrastructure.

Complete the Symantec / NYCHA Security Operations Center (SOC) in Virginia to monitor 24/7 the security / health of the NYCHA IT environment. This includes correlation of events with the global threat landscape.

Complete QA testing of AppGuard endpoint agent in 2019. Deploy the AppGuard agent to all servers (Windows and Unix). Allow patching and an automated inventory of software and hardware.

Tripwire scanning sessions and agents are being deployed to all critical application servers in 2019 to report configuration changes for root cause analysis and for IT security monitoring of critical system changes.

Implementation and tuning of the Security Information and Event Management (SIEM) system is scheduled.

Refresh of Floor Switches - Technology refresh of aging network switches on all floors at 90 Church, 250 Broadway, LIC and Borough Management Offices

Improve Connectivity for NYCHA's Mechanical Systems - Approximately 60% of NYCHA's buildings have an active fiber network connecting them to their respective management offices. This initiative involves migrating all elevator, energy and CCTV mechanical systems to the existing active fiber to improve connectivity by replacing aging wireless bridges that are prone to malfunction.

Two Way Radio Handsets (Tier 1 and Tier 2) – Complete the upgrade and deployment of 3,500+ two-way radios including mobile two-way radios for Exec, ESD and NYCHA OEM vehicle fleet.

NYCHA's Cloud-First Strategy - Since 2014, NYCHA has espoused a "cloud-first" strategy, migrating services and infrastructure to the cloud whenever feasible, based on financial, technical, security, and business criteria. In 2019, NYCHA plans to migrate the following services to cloud-based platforms:

#### ***Kronos Time and Attendance Software***

Primavera Replacement – Begun in 2018, and to be completed in 2019, this initiative replaces the project management software used by Capital Projects Department, migrating functionality to eBuilder, a cloud-based solution.

NYCHA will also continue to examine the viability and benefits of migrating other NYCHA infrastructure and application components to cloud providers on a case-by-case basis

# 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 2019 - FY 2023. Capital budget information by development is arranged by borough.

**Table 1: FY 2018 Summary of Capital Budget by  
Borough  
(\$000)**

<b>Borough</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>Totals</b>
Bronx	388,077	85,240	94,444	54,859	54,428	677,049
Brooklyn	746,537	10,770	22,345	51,967	127,313	958,932
Central Office	1,797,899	510,116	415,217	466,540	411,913	3,601,686
Manhattan	556,032	131,527	93,646	95,487	41,715	918,407
Queens	84,540	17,914	35,052	36,395	25,267	199,169
Staten Island	17,325	-	1,740	8,519	1,719	29,304
<b>Total NYCHA</b>	<b>3,590,411</b>	<b>755,567</b>	<b>662,445</b>	<b>713,767</b>	<b>662,356</b>	<b>6,384,546</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

		FY19	FY20	FY21	FY22	FY23	Total
<b>Bronx</b>							
1162-1176 WASHINGTON AVE	9736-BASEMENT CRAWL SPAC_AT_WASHINGTON	0	0	0	0	1,000	1,000
	9748-INT COMPACTORS2_AT_1162-1176 W	40	0	0	0	0	40
	<b>1162-1176 WASHINGTON AVE Total:</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>1,040</b>
ADAMS	8729-ELEVATORS_AT_ADAMS	787	6,600	0	0	0	7,387
	9300-GROUNDS2_AT_ADAMS	7	0	0	0	0	7
	9538-PLUMBING3_AT_ADAMS	0	0	4,287	0	0	4,287
	9622-FIRE PRO-ALARM_AT_ADAMS	185	0	0	0	0	185
	9987-EXT COMPACTORS_AT_ADAMS	204	0	0	0	0	204
	<b>ADAMS Total:</b>	<b>1,183</b>	<b>6,600</b>	<b>4,287</b>	<b>0</b>	<b>0</b>	<b>12,070</b>
BAILEY AVE - WEST 193rd ST	8099-SECTION 504_AT_VARIOUS	0	0	0	500	0	500
	8277-SEC ENHANCEMENTS_AT_BAILEY- W193	17	0	0	0	0	17
	9443-ELEVATORS3_AT_FT IND	0	0	0	0	2,000	2,000
	9896-CCTV_AT_BAILEY-W193	500	0	0	0	0	500
	<b>BAILEY AVE - WEST 193rd ST Total:</b>	<b>517</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>2,000</b>	<b>3,017</b>
BAYCHESTER	8820-LIGHTING_AT_BAYCHESTER	830	0	0	0	0	830
	<b>BAYCHESTER Total:</b>	<b>830</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>830</b>
BETANCES I	7719-CCTV_AT_BETANCES	25	0	0	0	0	25
	9862-GROUNDS_AT_BETANCES CC	500	0	0	0	0	500
	<b>BETANCES I Total:</b>	<b>525</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>525</b>
BOSTON ROAD PLAZA	9162-ELEVATORS_AT_BOSTON RD	990	0	0	0	0	990
	9658-CC-UPGRADE3_AT_BOSTON RD CC	1,000	0	0	0	0	1,000
	<b>BOSTON ROAD PLAZA Total:</b>	<b>1,990</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,990</b>
BOSTON SECOR	9660-HEATING4_AT_BOSTON SECOR	0	350	0	0	250	600
	9090-GROUNDS4_AT_BOSTON SECOR	130	0	0	0	0	130
	<b>BOSTON SECOR Total:</b>	<b>130</b>	<b>350</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>730</b>
BRONX RIVER	9737-HEATING2_AT_BRONXRIVER	350	0	0	0	250	600
	7772-GROUNDS_AT_BRONXRIVER	39	0	0	0	0	39
	9272-ROOFS3_AT_BRONXRIVER	22,838	0	0	0	0	22,838
	9311-CC-UPGRADE3_AT_BRONXRIVER CC	55	0	0	0	0	55
	9759-ELEVATORS_AT_BRONXRIVER	0	0	0	312	0	312
	9863-CC-UPGRADE2_AT_BRONXRIVER	1,000	0	0	0	0	1,000
	<b>BRONX RIVER Total:</b>	<b>24,282</b>	<b>0</b>	<b>0</b>	<b>312</b>	<b>250</b>	<b>24,844</b>
BRONX RIVER ADDITION	9458-EXT COMPACTORS_AT_BRONXRIVER A	600	0	0	0	0	600
	<b>BRONX RIVER ADDITION Total:</b>	<b>600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600</b>
BUTLER	9898-GROUNDS2_AT_BUTLER	200	0	0	0	0	200
	<b>BUTLER Total:</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>
CASTLE HILL	7141-GROUNDS2_AT_CASTLE HILL	253	0	0	0	0	253
	9292-PLUMBING3_AT_CASTLE HILL	10,138	0	0	0	0	10,138
	<b>CASTLE HILL Total:</b>	<b>10,391</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,391</b>
CLAREMONT REHAB GROUP 2	8939-CC-UPGRADE_AT_MORRIS I	900	0	0	0	0	900
	9316-SEC ENHANCEMENTS_AT_CLAREMONT CON	700	0	0	0	0	700
	9371-LIGHTING_AT_CLAREMONT 2 3 4	400	0	0	0	0	400
	9639-FIRE PRO-ALARM3_AT_CLAREMONT 2	350	0	0	0	0	350
	<b>CLAREMONT REHAB GROUP 2 Total:</b>	<b>2,350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,350</b>
CLASON POINT GARDENS	7142-GROUNDS2_AT_CLASON PT	49	0	0	0	0	49
	<b>CLASON POINT GARDENS Total:</b>	<b>49</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49</b>
COLLEGE AVE - EAST 165TH ST	9113-CCTV_AT_COLLEGE-E165	126	0	0	0	0	126
	9467-SECTION 504_AT_COLLEGE-E165	0	500	0	0	0	500
	<b>COLLEGE AVE - EAST 165TH ST Total:</b>	<b>126</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>626</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY19	FY20	FY21	FY22	FY23	Total	
<b>Bronx</b>							
DAVIDSON	7120-CC-UPGRADE_AT_DAVIDSON	1,487	0	0	0	0	1,487
	<b>DAVIDSON Total:</b>	<b>1,487</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,487</b>
EAGLE AVE - EAST 163RD ST	9509-SECTION 504_AT_EAGLE-E163	250	0	0	0	0	250
	<b>EAGLE AVE - EAST 163RD ST Total:</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>
EAST 152ND ST - COURTLAND AVE	9360-CCTV_AT_E152ND-COURT	50	0	0	0	0	50
	9655-FIRE PRO-ALARM_AT_E152ND-COURT	185	0	0	0	0	185
	9901-CCTV2_AT_E152ND-COURT	225	0	0	0	0	225
	<b>EAST 152ND ST - COURTLAND AVE Total:</b>	<b>460</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>460</b>
EAST 173RD ST - VYSE AVENUE	1082-ENTR/EXT-DWEL_AT_E173RD-VYSE	3,517	0	0	0	0	3,517
	<b>EAST 173RD ST - VYSE AVENUE Total:</b>	<b>3,517</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,517</b>
EASTCHESTER GARDENS	9661-HEATING4_AT_EASTCHESTER	0	0	350	0	250	600
	6670-BRICKWORK3_AT_EASTCHESTER	195	0	0	0	0	195
	8275-SEC ENHANCEMENTS_AT_EASTCHESTER	25	0	0	0	0	25
	9266-ROOFS3_AT_EASTCHESTER	20,430	0	0	0	0	20,430
	9534-HEATING3_AT_EASTCHESTER	500	0	0	0	0	500
	9537-FIRE PRO-ALARM_AT_EASTCHESTER	0	185	0	0	0	185
	9754-ELEVATORS5_AT_EASTCHESTER	0	0	0	246	0	246
	<b>EASTCHESTER GARDENS Total:</b>	<b>21,150</b>	<b>185</b>	<b>350</b>	<b>246</b>	<b>250</b>	<b>22,181</b>
EDENWALD	9551-PLUMBING10_AT_EDENWALD	520	0	0	0	0	520
	9556-HEATING11_AT_EDENWALD	200	0	0	0	0	200
	6860-CCTV2_AT_EDENWALD	7	0	0	0	0	7
	9247-ROOFS4_AT_EDENWALD	200	0	0	4,500	0	4,700
	9293-PLUMBING8_AT_EDENWALD	0	0	9,000	0	0	9,000
	9435-PLUMBING9_AT_EDENWALD	673	0	0	0	0	673
	9532-FIRE PRO-ALARM2_AT_EDENWALD	0	0	185	0	0	185
	9606-ELEVATORS3_AT_EDENWALD	0	0	394	0	0	394
	9970-GARBAGE DISPOS5_AT_EDENWALD	927	0	0	0	0	927
	<b>EDENWALD Total:</b>	<b>2,527</b>	<b>0</b>	<b>9,579</b>	<b>4,500</b>	<b>0</b>	<b>16,606</b>
FOREST	9662-HEATING4_AT_FOREST	0	0	350	0	250	600
	8661-CC-UPGRADE_AT_FOREST	400	0	0	0	0	400
	8823-ROOFS2_AT_FOREST	17,297	0	0	0	0	17,297
	8918-CCTV_AT_FOREST	500	0	0	0	0	500
	9462-EXT COMPACTORS2_AT_FOREST	0	0	0	0	600	600
	9535-HEATING3_AT_FOREST	1,000	0	0	0	0	1,000
	9600-ELEVATORS3_AT_FOREST	0	0	492	0	0	492
	9972-GARBAGE DISPOS4_AT_FOREST	927	0	0	0	0	927
	<b>FOREST Total:</b>	<b>20,124</b>	<b>0</b>	<b>842</b>	<b>0</b>	<b>850</b>	<b>21,816</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
	9463-EXT COMPACTORS_AT_FT IND	0	0	0	0	200	200
	<b>FT INDEPENDENCE ST - HEATH AVE Total:</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>220</b>
GLEBE AVE - WESTCHESTER AVE	9626-FIRE PRO-ALARM_AT_GLEBE-WEST	200	0	0	0	0	200
	<b>GLEBE AVE - WESTCHESTER AVE Total:</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>
GRAVESEND	7816-SANDY GC_AT_GRAVESEND	618	0	0	0	0	618
	8331-SANDY RENO_AT_GRAVESEND	1,735	0	0	0	0	1,735
	9531-ELEVATORS3_AT_GRAVESEND	0	0	0	0	246	246
	<b>GRAVESEND Total:</b>	<b>2,353</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>246</b>	<b>2,599</b>
GUN HILL	9696-HEATING4_AT_GUN HILL	200	0	0	0	0	200
	8945-GROUNDS3_AT_GUN HILL	1,400	0	0	0	0	1,400
	9091-GROUNDS2_AT_GUN HILL	9	0	0	0	0	9
	9566-FIRE PRO-ALARM3_AT_GUN HILL	0	0	185	0	0	185
	9653-ELEVATORS2_AT_GUN HILL	0	0	0	0	213	213
	<b>GUN HILL Total:</b>	<b>1,609</b>	<b>0</b>	<b>185</b>	<b>0</b>	<b>213</b>	<b>2,007</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY19	FY20	FY21	FY22	FY23	Total	
<b>Bronx</b>							
HIGHBRIDGE GARDENS	9677-PLUMBING3_AT_HIGHBRIDGE	0	520	0	0	0	520
	9697-HEATING3_AT_HIGHBRIDGE	0	200	0	0	0	200
	9372-LIGHTING2_AT_HIGHBRIDGE	500	0	0	0	0	500
	9601-ELEVATORS_AT_HIGHBRIDGE	0	0	443	0	0	443
	<b>HIGHBRIDGE GARDENS Total:</b>	<b>500</b>	<b>720</b>	<b>443</b>	<b>0</b>	<b>0</b>	<b>1,663</b>
JACKSON	7629-PLUMBING3_AT_JACKSON	3,926	0	0	0	0	3,926
	9469-SECTION 504_AT_JACKSON	0	500	0	0	0	500
	9985-EXT COMPACTORS_AT_JACKSON	204	0	0	0	0	204
	<b>JACKSON Total:</b>	<b>4,130</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,630</b>
JUSTICE SOTOMAYOR	9314-IT_AT_SOTOMAYOR CC	42	0	0	0	0	42
	7286-MAJOR RENO2_AT_SOTOMAYOR	84,954	13,000	20,000	20,000	20,000	157,954
	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	1,000	0	0	0	0	1,000
	9508-ELEVATORS_AT_SOTOMAYOR	0	0	476	0	0	476
	9638-FIRE PRO-ALARM2_AT_SOTOMAYOR	185	0	0	0	0	185
	9802-BOILER_AT_SOTOMAYOR	13,965	0	0	0	0	13,965
	9967-GARBAGE DISPOS3_AT_SOTOMAYOR	927	0	0	0	0	927
	9988-HEATING3_AT_SOTOMAYOR	0	0	2,454	12,087	10,000	24,542
	<b>JUSTICE SOTOMAYOR Total:</b>	<b>107,073</b>	<b>13,000</b>	<b>22,930</b>	<b>32,087</b>	<b>30,000</b>	<b>205,090</b>
MARBLE HILL	8273-SEC ENHANCEMENTS2_AT_MARBLE HILL	1	0	0	0	0	1
	8913-CCTV2_AT_MARBLE HILL	39	0	0	0	0	39
	9899-SEC ENHANCEMENTS2_AT_MARBLE HILL	75	0	0	0	0	75
	9910-GROUNDS3_AT_MARBLE HILL	100	0	0	0	0	100
	<b>MARBLE HILL Total:</b>	<b>215</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>215</b>
MCKINLEY	9548-HEATING5_AT_MCKINLEY	350	0	0	0	0	350
	8276-SEC ENHANCEMENTS_AT_MCKINLEY	8	0	0	0	0	8
	8967-HEATING3_AT_MCKINLEY	3,800	2,000	0	0	0	5,800
	9439-ELEVATORS2_AT_MCKINLEY	5,100	2,500	2,500	0	0	10,100
	9454-BOILER_AT_ASTORIA	2,836	0	0	0	0	2,836
	9521-PLUMBING2_AT_MCKINLEY	2,836	0	0	0	0	2,836
	9623-FIRE PRO-ALARM2_AT_MCKINLEY	185	0	0	0	0	185
	9983-EXT COMPACTORS_AT_MCKINLEY	204	0	0	0	0	204
	<b>MCKINLEY Total:</b>	<b>15,318</b>	<b>4,500</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>22,318</b>
MELROSE	8898-ELEVATORS_AT_MELROSE	600	7,935	0	0	0	8,535
	8909-GROUNDS2_AT_MELROSE	179	0	0	0	0	179
	9279-ROOFS2_AT_MELROSE	16,473	0	0	0	0	16,473
	9511-SECTION 504_AT_MELROSE	250	0	0	0	0	250
	9546-FIRE PRO-ALARM2_AT_MELROSE	401	0	0	0	0	401
	9823-SEC ENHANCEMENTS2_AT_MELROSE	3,000	0	0	0	0	3,000
	9957-BOILER2_AT_MELROSE	0	890	8,014	0	0	8,904
	9961-PLUMBING3_AT_MELROSE	0	2,000	0	0	0	2,000
	9992-GARBAGE DISPOS2_AT_MELROSE	927	0	0	0	0	927
	<b>MELROSE Total:</b>	<b>21,830</b>	<b>10,825</b>	<b>8,014</b>	<b>0</b>	<b>0</b>	<b>40,669</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
	9489-INT COMPACTORS_AT_MIDDLETOWN	0	40	0	0	0	40
	<b>MIDDLETOWN PLAZA Total:</b>	<b>47</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>87</b>
MILL BROOK	8291-GC_AT_MILLBROOK	600	0	0	0	0	600
	9106-GROUNDS3_AT_MILLBROOK	93	0	0	0	0	93
	9358-LIGHTING2_AT_MILLBROOK	500	0	0	0	0	500
	9520-ELEVATORS2_AT_MILLBROOK E	0	0	0	0	295	295
	9871-GROUNDS4_AT_MILLBROOK	500	0	0	0	0	500
	<b>MILL BROOK Total:</b>	<b>1,693</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>295</b>	<b>1,988</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

		FY19	FY20	FY21	FY22	FY23	Total
<b>Bronx</b>							
MILL BROOK EXTENSION	9654-FIRE PRO-ALARM_AT_MILLBROOK E	185	0	0	0	0	185
	<b>MILL BROOK EXTENSION Total:</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>185</b>
MITCHEL	7684-BRICK/ROOFS_AT_MITCHEL	155	0	0	0	0	155
	9189-ELEVATORS_AT_MITCHEL	4,600	0	0	0	0	4,600
	9347-SEC LIGHTING_AT_MITCHEL	500	0	0	0	0	500
	9523-PLUMBING2_AT_MITCHEL	6,125	0	0	0	0	6,125
	9743-BATHROOMS3_AT_MITCHEL	0	20,000	25,000	0	0	45,000
	9976-GARBAGE DISPOS3_AT_MITCHEL	927	0	0	0	0	927
	<b>MITCHEL Total:</b>	<b>12,307</b>	<b>20,000</b>	<b>25,000</b>	<b>0</b>	<b>0</b>	<b>57,307</b>
MONROE	7148-GROUNDS2_AT_MONROE	11	0	0	0	0	11
	8147-CC-UPGRADE_AT_MONROE	1,729	0	0	0	0	1,729
	9044-CC-UPGRADE3_AT_MONROE	1,000	0	0	0	0	1,000
	9116-CCTV_AT_MONROE	83	0	0	0	0	83
	9586-ELEVATORS2_AT_MONROE	0	0	0	0	394	394
	9938-GARBAGE DISPOS2_AT_MONROE	2,000	0	0	0	0	2,000
	<b>MONROE Total:</b>	<b>4,823</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>394</b>	<b>5,217</b>
MOORE	9615-FIRE PRO-ALARM_AT_MOORE	185	0	0	0	0	185
	9917-GROUNDS_AT_MOORE	1,200	0	0	0	0	1,200
	<b>MOORE Total:</b>	<b>1,385</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,385</b>
MORRISANIA	9147-SEC ENHANCEMTS_AT_MORRISANIA	39	0	0	0	0	39
	9883-HEATING2_AT_MORRISANIA	4,343	0	0	0	0	4,343
	<b>MORRISANIA Total:</b>	<b>4,382</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,382</b>
MORRISANIA AIR RIGHTS	9441-ELEVATORS2_AT_MORRISANIA A	0	0	700	7,571	0	8,271
	9544-FIRE PRO-ALARM_AT_MORRISANIA A	401	0	0	0	0	401
	9911-ELEVATORS3_AT_MORRISANIA A	2,000	0	0	0	0	2,000
	9969-GARBAGE DISPOS5_AT_MORRISANIA A	927	0	0	0	0	927
	<b>MORRISANIA AIR RIGHTS Total:</b>	<b>3,328</b>	<b>0</b>	<b>700</b>	<b>7,571</b>	<b>0</b>	<b>11,598</b>
MORRIS I	9141-GROUNDS_AT_MORRIS	500	0	0	0	0	500
	9337-GROUNDS2_AT_MORRIS II	500	0	0	0	0	500
	9342-GROUNDS2_AT_MORRIS	500	0	0	0	0	500
	9617-FIRE PRO-ALARM2_AT_MORRIS I	185	0	0	0	0	185
	9757-ELEVATORS3_AT_MORRIS I	0	0	0	0	328	328
	9849-BOILER_AT_MORRIS I	3,162	0	0	0	0	3,162
	<b>MORRIS I Total:</b>	<b>4,847</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>328</b>	<b>5,175</b>
MORRIS II	9651-ELEVATORS_AT_MORRIS II	0	0	0	0	230	230
	9850-BOILER_AT_MORRIS II	15,031	0	0	0	0	15,031
	<b>MORRIS II Total:</b>	<b>15,031</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>230</b>	<b>15,260</b>
MOTT HAVEN	9693-PLUMBING3_AT_MOTT HAVEN	0	520	0	0	0	520
	9713-HEATING4_AT_MOTT HAVEN	0	200	0	0	0	200
	9528-ELEVATORS_AT_MOTT HAVEN	0	0	0	0	262	262
	9539-FIRE PRO-ALARM_AT_MOTT HAVEN	185	0	0	0	0	185
	<b>MOTT HAVEN Total:</b>	<b>185</b>	<b>720</b>	<b>0</b>	<b>0</b>	<b>262</b>	<b>1,167</b>
MURPHY	8821-LIGHTING_AT_MURPHY	249	0	0	0	0	249
	9133-GROUNDS_AT_MURPHY	300	0	0	0	0	300
	9369-GROUNDS4_AT_MURPHY	250	0	0	0	0	250
	<b>MURPHY Total:</b>	<b>799</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>799</b>
PARKSIDE	7363-BRICK/ROOFS3_AT_PARKSIDE	1,927	0	0	0	0	1,927
	9569-FIRE PRO-ALARM2_AT_PARKSIDE	0	0	0	0	185	185
	9572-ELEVATORS_AT_PARKSIDE	0	0	0	377	0	377
	<b>PARKSIDE Total:</b>	<b>1,927</b>	<b>0</b>	<b>0</b>	<b>377</b>	<b>185</b>	<b>2,489</b>
PATTERSON	9694-PLUMBING5_AT_PATTERSON	0	0	520	0	0	520
	9714-HEATING4_AT_PATTERSON	0	0	200	0	0	200



**Table 2: FY Capital Projects by Development  
(\$000)**

	FY19	FY20	FY21	FY22	FY23	Total
<b>Bronx</b>						
<b>PATTERSON</b>						
8786-BRICK/ROOFS_AT_PATTERSON	15,385	16,000	0	0	0	31,385
8999-SECTION 504_AT_PATTERSON	65	0	0	0	0	65
9246-PLUMBING7_AT_PATTERSON	1,075	0	0	0	0	1,075
9345-CC-UPGRADE1_AT_PATTERSON	1,000	0	0	0	0	1,000
9756-ELEVATORS4_AT_PATTERSON	0	0	0	0	607	607
9897-GROUNDS3_AT_PATTERSON	500	0	0	0	0	500
9974-GARBAGE DISPOS4_AT_PATTERSON	927	0	0	0	0	927
<b>PATTERSON Total:</b>	<b>18,952</b>	<b>16,000</b>	<b>720</b>	<b>0</b>	<b>607</b>	<b>36,279</b>
<b>PELHAM PARKWAY</b>						
9547-HEATING4_AT_PELHAM PKWY	350	0	0	0	250	600
5772-CC-UPGRADE3_AT_PELHAM PKWY	50	0	0	0	0	50
7636-HEATING2_AT_PELHAM PKWY	17,000	0	0	0	0	17,000
7774-SEC ENHANCMENTS_AT_PELHAM PKWY	2	0	0	0	0	2
8747-SEC LIGHTING_AT_PELHAM PKWY	750	0	0	0	0	750
9496-ELEVATORS3_AT_PELHAM PKWY	0	0	0	0	623	623
9568-FIRE PRO-ALARM2_AT_PELHAM PKWY	0	0	0	0	185	185
9868-BOILERS_AT_PELHAM PKWY	29,000	0	0	0	0	29,000
<b>PELHAM PARKWAY Total:</b>	<b>47,152</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,058</b>	<b>48,210</b>
<b>RANDALL AVE - BALCOM AVE</b>						
9383-CCTV_AT_RAND-BALCOM	503	0	0	0	0	503
9634-FIRE PRO-ALARM_AT_RAND- BALCOM	185	0	0	0	0	185
<b>RANDALL AVE - BALCOM AVE Total:</b>	<b>688</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>688</b>
<b>SACK WERN</b>						
7773-GROUNDS4_AT_SACKWERN	19	0	0	0	0	19
9512-SECTION 504_AT_SACKWERN	250	0	0	0	0	250
<b>SACK WERN Total:</b>	<b>269</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>269</b>
<b>SAINT MARY'S PARK</b>						
8289-GROUNDS3_AT_ST MARY'S PK	176	0	0	0	0	176
<b>SAINT MARY'S PARK Total:</b>	<b>176</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>176</b>
<b>SEDGWICK</b>						
9678-PLUMBING4_AT_SEDGWICK	0	0	520	0	0	520
9698-HEATING4_AT_SEDGWICK	0	0	200	0	0	200
9052-ROOFS3_AT_SEDGWICK	2,280	0	0	0	0	2,280
9484-PLUMBING2_AT_SEDGWICK	0	0	3,675	0	0	3,675
9636-FIRE PRO-ALARM3_AT_SEDGWICK	0	0	0	0	185	185
9645-ELEVATORS3_AT_SEDGWICK	0	0	0	230	426	656
<b>SEDGWICK Total:</b>	<b>2,280</b>	<b>0</b>	<b>4,395</b>	<b>230</b>	<b>611</b>	<b>7,516</b>
<b>SOUNDVIEW</b>						
9315-IT_AT_SOUNDVIEW CC	42	0	0	0	0	42
9679-PLUMBING3_AT_SOUNDVIEW	0	0	0	520	0	520
9699-HEATING3_AT_SOUNDVIEW	0	0	0	200	0	200
7721-CCTV_AT_SOUNDVIEW	6	0	0	0	0	6
9453-BOILER_AT_SOUNDVIEW	6,901	4,000	0	0	0	10,901
9752-ELEVATORS3_AT_SOUNDVIEW	0	0	0	426	0	426
<b>SOUNDVIEW Total:</b>	<b>6,949</b>	<b>4,000</b>	<b>0</b>	<b>1,146</b>	<b>0</b>	<b>12,095</b>
<b>STEBBINS AVE - HEWITT PLACE</b>						
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
<b>STEBBINS AVE - HEWITT PLACE Total:</b>	<b>968</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>968</b>
<b>THROGGS NECK</b>						
8114-BRICK/ROOFS_AT_THROGGS NK	0	7,300	14,500	7,000	7,000	35,800
8719-LIGHTING3_AT_THROGGS NK	218	0	0	0	0	218
9338-CC-UPGRADE_AT_THROGGS NK A	1,000	0	0	0	0	1,000
9339-CC-UPGRADE2_AT_THROGGS NK A	500	0	0	0	0	500
9340-CC-UPGRADE3_AT_THROGGS NK A	600	0	0	0	0	600
9635-FIRE PRO-ALARM_AT_THROGGS NK	0	0	0	0	185	185
9772-PLUMBING_AT_THROGSS NK	3,425	0	0	0	0	3,425
9959-BOILER_AT_THROGGS NK	0	0	0	890	8,014	8,904
9968-GARBAGE DISPOS6_AT_THROGGS NK	613	0	0	0	0	613
<b>THROGGS NECK Total:</b>	<b>6,356</b>	<b>7,300</b>	<b>14,500</b>	<b>7,890</b>	<b>15,199</b>	<b>51,245</b>

**Table 2: FY Capital Projects by Development  
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		FY19	FY20	FY21	FY22	FY23	Total
<b>Bronx</b>							
THROGGS NECK ADDITION	9541-FIRE PRO-ALARM_AT_THROGGS NK A	185	0	0	0	0	185
	<b>THROGGS NECK ADDITION Total:</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>185</b>
TWIN PARKS EAST (SITE 9)	6246-ELEVATORS_AT_TWIN PK CONS	93	0	0	0	0	93
	<b>TWIN PARKS EAST (SITE 9) Total:</b>	<b>93</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>93</b>
UNIVERSITY AVE REHAB	9921-CCTV_AT_UNI REHAB	121	0	0	0	0	121
	<b>UNIVERSITY AVE REHAB Total:</b>	<b>121</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>121</b>
WEBSTER	9267-ROOFS2_AT_WEBSTER	6,972	0	0	0	0	6,972
	<b>WEBSTER Total:</b>	<b>6,972</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,972</b>
	<b>Bronx Total</b>	<b>388,077</b>	<b>85,240</b>	<b>94,444</b>	<b>54,859</b>	<b>54,428</b>	<b>677,049</b>
<b>Brooklyn</b>							
303 VERNON AVE	6874-ENTR/EXIT-DWEL_AT_303 VERNON	28	0	0	0	0	28
	7571-LAYERED ACCESS_AT_303 VERNON	4	0	0	0	0	4
	<b>303 VERNON AVE Total:</b>	<b>32</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32</b>
33-35 SARATOGA AVE	9918-ELEVATORS_AT_SARATOGA	2,000	0	0	0	0	2,000
	<b>33-35 SARATOGA AVE Total:</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>
572 WARREN STREET	8677-GROUNDS_AT_572 WARREN	120	0	0	0	0	120
	8724-CC-UPGRADE_AT_572 WARREN	158	0	0	0	0	158
	<b>572 WARREN STREET Total:</b>	<b>278</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>278</b>
ALBANY	9474-PLUMBING3_AT_ALBANY	1,000	0	0	0	0	1,000
	9519-ELEVATORS3_AT_ALBANY	0	0	0	295	0	295
	9889-GROUNDS2_AT_ALBANY	800	0	0	0	0	800
	9951-ELEVATORS4_AT_ALBANY	0	0	0	480	4,320	4,800
	<b>ALBANY Total:</b>	<b>1,800</b>	<b>0</b>	<b>0</b>	<b>775</b>	<b>4,320</b>	<b>6,895</b>
ATLANTIC TERMINAL SITE 4B	6869-CC-UPGRADE3_AT_ATLANTIC T	15	0	0	0	0	15
	9391-GROUNDS2_AT_ATLANTIC T	400	0	0	0	0	400
	<b>ATLANTIC TERMINAL SITE 4B Total:</b>	<b>415</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>415</b>
BAY VIEW	8930-CCTV3_AT_BAYVIEW	250	0	0	0	0	250
	9118-CCTV4_AT_BAYVIEW	31	0	0	0	0	31
	9318-BRICK/ROOFS_AT_BAYVIEW	876	0	0	0	0	876
	9319-BRICK/ROOFS2_AT_BAYVIEW	1,375	0	0	0	0	1,375
	9355-CCTV6_AT_BAYVIEW	105	0	0	0	0	105
	9891-GROUNDS2_AT_BAYVIEW	250	0	0	0	0	250
	<b>BAY VIEW Total:</b>	<b>2,887</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,887</b>
BEDFORD - STUYVESANT REHAB	9619-FIRE PRO-ALARM2_AT_BED-STUY REH	185	0	0	0	0	185
	<b>BEDFORD - STUYVESANT REHAB Total:</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>185</b>
BELMONT - SUTTER AREA	9612-FIRE PRO-ALARM_AT_BELMONT-S	555	0	0	0	0	555
	<b>BELMONT - SUTTER AREA Total:</b>	<b>555</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>555</b>
BERRY ST - SOUTH 9TH ST	8925-SEC ENHANCEM2_AT_BERRY-S9TH	90	0	0	0	0	90
	9046-GROUNDS2_AT_BERRY-S9TH	1	0	0	0	0	1
	9122-CCTV_AT_BERRY-S9TH	11	0	0	0	0	11
	9741-FIRE PRO-ALARM2_AT_BERRY-S9TH	0	185	0	0	0	185
	<b>BERRY ST - SOUTH 9TH ST Total:</b>	<b>102</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>287</b>
BORINQUEN PLAZA I	9377-ROOFS2_AT_BORINQUEN I	10,654	0	0	0	0	10,654
	9436-CC-UPGRADE_AT_BORINQUEN I	400	0	0	0	0	400
	9641-ELEVATORS2_AT_BORINQUEN II	0	0	0	230	0	230
	<b>BORINQUEN PLAZA I Total:</b>	<b>11,054</b>	<b>0</b>	<b>0</b>	<b>230</b>	<b>0</b>	<b>11,284</b>
BORINQUEN PLAZA II	9378-ROOFS2_AT_BORINQUEN II	9,705	0	0	0	0	9,705
	<b>BORINQUEN PLAZA II Total:</b>	<b>9,705</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,705</b>
BOULEVARD	316-BRICKWORK_AT_BOULEVARD	2,210	0	0	0	0	2,210
	<b>BOULEVARD Total:</b>	<b>2,210</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,210</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY19	FY20	FY21	FY22	FY23	Total
<b>Brooklyn</b>						
BREUKELEN						
9552-PLUMBING4_AT_BREUKELEN	520	0	0	0	0	520
9557-HEATING5_AT_BREUKELEN	200	0	0	0	250	450
7525-BRICK/ROOFS_AT_BREUKELEN	12,777	0	0	0	0	12,777
7685-MAJOR RENO_AT_DYCKMAN	0	0	0	0	52,804	52,804
8013-KITCHENS_AT_BREUKELEN	19,091	0	0	0	0	19,091
8968-HEATING4_AT_BREUKELEN	0	0	1,405	7,177	7,000	15,582
8994-MAJOR RENO2_AT_BREUKELEN	174,122	0	0	0	0	174,122
9590-FIRE PRO-ALARM2_AT_BREUKELEN	0	0	185	0	0	185
9867-KITCHENS2_AT_BREUKELEN	31,000	0	0	0	0	31,000
<b>BREUKELEN Total:</b>	<b>237,710</b>	<b>0</b>	<b>1,590</b>	<b>7,177</b>	<b>60,054</b>	<b>306,531</b>
BREVOORT						
9321-CC-UPGRADE_AT_BREVOORT CC	250	0	0	0	0	250
9322-CCTV_AT_BREVOORT	250	0	0	0	0	250
9597-ELEVATORS3_AT_BREVOORT	0	0	426	0	0	426
<b>BREVOORT Total:</b>	<b>500</b>	<b>0</b>	<b>426</b>	<b>0</b>	<b>0</b>	<b>926</b>
BROWNSVILLE						
9555-PLUMBING_AT_BROWNSVILLE	520	0	0	0	0	520
9560-HEATING2_AT_BROWNSVILLE	200	0	0	0	0	200
9510-ELEVATORS_AT_BROWNSVILLE	0	0	443	0	0	443
9592-FIRE PRO-ALARM_AT_BROWNSVILLE	0	0	185	0	0	185
9956-BOILER_AT_BROWNSVILLE	0	0	890	8,014	0	8,904
<b>BROWNSVILLE Total:</b>	<b>720</b>	<b>0</b>	<b>1,518</b>	<b>8,014</b>	<b>0</b>	<b>10,252</b>
BUSHWICK						
9431-GARBAGE DISPOS_AT_BUSHWICK	1,000	0	0	0	0	1,000
<b>BUSHWICK Total:</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>
BUSHWICK II (GROUPS A&C)						
9485-INT COMPACTORS_AT_BUSHWICK 2AC	1,000	0	0	0	0	1,000
<b>BUSHWICK II (GROUPS A&amp;C) Total:</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>
BUSHWICK II (GROUPS B&D)						
9490-INT COMPACTORS_AT_BUSHWICK 2BD	0	1,000	0	0	0	1,000
<b>BUSHWICK II (GROUPS B&amp;D) Total:</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>
CAREY GARDENS						
7819-SANDY GC_AT_CAREY	986	0	0	0	0	986
8319-SANDY RENO_AT_CAREY	3,224	0	0	0	0	3,224
9996-EXT COMPACTORS_AT_CAREY	409	0	0	0	0	409
<b>CAREY GARDENS Total:</b>	<b>4,619</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,619</b>
CONEY ISLAND						
7855-SANDY GC_AT_CONEY ISL	540	0	0	0	0	540
8299-SANDY RENO_AT_CONEY ISL	14,409	0	0	0	0	14,409
9937-GARBAGE DISPOS2_AT_CONEY ISL	800	0	0	0	0	800
<b>CONEY ISLAND Total:</b>	<b>15,749</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,749</b>
CONEY ISLAND (SITE 8)						
7814-SANDY GC_AT_CONEY ISL-8	505	0	0	0	0	505
8304-SANDY RENO_AT_CONEY ISL-8	1,406	0	0	0	0	1,406
<b>CONEY ISLAND (SITE 8) Total:</b>	<b>1,911</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,911</b>
CONEY ISLAND I (SITE 1B)						
7823-SANDY GC_AT_CONEY ISL-1B	105	0	0	0	0	105
8309-SANDY RENO_AT_CONEY ISL-1B	422	0	0	0	0	422
<b>CONEY ISLAND I (SITE 1B) Total:</b>	<b>527</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>527</b>
CONEY ISLAND I (SITES 4 & 5)						
6617-ELEVATORS_AT_CONEY ISL4&5	60	0	0	0	0	60
7843-SANDY GC_AT_CONEY ISL4&5	458	0	0	0	0	458
8302-SANDY RENO_AT_CONEY ISL4&5	4,325	0	0	0	0	4,325
8684-GROUNDS3_AT_CONEY ISL4&5	75	0	0	0	0	75
<b>CONEY ISLAND I (SITES 4 &amp; 5) Total:</b>	<b>4,918</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,918</b>
COOPER PARK						
8933-CC-UPGRADE2_AT_COOPER PARK	10	0	0	0	0	10
9596-FIRE ALARM SYSTEMS_AT_COOPER PARK	0	185	0	0	0	185
9755-ELEVATORS3_AT_COOPER PARK	0	0	0	213	0	213
<b>COOPER PARK Total:</b>	<b>10</b>	<b>185</b>	<b>0</b>	<b>213</b>	<b>0</b>	<b>408</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

		FY19	FY20	FY21	FY22	FY23	Total
<b>Brooklyn</b>							
CYPRESS HILLS	9680-PLUMBING4_AT_CYPRESS	520	0	0	0	0	520
	9700-HEATING3_AT_CYPRESS	200	0	0	0	0	200
	7361-BRICK/ROOF_AT_CYPRESS	5,799	0	0	0	0	5,799
	9504-ELEVATORS_AT_CYPRESS	0	0	492	0	0	492
	9629-FIRE PRO-ALARM_AT_CYPRESS	0	185	0	0	0	185
	9824-HEATING4_AT_CYPRESS	16,749	0	0	0	0	16,749
	<b>CYPRESS HILLS Total:</b>	<b>23,268</b>	<b>185</b>	<b>492</b>	<b>0</b>	<b>0</b>	<b>23,945</b>
FARRAGUT	8443-HEATING4_AT_FARRAGUT	0	0	0	0	250	250
	9121-SEC ENHANCEMETS_AT_FARRAGUT	19	0	0	0	0	19
	9351-CCTV_AT_FARRAGUT	500	0	0	0	0	500
	9561-ELEVATORS2_AT_FARRAGUT	0	0	0	312	0	312
	9594-FIRE ALARM SYSTEMS_AT_FARRAGUT	0	185	0	0	0	185
	9806-BOILER_AT_FARRAGUT	7,886	0	0	0	0	7,886
	9907-LIGHTING2_AT_FARRAGUT	581	0	0	0	0	581
	9966-HEATING5_AT_FARRAGUT	0	0	0	0	4,028	4,028
	<b>FARRAGUT Total:</b>	<b>8,986</b>	<b>185</b>	<b>0</b>	<b>312</b>	<b>4,278</b>	<b>13,761</b>
	FIORENTINO PLAZA	9668-HEATING_AT_UNITY PLZ	0	0	0	280	250
7548-CC-UPGRADE2_AT_UNITY PLZ CON		3,000	0	0	0	0	3,000
8944-LIGHTING2_AT_FIORENTINO		27	0	0	0	0	27
9487-INT COMPACTORS_AT_FIORENTINO		400	0	0	0	0	400
9853-BOILER_AT_FIORENTINO		4,611	0	0	0	0	4,611
<b>FIORENTINO PLAZA Total:</b>	<b>8,038</b>	<b>0</b>	<b>0</b>	<b>280</b>	<b>250</b>	<b>8,568</b>	
GLENMORE PLAZA	6958-ELEVATORS3_AT_GLENMORE	89	0	0	0	0	89
	9993-EXT COMPACTORS_AT_GLENWOOD	307	0	0	0	0	307
<b>GLENMORE PLAZA Total:</b>	<b>396</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>396</b>	
GLENWOOD	9664-HEATING6_AT_GLENWOOD	350	0	0	0	250	600
	9500-ELEVATORS2_AT_GLENWOOD	0	0	656	0	0	656
	9608-FIRE PRO-ALARM_AT_GLENWOOD	0	185	0	0	0	185
<b>GLENWOOD Total:</b>	<b>350</b>	<b>185</b>	<b>656</b>	<b>0</b>	<b>250</b>	<b>1,441</b>	
GOWANUS	1978-HEATING_AT_GOWANUS	0	0	0	0	250	250
	8366-SANDY RENO_AT_GOWANUS	704	0	0	0	0	704
	8676-GROUNDS2_AT_GOWANUS	150	0	0	0	0	150
	8681-CC-UPGRADE3_AT_GOWANUS	475	0	0	0	0	475
	8926-SEC ENHANCEMETS_AT_GOWANUS	172	0	0	0	0	172
	9598-ELEVATORS2_AT_GOWANUS	0	0	426	0	0	426
	9613-FIRE PRO-ALARM2_AT_GOWANUS	0	185	0	0	0	185
<b>GOWANUS Total:</b>	<b>1,501</b>	<b>185</b>	<b>426</b>	<b>0</b>	<b>250</b>	<b>2,363</b>	
HABER	8317-SANDY RENO_AT_HABER	2,900	0	0	0	0	2,900
	9628-FIRE PRO-ALARM_AT_HABER	0	185	0	0	0	185
<b>HABER Total:</b>	<b>2,900</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,085</b>	
HOPE GARDENS	9681-PLUMBING3_AT_HOPE GDNS	0	520	0	0	0	520
	9701-HEATING7_AT_HOPE GDNS	0	200	0	0	0	200
	8934-HEATING_AT_BUSHWICKII CDA Group E	1,500	0	0	0	0	1,500
	9334-CC-UPGRADE2_AT_HOPE GDNS	500	0	0	0	0	500
<b>HOPE GARDENS Total:</b>	<b>2,000</b>	<b>720</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,720</b>	
HOWARD	8887-SEC ENHANCEMETS_AT_HOWARD	300	0	0	0	0	300
	9563-ELEVATORS2_AT_HOWARD	0	0	0	0	328	328
	9627-FIRE PRO-ALARM2_AT_HOWARD	0	185	0	0	0	185
	9864-CCTV_AT_HOWARD	1,400	0	0	0	0	1,400
<b>HOWARD Total:</b>	<b>1,700</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>328</b>	<b>2,213</b>	
HUGHES APTS	9588-FIRE PRO-ALARM_AT_HUGHES APTS	0	185	0	0	0	185
<b>HUGHES APTS Total:</b>	<b>0</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>185</b>	
HYLAN	8674-GROUNDS2_AT_HYLAN	25	0	0	0	0	25
	9826-ELEVATORS2_AT_HYLAN	3,700	0	0	0	0	3,700
<b>HYLAN Total:</b>	<b>3,725</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,725</b>	

**Table 2: FY Capital Projects by Development  
(\$000)**

		FY19	FY20	FY21	FY22	FY23	Total
<b>Brooklyn</b>							
INDEPENDENCE	8822-PLUMBING4_AT_INDEPENDENCE	228	0	0	0	0	228
	9130-CC-UPGRADE2_AT_INDEPENDENCE CC	100	0	0	0	0	100
	9365-GROUNDS5_AT_INDEPENDENCE	800	0	0	0	0	800
	<b>INDEPENDENCE Total:</b>	<b>1,128</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,128</b>
INGERSOLL	9682-PLUMBING2_AT_INGERSOLL	0	0	520	0	0	520
	9702-HEATING3_AT_INGERSOLL	0	0	200	0	0	200
	7606-BRICK/ROOF_AT_INGERSOLL	25,613	0	0	0	0	25,613
	9381-GROUNDS3_AT_INGERSOLL	500	0	0	0	0	500
	9384-GROUNDS4_AT_INGERSOLL	400	0	0	0	0	400
	9593-ELEVATORS2_AT_INGERSOLL	0	0	886	0	0	886
<b>INGERSOLL Total:</b>	<b>26,513</b>	<b>0</b>	<b>1,606</b>	<b>0</b>	<b>0</b>	<b>28,119</b>	
KINGSBOROUGH	9517-ELEVATORS3_AT_KINGSBORO	0	0	574	0	0	574
	<b>KINGSBOROUGH Total:</b>	<b>0</b>	<b>0</b>	<b>574</b>	<b>0</b>	<b>0</b>	<b>574</b>
KINGSBOROUGH EXT	7405-ENERGY CONSERV_AT_KINGSBORO	3,302	0	0	0	0	3,302
	9647-FIRE PRO-ALARM2_AT_KINGSBORO E	0	0	185	0	0	185
	<b>KINGSBOROUGH EXT Total:</b>	<b>3,302</b>	<b>0</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>3,487</b>
LAFAYETTE	8447-PLUMBING3_AT_LAFAYETTE	5	0	0	0	0	5
	9648-ELEVATORS2_AT_LAFAYETTE	0	0	0	0	230	230
<b>LAFAYETTE Total:</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>230</b>	<b>235</b>	
LOW HOUSES	9666-HEATING3_AT_LOW	0	350	0	0	250	600
	9599-FIRE PRO-ALARM_AT_SETH LOW	0	0	185	0	0	185
<b>LOW HOUSES Total:</b>	<b>0</b>	<b>350</b>	<b>185</b>	<b>0</b>	<b>250</b>	<b>785</b>	
MARCY	9549-HEATING6_AT_MARCY	350	0	0	0	250	600
	7547-GROUNDS2_AT_MARCY	5	0	0	0	0	5
	7638-HEATING5_AT_MARCY	6,000	4,000	5,000	4,000	0	19,000
	7643-PLUMBING3_AT_MARCY	2,393	0	0	0	0	2,393
	9132-CC-UPGRADE_AT_MARCY	8,352	0	0	0	0	8,352
	9604-ELEVATORS2_AT_MARCY	0	0	0	500	1,189	1,689
	9609-FIRE PRO-ALARM2_AT_MARCY	0	0	185	0	0	185
	9760-HEATING7_AT_MARCY	500	0	0	0	0	500
<b>MARCY Total:</b>	<b>17,600</b>	<b>4,000</b>	<b>5,185</b>	<b>4,500</b>	<b>1,439</b>	<b>32,724</b>	
MARLBORO	8675-SEC	10	0	0	0	0	10
	ENHANCEMETS2_AT_MARLBORO	16,800	0	0	0	0	16,800
	9093-GC2_AT_MARLBORO	16,810	0	0	0	0	16,810
<b>MARLBORO Total:</b>	<b>16,810</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,810</b>	
NOSTRAND	9051-GROUNDS2_AT_NOSTRAND	250	0	0	0	0	250
	9119-CCTV_AT_NOSTRAND	46	0	0	0	0	46
	9359-CCTV2_AT_NOSTRAND	105	0	0	0	0	105
	9960-BOILER_AT_NOSTRAND	0	0	818	5,143	0	5,961
<b>NOSTRAND Total:</b>	<b>401</b>	<b>0</b>	<b>818</b>	<b>5,143</b>	<b>0</b>	<b>6,362</b>	
O'DWYER GARDENS	9683-PLUMBING_AT_ODWYER	0	0	0	520	0	520
	9703-HEATING_AT_ODWYER	0	0	0	200	0	200
	6873-LAYERED ACCESS_AT_ODWYER	1	0	0	0	0	1
	7818-SANDY GC_AT_ODWYER GDS	651	0	0	0	0	651
	8330-SANDY RENO_AT_ODWYER GDS	3,323	0	0	0	0	3,323
	8679-GROUNDS3_AT_ODWYER GDS	100	0	0	0	0	100
	9758-ELEVATORS_AT_ODWYER GDS	0	0	0	213	0	213
<b>O'DWYER GARDENS Total:</b>	<b>4,074</b>	<b>0</b>	<b>0</b>	<b>933</b>	<b>0</b>	<b>5,008</b>	
OCEAN HILL APTS	9716-GROUNDS2_AT_OCEAN HILL APTS	500	0	0	0	0	500
	<b>OCEAN HILL APTS Total:</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>
PINK	9482-PLUMBING3_AT_PINK	0	0	600	3,300	3,000	6,900
	9570-ELEVATORS3_AT_PINK	0	0	0	361	0	361
	9610-FIRE PRO-ALARM2_AT_PINK	0	0	185	0	0	185
	9810-CCTV3_AT_PINK	3,000	0	0	0	0	3,000
	9965-BATHROOMS_AT_PINK	0	0	0	6,750	20,750	27,500
	9971-GARBAGE DISPOS3_AT_PINK	927	0	0	0	0	927
<b>PINK Total:</b>	<b>3,927</b>	<b>0</b>	<b>785</b>	<b>10,411</b>	<b>23,750</b>	<b>38,873</b>	

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY19	FY20	FY21	FY22	FY23	Total	
<b>Brooklyn</b>							
PROSPECT PLAZA_	9621-FIRE PRO-ALARM2_AT_GARVEY	0	185	0	0	0	185
	<b>PROSPECT PLAZA_ Total:</b>	<b>0</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>185</b>
RED HOOK EAST	9670-HEATING3_AT_RED HOOK E	0	0	0	280	250	530
	7810-SANDY GC_AT_RED HOOK E	458	0	0	0	0	458
	8307-SANDY RENO_AT_RED HOOK E	34,276	0	0	0	0	34,276
	9460-SANDY RENO_AT_RED HOOK E&W	200,945	0	0	0	0	200,945
	9533-HEATING_AT_RED HOOK E I & W I	0	0	0	2,107	0	2,107
	9585-ELEVATORS2_AT_RED HOOK E	0	0	0	0	902	902
	9768-STAIRWAYS_AT_RED HOOK	7,500	0	0	0	0	7,500
	<b>RED HOOK EAST Total:</b>	<b>243,179</b>	<b>0</b>	<b>0</b>	<b>2,387</b>	<b>1,152</b>	<b>246,718</b>
RED HOOK WEST	9671-HEATING_AT_RED HOOK W	0	0	0	280	250	530
	7812-SANDY GC_AT_RED HOOK W	13	0	0	0	0	13
	8308-SANDY RENO_AT_RED HOOK W	40,175	0	0	0	0	40,175
	9483-PLUMBING2_AT_RED HOOK W	0	0	600	3,000	3,478	7,078
	9581-ELEVATORS2_AT_RED HOOK W	0	0	0	0	787	787
	9982-EXT COMPACTORS_AT_RED HOOK W II	204	0	0	0	0	204
	<b>RED HOOK WEST Total:</b>	<b>40,392</b>	<b>0</b>	<b>600</b>	<b>3,280</b>	<b>4,515</b>	<b>48,788</b>
REID APTS	9611-FIRE PRO-ALARM_AT_REID APTS	0	0	185	0	0	185
	<b>REID APTS Total:</b>	<b>0</b>	<b>0</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>185</b>
REVEREND BROWN	9501-INT COMPACTORS_AT_REV BROWN	0	0	0	100	0	100
	<b>REVEREND BROWN Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>100</b>
RUTLAND TOWERS	9451-BOILER_AT_RUTLAND TWRS	0	0	0	250	2,100	2,350
	<b>RUTLAND TOWERS Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>2,100</b>	<b>2,350</b>
SHEEPSHEAD BAY	9120-CCTV_AT_SHEEPSHEAD	49	0	0	0	0	49
	9366-CCTV2_AT_SHEEPSHEAD	105	0	0	0	0	105
	9503-ELEVATORS_AT_NOSTRAND	0	0	0	0	525	525
	9595-ELEVATORS_AT_SHEEPSHEAD	0	0	590	0	0	590
	9905-GROUNDS4_AT_SHEEPSHEAD	350	0	0	0	0	350
	9960-BOILER_AT_NOSTRAND	0	0	0	0	16,027	16,027
	<b>SHEEPSHEAD BAY Total:</b>	<b>504</b>	<b>0</b>	<b>590</b>	<b>0</b>	<b>16,552</b>	<b>17,646</b>
SUMNER	6722-ROOFS3_AT_SUMNER	1,057	0	0	0	0	1,057
	9367-GROUNDS_AT_SUMNER	500	0	0	0	0	500
	9440-ELEVATORS4_AT_SUMNER	0	0	1,325	0	0	1,325
	9625-FIRE PRO-ALARM2_AT_SUMNER	185	0	0	0	0	185
	<b>SUMNER Total:</b>	<b>1,742</b>	<b>0</b>	<b>1,325</b>	<b>0</b>	<b>0</b>	<b>3,067</b>
SURFSIDE GARDENS	7821-SANDY GC_AT_SURFSIDE	406	0	0	0	0	406
	8329-SANDY RENO_AT_SURFSIDE	3,349	0	0	0	0	3,349
	8892-GROUNDS2_AT_SURFSIDE GARDENS	250	0	0	0	0	250
	<b>SURFSIDE GARDENS Total:</b>	<b>4,005</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,005</b>
TAYLOR ST - WYTHE AVE	9047-GROUNDS2_AT_TAYLOR-WYTHE	120	0	0	0	0	120
	9465-EXT COMPACTORS_AT_TAYLOR-WYTHE	0	0	0	200	0	200
	9620-FIRE PRO-ALARM_AT_TAYLOR-WYTHE	0	0	185	0	0	185
	<b>TAYLOR ST - WYTHE AVE Total:</b>	<b>120</b>	<b>0</b>	<b>185</b>	<b>200</b>	<b>0</b>	<b>505</b>
TILDEN	8969-HEATING2_AT_TILDEN	800	0	0	0	0	800
	9055-ROOFS2_AT_TILDEN	2,189	0	0	0	0	2,189
	9522-ELEVATORS2_AT_TILDEN	0	0	0	262	0	262
	<b>TILDEN Total:</b>	<b>2,989</b>	<b>0</b>	<b>0</b>	<b>262</b>	<b>0</b>	<b>3,251</b>
TOMPKINS	9498-ELEVATORS_AT_TOMPKINS	0	0	0	0	394	394
	9571-FIRE PRO-ALARM2_AT_TOMPKINS	0	0	185	0	0	185
	9890-GROUNDS3_AT_TOMPKINS	507	0	0	0	0	507
	<b>TOMPKINS Total:</b>	<b>507</b>	<b>0</b>	<b>185</b>	<b>0</b>	<b>394</b>	<b>1,086</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

		FY19	FY20	FY21	FY22	FY23	Total
<b>Brooklyn</b>							
VAN DYKE I	9667-HEATING3_AT_VAN DYKE I	0	0	350	0	250	600
	8854-SEC LIGHTING_AT_VAN DYKE I&II	773	0	0	0	0	773
	9481-PLUMBING4_AT_VAN DYKE I	1,000	2,500	2,478	2,500	0	8,478
	9578-FIRE PRO-ALARM2_AT_VAN DYKE I	0	0	0	0	185	185
	9584-ELEVATORS2_AT_VAN DYKE I	0	0	0	0	426	426
	9750-PLUMBINGS5_AT_VAN DYKE I	6,738	0	0	0	0	6,738
	<b>VAN DYKE I Total:</b>	<b>8,511</b>	<b>2,500</b>	<b>2,828</b>	<b>2,500</b>	<b>861</b>	<b>17,200</b>
WEEKSVILLE GARDENS	8685-CC-UPGRADE_AT_WEEKSVILLE	5	0	0	0	0	5
	<b>WEEKSVILLE GARDENS Total:</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>
WHITMAN	7601-BRICK/ROOF_AT_WHITMAN	11,211	0	0	0	0	11,211
	7628-HEATING2_AT_WHITMAN	137	0	0	0	0	137
	9400-GROUNDS2_AT_WHITMAN	400	0	0	0	0	400
	9477-PLUMBING3_AT_WHITMAN	0	0	2,000	5,000	5,000	12,000
	9515-ELEVATORS2_AT_WHITMAN	0	0	0	0	656	656
	9573-FIRE PRO-ALARM_AT_WHITMAN	0	0	0	0	185	185
	9659-CC-UPGRADE2_AT_WHITMAN	500	0	0	0	0	500
	<b>WHITMAN Total:</b>	<b>12,248</b>	<b>0</b>	<b>2,000</b>	<b>5,000</b>	<b>5,841</b>	<b>25,089</b>
WILLIAMSBURG	9665-HEATING_AT_WILLIAMSBURG	0	350	0	0	250	600
	9217-GROUNDS3_AT_WILLIAMSBURG	650	0	0	0	0	650
	9362-GROUNDS4_AT_WILLIAMSBURG	350	0	0	0	0	350
	9363-GROUNDS5_AT_WILLIAMSBURG	350	0	0	0	0	350
	<b>WILLIAMSBURG Total:</b>	<b>1,350</b>	<b>350</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>1,950</b>
WILLIAMS PLAZA	9117-SEC ENHANCEMETS2_AT_WILLIAMS	100	0	0	0	0	100
	9916-LIGHTING_AT_WILLIAMS	100	0	0	0	0	100
	<b>WILLIAMS PLAZA Total:</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>
WOODSON	9809-PLUMBING2_AT_WOODSON	1,400	0	0	0	0	1,400
	<b>WOODSON Total:</b>	<b>1,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,400</b>
WYCKOFF GARDENS	6383-HEATING2_AT_WYCKOFF	0	0	0	0	250	250
	6876-CC-UPGRADE3_AT_WYCKOFF	1,451	0	0	0	0	1,451
	8678-GROUNDS2_AT_WYCKOFF	210	0	0	0	0	210
	9398-CC-UPGRADE5_AT_WYCKOFF	414	0	0	0	0	414
	9831-SEC LIGHTING_AT_WYCKOFF	300	0	0	0	0	300
	<b>WYCKOFF GARDENS Total:</b>	<b>2,375</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>2,625</b>
<b>Brooklyn Total</b>		<b>746,537</b>	<b>10,770</b>	<b>22,345</b>	<b>51,967</b>	<b>127,313</b>	<b>958,932</b>
<b>Manhattan</b>							
131 SAINT NICHOLAS AVE	5765-CC-UPGRADE_AT_131 ST NICH	36	0	0	0	0	36
	<b>131 SAINT NICHOLAS AVE Total:</b>	<b>36</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36</b>
335 EAST 111TH ST	9352-CCTV_AT_335 E111TH	400	0	0	0	0	400
	<b>335 EAST 111TH ST Total:</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>
45 ALLEN ST	9780-BRICKWORK2_AT_45 ALLEN	5	0	0	0	0	5
	<b>45 ALLEN ST Total:</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>
830 AMSTERDAM AVE	8686-GROUNDS2_AT_830 AMSTER	13	0	0	0	0	13
	9471-PLUMBING2_AT_830 AMSTER	400	0	0	0	0	400
	<b>830 AMSTERDAM AVE Total:</b>	<b>413</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>413</b>
AMSTERDAM	9672-HEATING4_AT_AMSTERDAM	350	0	0	0	0	350
	7533-BRICKWORK4_AT_AMSTERDAM	3,511	0	0	0	0	3,511
	8911-GROUNDS2_AT_AMSTERDAM	500	0	0	0	0	500
	8919-GC_AT_AMSTERDAM	50	0	0	0	0	50
	9291-ELEVATORS_AT_AMSTERDAM	300	465	0	10,500	0	11,265
	<b>AMSTERDAM Total:</b>	<b>4,711</b>	<b>465</b>	<b>0</b>	<b>10,500</b>	<b>0</b>	<b>15,676</b>
AUDUBON	9553-PLUMBING3_AT_AUDUBON	520	0	0	0	0	520
	9558-HEATING4_AT_AUDUBON	200	0	0	0	0	200
	<b>AUDUBON Total:</b>	<b>720</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>720</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY19	FY20	FY21	FY22	FY23	Total
<b>Manhattan</b>						
BARUCH						
9675-HEATING6_AT_BARUCH	0	0	0	280	250	530
7625-HEATING3_AT_BARUCH	7,500	10,000	0	0	0	17,500
8320-SANDY RENO_AT_BARUCH	3,445	0	0	0	0	3,445
9448-GARBAGE DISPOS3_AT_BARUCH	200	0	0	0	0	200
9479-PLUMBING10_AT_BARUCH	5,000	4,575	1,000	0	0	10,575
9574-FIRE PRO-ALARM2_AT_BARUCH	0	0	0	185	0	185
9602-ELEVATORS2_AT_BARUCH	0	0	558	0	0	558
<b>BARUCH Total:</b>	<b>16,145</b>	<b>14,575</b>	<b>1,558</b>	<b>465</b>	<b>250</b>	<b>32,993</b>
BARUCH HOUSES ADDITION						
9781-BRICKWORK_AT_BARUCH A	51	0	0	0	0	51
<b>BARUCH HOUSES ADDITION Total:</b>	<b>51</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>51</b>
BETHUNE GARDENS						
9107-CCTV_AT_BETHUNE	70	0	0	0	0	70
9729-BASEMENT CRAWL SPACES_AT_BETHUNE	1,250	0	0	0	0	1,250
<b>BETHUNE GARDENS Total:</b>	<b>1,320</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,320</b>
CAMPOS PLAZA II						
8305-SANDY RENO_AT_CAMPOS PLAZA II	3,663	0	0	0	0	3,663
<b>CAMPOS PLAZA II Total:</b>	<b>3,663</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,663</b>
CARVER						
8705-GROUNDS5_AT_CARVER	343	0	0	0	0	343
9565-ELEVATORS_AT_CARVER	0	0	0	361	0	361
9717-BASEMENT CRAWL SPACES_AT_CARVER	1,250	0	0	0	0	1,250
9958-BOILER_AT_CARVER	0	1,113	5,017	5,000	0	11,130
<b>CARVER Total:</b>	<b>1,593</b>	<b>1,113</b>	<b>5,017</b>	<b>5,361</b>	<b>0</b>	<b>13,084</b>
CHELSEA						
8819-LIGHTING2_AT_CHELSEA	34	0	0	0	0	34
<b>CHELSEA Total:</b>	<b>34</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34</b>
CLINTON						
6947-ELEVATORS_AT_CLINTON	648	0	0	0	0	648
9718-BASEMENT CRAWL SPACES_AT_CLINTON	1,250	0	0	0	0	1,250
<b>CLINTON Total:</b>	<b>1,898</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,898</b>
CORSI HOUSES						
8938-CC-UPGRADE_AT_CORSI HOUSES	4,068	0	0	0	0	4,068
9137-GROUNDS_AT_CORSI	300	0	0	0	0	300
<b>CORSI HOUSES Total:</b>	<b>4,368</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,368</b>
DOUGLASS ADDITION						
9577-FIRE PRO-ALARM2_AT_DOUGLASS A	0	0	0	185	0	185
9981-GARBAGE DISPOS2_AT_DOUGLASS A	927	0	0	0	0	927
<b>DOUGLASS ADDITION Total:</b>	<b>927</b>	<b>0</b>	<b>0</b>	<b>185</b>	<b>0</b>	<b>1,112</b>
DOUGLASS I (BLDGS 4-12,16-17)						
9773-PLUMBING_AT_DOUGLASS I	1,118	0	0	0	0	1,118
<b>DOUGLASS I (BLDGS 4-12,16-17) Total:</b>	<b>1,118</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,118</b>
DOUGLASS II (BLDGS 1-3,13-15)						
7784-GROUNDS_AT_DOUGLASS II	29	0	0	0	0	29
9215-GROUNDS2_AT_DOUGLASS II	200	0	0	0	0	200
9370-LIGHTING_AT_DOUGLASS HOUSES	500	0	0	0	0	500
9494-GARBAGE DISPOS_AT_DOUGLASS II	200	0	0	0	0	200
<b>DOUGLASS II (BLDGS 1-3,13-15) Total:</b>	<b>929</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>929</b>
DREW - HAMILTON						
6424-GROUNDS4_AT_DREW-HAM	1	0	0	0	0	1
<b>DREW - HAMILTON Total:</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
DYCKMAN						
7685-MAJOR RENO_AT_DYCKMAN	68,785	62,804	55,804	52,804	0	240,197
9151-ELEVATORS2_AT_DYCKMAN	500	0	6,000	0	0	6,500
9575-FIRE PRO-ALARM3_AT_DYCKMAN	0	0	0	185	0	185
9720-BASEMENT CRAWL SPACES_AT_DYCKMAN	0	0	1,000	0	0	1,000
9908-GROUNDS_AT_DYCKMAN	500	0	0	0	0	500
9909-CC-UPGRADE_AT_DYCKMAN	300	0	0	0	0	300
9954-ELEVATORS3_AT_DYCKMAN	0	0	0	1,120	10,080	11,200
<b>DYCKMAN Total:</b>	<b>70,085</b>	<b>62,804</b>	<b>62,804</b>	<b>54,109</b>	<b>10,080</b>	<b>259,882</b>



**Table 2: FY Capital Projects by Development  
(\$000)**

	FY19	FY20	FY21	FY22	FY23	Total
<b>Manhattan</b>						
<b>EAST RIVER</b>						
9673-HEATING3_AT_EAST RIVER	0	350	0	0	0	350
9455-EXT COMPACTORS_AT_EAST RIVER	400	0	0	0	0	400
9576-FIRE PRO-ALARM2_AT_EAST RIVER	0	0	0	185	0	185
9605-ELEVATORS2_AT_EAST RIVER	0	0	574	0	0	574
9964-PLUMBING2_AT_EAST RIVER	0	1,000	0	0	0	1,000
9994-EXT COMPACTORS2_AT_EAST RIVER	204	0	0	0	0	204
<b>EAST RIVER Total:</b>	<b>604</b>	<b>1,350</b>	<b>574</b>	<b>185</b>	<b>0</b>	<b>2,713</b>
<b>ELLIOTT</b>						
8415-PLUMBING_AT_ELLIOTT	150	0	0	0	0	150
9393-GROUNDS2_AT_ELLIOTT-CHELSEA	500	0	0	0	0	500
9473-PLUMBING2_AT_ELLIOTT	1,000	0	0	0	0	1,000
9914-CCTV2_AT_ELLIOTT	250	0	0	0	0	250
<b>ELLIOTT Total:</b>	<b>1,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,900</b>
<b>FT. WASHINGTON AVENUE REHAB</b>						
7448-CC-UPGRADE2_AT_FT WASH SCC	117	0	0	0	0	117
9761-BASEMENT CRAWL SPACES_AT_FT WASH	0	0	1,000	0	0	1,000
<b>FT. WASHINGTON AVENUE REHAB Total:</b>	<b>117</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>1,117</b>
<b>FULTON</b>						
9323-CC-UPGRADE3_AT_FULTON CC	1,900	0	0	0	0	1,900
9607-ELEVATORS_AT_FULTON	0	0	410	0	0	410
9721-BASEMENT CRAWL SPACES_AT_FULTON	0	0	1,000	0	0	1,000
9915-CCTV3_AT_FULTON	250	0	0	0	0	250
9939-GARBAGE DISPOS2_AT_FULTON	400	0	0	0	0	400
9953-ELEVATORS2_AT_FULTON	0	0	0	160	1,440	1,600
9995-MAJOR RENO_AT_FULTON	4,000	0	0	0	0	4,000
<b>FULTON Total:</b>	<b>6,550</b>	<b>0</b>	<b>1,410</b>	<b>160</b>	<b>1,440</b>	<b>9,560</b>
<b>GOMPERS</b>						
9785-LIGHTING_AT_GOMPERS	74	0	0	0	0	74
9825-HEATING4_AT_GOMPERS	2,500	0	0	0	0	2,500
9962-PLUMBING2_AT_GOMPERS	0	1,000	0	0	0	1,000
<b>GOMPERS Total:</b>	<b>2,574</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,574</b>
<b>GRANT</b>						
8838-ROOFS4_AT_GRANT	18,081	0	0	0	0	18,081
8929-GROUNDS2_AT_GRANT	92	0	0	0	0	92
9245-PLUMBING2_AT_GRANT	8,200	0	0	0	0	8,200
9374-GC_AT_GRANT	1,100	0	0	0	0	1,100
9461-EXT COMPACTORS_AT_GRANT	0	0	0	0	800	800
9562-ELEVATORS3_AT_GRANT	0	0	0	0	312	312
9640-FIRE PRO-ALARM2_AT_GRANT	401	0	0	0	0	401
9895-LIGHTING_AT_GRANT	500	0	0	0	0	500
9952-ELEVATORS4_AT_GRANT	0	0	0	382	3,496	3,878
<b>GRANT Total:</b>	<b>28,374</b>	<b>0</b>	<b>0</b>	<b>382</b>	<b>4,608</b>	<b>33,363</b>
<b>HARBORVIEW TERRACE</b>						
9488-INT COMPACTORS_AT_HARBORVIEW	80	0	0	0	0	80
<b>HARBORVIEW TERRACE Total:</b>	<b>80</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>80</b>
<b>HARLEM RIVER</b>						
4457-HEATING2_AT_HARLEM	0	0	0	0	250	250
7682-MAJOR RENO_AT_HARLEM	22,000	22,000	0	0	0	44,000
9251-PLUMBING2_AT_HARLEM I&II	6,700	3,000	2,000	3,000	0	14,700
<b>HARLEM RIVER Total:</b>	<b>28,700</b>	<b>25,000</b>	<b>2,000</b>	<b>3,000</b>	<b>250</b>	<b>58,950</b>
<b>HERNANDEZ</b>						
9139-GROUNDS_AT_HERNANDEZ	1,087	0	0	0	0	1,087
<b>HERNANDEZ Total:</b>	<b>1,087</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,087</b>
<b>HOLMES TOWERS</b>						
8185-ENTR/EXT-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	0	0	1,000	0	0	1,000
<b>HOLMES TOWERS Total:</b>	<b>347</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>1,347</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY19	FY20	FY21	FY22	FY23	Total
<b>Manhattan</b>						
ISAACS						
9684-PLUMBING3_AT_ISAACS	520	0	0	0	0	520
9704-HEATING3_AT_ISAACS	200	0	0	0	0	200
7545-CC-UPGRADE2_AT_ISAACS CC	211	0	0	0	0	211
8367-SANDY RENO_AT_ISAACS	25,611	0	0	0	0	25,611
9002-CCTV5_AT_ISAACS	150	0	0	0	0	150
9723-BASEMENT CRAWL SPACES_AT_ISAACS	1,250	0	0	0	0	1,250
<b>ISAACS Total:</b>	<b>27,942</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,942</b>
JACKIE ROBINSON						
9724-BASEMENT CRAWL SPACES_AT_ROBINSON	1,250	0	0	0	0	1,250
9851-BOILER_AT_ROBINSON	111	0	0	0	0	111
<b>JACKIE ROBINSON Total:</b>	<b>1,361</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,361</b>
JEFFERSON						
9692-PLUMBING8_AT_JEFFERSON	520	0	0	0	0	520
9712-HEATING6_AT_JEFFERSON	200	0	0	0	0	200
8708-GROUNDS2_AT_JEFFERSON	4	0	0	0	0	4
8755-CC-UPGRADE_AT_JEFFERSON	300	0	0	0	0	300
9237-SANDY RELOCATION_AT_JEFFERSON	408	0	0	0	0	408
9256-BATHROOMS2_AT_JEFFERSON	20,000	15,000	15,000	10,000	5,000	65,000
9368-CCTV_AT_JEFFERSON	259	0	0	0	0	259
9382-GROUNDS3_AT_JEFFERSON	500	0	0	0	0	500
9394-CC-UPGRADE4_AT_JOHNSON	251	0	0	0	0	251
9396-CC-UPGRADE5_AT_JOHNSON	626	0	0	0	0	626
9447-GARBAGE DISPO_AT_JEFFERSON	0	200	0	0	0	200
9491-ELEVATORS3_AT_JEFFERSON	0	0	886	0	0	886
<b>JEFFERSON Total:</b>	<b>23,068</b>	<b>15,200</b>	<b>15,886</b>	<b>10,000</b>	<b>5,000</b>	<b>69,154</b>
JOHNSON						
9493-ELEVATORS_AT_JOHNSON	0	0	476	0	0	476
9725-BASEMENT CRAWL SPACES_AT_JOHNSON	1,250	0	0	0	0	1,250
9997-EXT COMPACTORS_AT_JOHNSON	204	0	0	0	0	204
<b>JOHNSON Total:</b>	<b>1,454</b>	<b>0</b>	<b>476</b>	<b>0</b>	<b>0</b>	<b>1,930</b>
KING TOWERS						
9564-ELEVATORS3_AT_KING TOWERS	0	0	0	0	344	344
9633-FIRE PRO-ALARM_AT_KING TOWERS	401	0	0	0	0	401
9726-BASEMENT CRAWL SPA_AT_KING TOWERS	1,250	0	0	0	0	1,250
<b>KING TOWERS Total:</b>	<b>1,651</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>344</b>	<b>1,995</b>
LA GUARDIA						
8303-SANDY RENO_AT_LA GUARDIA	8,216	0	0	0	0	8,216
9545-ELEVATORS_AT_LAGUARDIA	0	0	0	0	295	295
<b>LA GUARDIA Total:</b>	<b>8,216</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>295</b>	<b>8,511</b>
LA GUARDIA ADDITION						
8916-CCTV_AT_LAGUARDIA A	170	0	0	0	0	170
<b>LA GUARDIA ADDITION Total:</b>	<b>170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>170</b>
LAVANBURG HOMES						
8315-SANDY RENO_AT LAVANBURG	3,266	0	0	0	0	3,266
<b>LAVANBURG HOMES Total:</b>	<b>3,266</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,266</b>
LEHMAN						
9335-CC-UPGRADE_AT_LEHMAN	500	0	0	0	0	500
9526-PLUMBING3_AT_LEHMAN	0	0	0	2,450	0	2,450
<b>LEHMAN Total:</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>2,450</b>	<b>0</b>	<b>2,950</b>
LEXINGTON						
8923-GROUNDS_AT_LEXINGTON	385	0	0	0	0	385
9730-BASEMENT CRAWL SPACE_AT_LEXINGTON	1,250	0	0	0	0	1,250
<b>LEXINGTON Total:</b>	<b>1,635</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,635</b>
LINCOLN						
9492-ELEVATORS3_AT_LINCOLN	0	0	459	0	0	459
<b>LINCOLN Total:</b>	<b>0</b>	<b>0</b>	<b>459</b>	<b>0</b>	<b>0</b>	<b>459</b>
LOWER EAST SIDE I INFILL						
9386-GROUNDS_AT_LES I	266	0	0	0	0	266
9727-BASEMENT CRAWL SPACES_AT_LES II	1,250	0	0	0	0	1,250
9728-BASEMENT CRAWL SPACES_AT_LES I	1,250	0	0	0	0	1,250
9782-BRICKWORK2_AT_HERNANDEZ	260	0	0	0	0	260
<b>LOWER EAST SIDE I INFILL Total:</b>	<b>3,026</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,026</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

		FY19	FY20	FY21	FY22	FY23	Total
<b>Manhattan</b>							
LOWER EAST SIDE REHAB (GROUP 5)	8325-SANDY RENO_AT_LES V	196	0	0	0	0	196
	<b>LOWER EAST SIDE REHAB (GROUP 5)</b>						
	<b>Total:</b>	<b>196</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>196</b>
MANHATTANVILLE	8689-SEC ENHAMCEMTS_AT_MHTNVILLE	12	0	0	0	0	12
	9018-ELEVATORS4_AT_MHTNVILLE	267	0	0	0	0	267
	<b>MANHATTANVILLE Total:</b>	<b>279</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>279</b>
MELTZER TOWER	9468-INT COMPACTORS_AT_MELT-HERNANDEZ	100	0	0	0	0	100
	<b>MELTZER TOWER Total:</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>
METRO NORTH PLAZA	8326-SANDY RENO_AT_METRO N PLZ	39,555	0	0	0	0	39,555
	8357-SEC ENHAMCEMTS_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>METRO NORTH PLAZA Total:</b>	<b>40,305</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40,305</b>
PARK AVE - EAST 122ND, EAST 123RD ST	6680-ELEVATORS2_AT_PARK-E122123	3	0	0	0	0	3
	9470-INT COMPACTORS_AT_PARK-E122123	100	0	0	0	0	100
	<b>PARK AVE - EAST 122ND, EAST 123RD ST Total:</b>	<b>103</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>103</b>
POLO GROUNDS TOWER	9550-HEATING_AT_POLOGROUNDS	350	0	0	0	0	350
	9248-PLUMBING4_AT_POLO GROUNDS	8,600	0	0	0	0	8,600
	9450-GARBAGE DISPOS4_AT_POLO GROUNDS	200	0	0	0	0	200
	9516-HEATING2_AT_POLO GROUNDS	900	0	0	0	0	900
	9587-ELEVATORS2_AT_POLO GROUNDS	0	0	0	455	0	455
	<b>POLO GROUNDS TOWER Total:</b>	<b>10,050</b>	<b>0</b>	<b>0</b>	<b>455</b>	<b>0</b>	<b>10,505</b>
RANDOLPH	9466-INT COMPACTORS_AT_RANDOLPH	1,500	0	0	0	0	1,500
	<b>RANDOLPH Total:</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>
RANGEL	9685-PLUMBING2_AT_RANGEL	0	520	0	0	0	520
	9705-HEATING5_AT_RANGEL	0	200	0	0	0	200
	6727-ELEVATORS2_AT_RANGEL	1,124	0	0	0	0	1,124
	8322-SANDY RENO_AT_RANGEL	2,567	0	0	0	0	2,567
	9735-BASEMENT CRAWL SPACES_AT_RANGEL	1,250	0	0	0	0	1,250
	9801-BOILER_AT_RANGEL	6,551	0	0	0	0	6,551
	9865-CCTV_AT_RANGEL	200	0	0	0	0	200
	<b>RANGEL Total:</b>	<b>11,692</b>	<b>720</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,412</b>
REHAB PROGRAM (TAFT)	9808-BOILER_AT_TAFT	5,201	0	0	0	0	5,201
	<b>REHAB PROGRAM (TAFT) Total:</b>	<b>5,201</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,201</b>
REHAB PROGRAM (WISE REHAB)	8915-CCTV_AT_WISE REHAB	125	0	0	0	0	125
	<b>REHAB PROGRAM (WISE REHAB) Total:</b>	<b>125</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125</b>
RIIS I	6386-HEATING2_AT_RIIS I	0	0	0	0	250	250
	8312-SANDY RENO_AT_RIIS I	87,067	0	0	0	0	87,067
	9583-ELEVATORS3_AT_RIIS I	0	0	0	0	918	918
	<b>RIIS I Total:</b>	<b>87,067</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,168</b>	<b>88,235</b>
RIIS II	8314-SANDY RENO_AT_RIIS II	13,567	0	0	0	0	13,567
	<b>RIIS II Total:</b>	<b>13,567</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,567</b>
ROBBINS PLAZA	9686-PLUMBING3_AT_ROBBINS PLZ	0	0	520	0	0	520
	9706-HEATING2_AT_ROBBINS PLZ	0	0	200	0	0	200
	8956-EQUIP UPGRADE_AT_ROBBINS PL	14	0	0	0	0	14
	9734-BASEMENT CRAWL SPA_AT_ROBBINS PLZ	0	0	0	1,000	0	1,000
	<b>ROBBINS PLAZA Total:</b>	<b>14</b>	<b>0</b>	<b>720</b>	<b>1,000</b>	<b>0</b>	<b>1,734</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY19	FY20	FY21	FY22	FY23	Total
<b>Manhattan</b>						
RUTGERS						
6224-ENERGY INIT_AT_RUTGERS	275	0	0	0	0	275
9900-CC-UPGRADE2_AT_RUTGERS	120	0	0	0	0	120
<b>RUTGERS Total:</b>	<b>395</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>395</b>
SAINT NICHOLAS						
7658-PLUMBING3_AT_ST NICH	2,346	0	0	0	0	2,346
8763-BRICK/ROOFS_AT_ST NICH	5,676	0	0	0	0	5,676
9290-ELEVATORS_AT_ST NICH	275	0	0	0	9,700	9,975
9733-BASEMENT CRAWL SPACES_AT_ST NICH	0	0	0	1,000	0	1,000
9979-GARBAGE DISPOS2_AT_ST NICH	927	0	0	0	0	927
9980-EXT COMPACTORS_AT_ST NICHOLAS	307	0	0	0	0	307
<b>SAINT NICHOLAS Total:</b>	<b>9,530</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>9,700</b>	<b>20,230</b>
SAMUEL, FREDERICK (CITY)						
9110-CCTV_AT_SAMUEL(CITY)	28	0	0	0	0	28
<b>SAMUEL, FREDERICK (CITY) Total:</b>	<b>28</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28</b>
SMITH						
9674-HEATING4_AT_SMITH	0	0	350	0	0	350
8323-SANDY RENO_AT_SMITH	219	0	0	0	0	219
8636-PLUMBING4_AT_SMITH	2,569	0	0	0	0	2,569
9432-PLUMBING6_AT_SMITH	0	0	0	250	0	250
9480-PLUMBING7_AT_SMITH	6,127	3,000	0	0	0	9,127
9513-HEATING3_AT_SMITH	550	0	0	0	0	550
9580-ELEVATORS_AT_SMITH	0	0	394	0	0	394
<b>SMITH Total:</b>	<b>9,465</b>	<b>3,000</b>	<b>744</b>	<b>250</b>	<b>0</b>	<b>13,458</b>
TAFT						
6574-ELEVATORS2_AT_TAFT	11	0	0	0	0	11
9252-HEATING3_AT_TAFT	700	6,300	0	0	0	7,000
9309-ELEVATORS3_AT_TAFT	0	0	0	250	0	250
9518-ELEVATORS4_AT_TAFT	0	0	0	295	0	295
9732-BASEMENT CRAWL SPACES_AT_TAFT	0	0	0	0	1,000	1,000
9975-EXT COMPACTORS_AT_TAFT	409	0	0	0	0	409
9991-GARBAGE DISPOS3_AT_TAFT	927	0	0	0	0	927
<b>TAFT Total:</b>	<b>2,047</b>	<b>6,300</b>	<b>0</b>	<b>545</b>	<b>1,000</b>	<b>9,892</b>
THURGOOD MARSHALL PLAZA						
7278-ROOFS2_AT_TMARSHALL	8,565	0	0	0	0	8,565
9631-FIRE PRO-ALARM_AT_TMARSHALL	190	0	0	0	0	190
<b>THURGOOD MARSHALL PLAZA Total:</b>	<b>8,755</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,755</b>
TWO BRIDGES URA (SITE 7)						
8324-SANDY RENO_AT_TWO BRDGS(7)	458	0	0	0	0	458
9138-GROUNDS_AT_TWO BRIDGES	350	0	0	0	0	350
<b>TWO BRIDGES URA (SITE 7) Total:</b>	<b>808</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>808</b>
VLADECK I						
6163-CC-UPGRADE_AT_VLADECK	51	0	0	0	0	51
7739-CC-UPGRADE3_AT_VLADECK	2,342	0	0	0	0	2,342
9336-GROUNDS_AT_VLADECK	500	0	0	0	0	500
9582-ELEVATORS3_AT_VLADECK I	0	0	0	0	754	754
9731-BASEMENT CRAWL SPACES_AT_VLADECK	0	0	0	0	1,000	1,000
9783-BRICKWORK_AT_VLADECK	5,200	0	0	0	0	5,200
9866-GROUNDS2_AT_VLADECK	600	0	0	0	0	600
<b>VLADECK I Total:</b>	<b>8,693</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,754</b>	<b>10,447</b>
VLADECK II						
9784-BRICKWORK2_AT_SEWARD PK E	1,040	0	0	0	0	1,040
<b>VLADECK II Total:</b>	<b>1,040</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,040</b>
WAGNER						
9695-PLUMBING7_AT_WAGNER	0	0	0	520	0	520
9715-HEATING2_AT_WAGNER	0	0	0	200	0	200
9238-GROUNDS3_AT_WAGNER	500	0	0	0	0	500
9433-PLUMBING6_AT_WAGNER	3,912	0	0	4,000	5,300	13,212
9446-GARBAGE DISPO_AT_WAGNER	200	0	0	0	0	200
9973-GARBAGE DISPOS3_AT_WAGNER	927	0	0	0	0	927
<b>WAGNER Total:</b>	<b>5,539</b>	<b>0</b>	<b>0</b>	<b>4,720</b>	<b>5,300</b>	<b>15,559</b>



**Table 2: FY Capital Projects by Development  
(\$000)**

		FY19	FY20	FY21	FY22	FY23	Total
<b>Manhattan</b>							
WALD	9676-PLUMBING2_AT_GUN HILL	520	0	0	0	0	520
	9687-PLUMBING4_AT_WALD	0	0	0	520	0	520
	9707-HEATING2_AT_WALD	0	0	0	200	0	200
	8327-SANDY RENO_AT_WALD	74,858	0	0	0	0	74,858
	9603-ELEVATORS3_AT_WALD	0	0	0	0	525	525
	<b>WALD Total:</b>	<b>75,378</b>	<b>0</b>	<b>0</b>	<b>720</b>	<b>525</b>	<b>76,623</b>
WASHINGTON	8711-GROUNDS3_AT_WASHINGTON	257	0	0	0	0	257
	9414-GROUNDS4_AT_WASHINGTON	500	0	0	0	0	500
	9771-PLUMBING2_AT_WASHINGTON	5,303	0	0	0	0	5,303
	9940-GARBAGE	2,000	0	0	0	0	2,000
	DISPOS3_AT_WASHINGTON						
	<b>WASHINGTON Total:</b>	<b>8,060</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,060</b>
WASHINGTON HTS REHAB PHASE III (AUDOBON)	9986-EXT COMPACTORS_AT_AUDUBON	102	0	0	0	0	102
	<b>WASHINGTON HTS REHAB PHASE III (AUDOBON) Total:</b>	<b>102</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>102</b>
WHITE	7798-CC-UPGRADE2_AT_WHITE CC	110	0	0	0	0	110
	9136-GROUNDS_AT_WHITE	400	0	0	0	0	400
	9356-SEC ENHANCEMETS_AT_WHITE	400	0	0	0	0	400
	<b>WHITE Total:</b>	<b>910</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>910</b>
WILSON	8937-GROUNDS2_AT_WILSON	15	0	0	0	0	15
	9941-GARBAGE DISPOS2_AT_WILSON	200	0	0	0	0	200
	<b>WILSON Total:</b>	<b>215</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>215</b>
WISE TOWERS	8695-GROUNDS2_AT_WISE TOWERS	1	0	0	0	0	1
	9053-ROOFS_AT_WISE TOWERS/WHITE	2,842	0	0	0	0	2,842
	9872-GROUNDS4_AT_WISE TOWERS	525	0	0	0	0	525
	9906-CCTV_AT_WISE	275	0	0	0	0	275
	<b>WISE TOWERS Total:</b>	<b>3,643</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,643</b>
W S U R (SITE A) 120 WEST 94TH ST	8350-SEC ENHANCEMETS_AT_WSUR-94TH	18	0	0	0	0	18
	9131-CC-UPGRADE_AT_WSUR (SITEA)	140	0	0	0	0	140
	<b>W S U R (SITE A) 120 WEST 94TH ST Total:</b>	<b>158</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>158</b>
W S U R (SITE B) 74 WEST 92ND ST	8351-SEC ENHANCEMETS_AT_WSUR-92ND	15	0	0	0	0	15
	<b>W S U R (SITE B) 74 WEST 92ND ST Total:</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15</b>
W S U R (SITE C) 589 AMSTERDAM AVE	8348-SEC ENHANCEMETS_AT_WSUR-589A	12	0	0	0	0	12
	<b>W S U R (SITE C) 589 AMSTERDAM AVE Total:</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>
<b>Manhattan Total</b>		<b>556,032</b>	<b>131,527</b>	<b>93,646</b>	<b>95,487</b>	<b>41,715</b>	<b>918,407</b>
<b>Queens</b>							
ASTORIA	9554-PLUMBING3_AT_ASTORIA	520	0	0	0	0	520
	9559-HEATING5_AT_ASTORIA	200	0	0	0	0	200
	1676-CC-UPGRADE_AT_ASTORIA SCC	201	0	0	0	0	201
	7689-ROOFS3_AT_ASTORIA	928	0	0	0	0	928
	8306-SANDY RENO_AT_ASTORIA	13,570	0	0	0	0	13,570
	8917-GROUNDS2_AT_ASTORIA	28	0	0	0	0	28
	8967-HEATING3_AT_MCKINLEY	12,805	0	0	0	0	12,805
	9094-GROUNDS3_AT_ASTORIA	350	0	0	0	0	350
	9364-LIGHTING3_AT_ASTORIA	500	0	0	0	0	500
	9376-CCTV3_AT_ASTORIA	459	0	0	0	0	459
	9390-GROUNDS4_AT_ASTORIA	250	0	0	0	0	250
	9454-BOILER_AT_ASTORIA	0	0	850	8,400	0	9,250
	9567-ELEVATORS3_AT_ASTORIA	0	0	0	361	0	361
	9892-CC-UPGRADE4_AT_ASTORIA	150	0	0	0	0	150
	9904-CCTV4_AT_ASTORIA	100	0	0	0	0	100
	<b>ASTORIA Total:</b>	<b>30,062</b>	<b>0</b>	<b>850</b>	<b>8,761</b>	<b>0</b>	<b>39,672</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

		FY19	FY20	FY21	FY22	FY23	Total
<b>Queens</b>							
BAISLEY PARK	9095-CCTV_AT_BAISLEY PK	47	0	0	0	0	47
	9459-EXT COMPACTORS_AT_BAISLEY PK	0	0	600	0	0	600
	<b>BAISLEY PARK Total:</b>	<b>47</b>	<b>0</b>	<b>600</b>	<b>0</b>	<b>0</b>	<b>647</b>
BEACH 41ST ST - BEACH CHANNEL DRIVE	8311-SANDY RENO_AT_BEACH 41ST	31,918	0	0	0	0	31,918
	9753-ELEVATORS2_AT_BEACH 41ST	0	0	0	197	0	197
	<b>BEACH 41ST ST - BEACH CHANNEL DRIVE Total:</b>	<b>31,918</b>	<b>0</b>	<b>0</b>	<b>197</b>	<b>0</b>	<b>32,115</b>
BLAND	9663-HEATING3_AT_BLAND	350	0	0	0	0	350
	9870-GROUNDS4_AT_BLAND	500	0	0	0	0	500
	<b>BLAND Total:</b>	<b>850</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>850</b>
CARLETON MANOR	8318-SANDY RENO_AT_CARLETON	1,348	0	0	0	0	1,348
	8910-GROUNDS_AT_CARLETON	250	0	0	0	0	250
	9457-EXT COMPACTORS_AT_CARLETON	200	0	0	0	0	200
	<b>CARLETON MANOR Total:</b>	<b>1,798</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,798</b>
CONLON LIHFE TOWERS	9361-SEC ENHANCEMETS_AT_CONLON LIHFE	220	0	0	0	0	220
	9913-CC-UPGRADE_AT_CONLON LIHFE	600	0	0	0	0	600
	<b>CONLON LIHFE TOWERS Total:</b>	<b>820</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>820</b>
HAMMEL	8316-SANDY RENO_AT_HAMMEL	513	0	0	0	0	513
	9096-GROUNDS3_AT_HAMMEL	500	0	0	0	0	500
	9646-ELEVATORS2_AT_HAMMEL	0	0	0	0	230	230
	<b>HAMMEL Total:</b>	<b>1,013</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>230</b>	<b>1,243</b>
INTERNATIONAL TOWER	9142-CCTV_AT_INTL TWRS	28	0	0	0	0	28
	<b>INTERNATIONAL TOWER Total:</b>	<b>28</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28</b>
LATIMER GARDENS	9688-PLUMBING2_AT_LATIMER	520	0	0	0	0	520
	9708-HEATING4_AT_LATIMER	200	0	0	0	0	200
	9097-GROUNDS3_AT_LATIMER	44	0	0	0	0	44
	<b>LATIMER GARDENS Total:</b>	<b>764</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>764</b>
LEAVITT ST - 34TH AVE	8940-CCTV_AT_LEAVITT-34	77	0	0	0	0	77
	<b>LEAVITT ST - 34TH AVE Total:</b>	<b>77</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>77</b>
OCEAN BAY (BAYSIDE) FORMERLY EDGEEMERE	7847-SANDY GC_AT_BAYSIDE	1	0	0	0	0	1
	8313-SANDY RENO_AT_BAYSIDE	1,269	0	0	0	0	1,269
	9506-ELEVATORS3_AT_BAYSIDE	0	0	459	0	0	459
	<b>OCEAN BAY (BAYSIDE) FORMERLY EDGEEMERE Total:</b>	<b>1,270</b>	<b>0</b>	<b>459</b>	<b>0</b>	<b>0</b>	<b>1,729</b>
OCEAN BAY (OCEANSIDE) FORMERLY ARVERNE	8321-SANDY RENO_AT_OCEANSIDE	349	0	0	0	0	349
	9643-ELEVATORS2_AT_OCEANSIDE	0	0	0	230	0	230
	<b>OCEAN BAY (OCEANSIDE) FORMERLY ARVERNE Total:</b>	<b>349</b>	<b>0</b>	<b>0</b>	<b>230</b>	<b>0</b>	<b>579</b>
POMONOK	9689-PLUMBING6_AT_POMONOK	0	520	0	0	0	520
	9709-HEATING6_AT_POMONOK	0	200	0	0	0	200
	7633-HEATING3_AT_POMONOK	0	0	1,600	7,000	7,400	16,000
	9254-BATHROOMS_AT_POMONOK	0	10,000	15,000	10,000	15,000	50,000
	9313-CCTV2_AT_POMONOK	350	0	0	0	0	350
	9434-PLUMBINGS5_AT_POMONOK	316	0	0	0	0	316
	9950-ELEVATORS3_AT_POMONOK	0	0	0	191	1,719	1,910
	9978-GARBAGE DISPOS2_AT_POMONOK	927	0	0	0	0	927
	<b>POMONOK Total:</b>	<b>1,593</b>	<b>10,720</b>	<b>16,600</b>	<b>17,191</b>	<b>24,119</b>	<b>70,224</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

		FY19	FY20	FY21	FY22	FY23	Total
<b>Queens</b>							
QUEENSBRIDGE NORTH	7366-BRICK/ROOF_AT_QUEENSBIDGE N	1,413	0	0	0	0	1,413
	8953-GROUNDS_AT_QUEENSBRIDGE	1	0	0	0	0	1
	<b>QUEENSBRIDGE NORTH Total:</b>	<b>1,414</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,414</b>
QUEENSBRIDGE SOUTH	9098-GROUNDS2_AT_QUEENSBIDGE S	163	0	0	0	0	163
	9191-ELEVATORS2_AT_QUEENSBIDGE S	3,141	7,194	15,430	0	0	25,765
	<b>QUEENSBRIDGE SOUTH Total:</b>	<b>3,304</b>	<b>7,194</b>	<b>15,430</b>	<b>0</b>	<b>0</b>	<b>25,928</b>
RAVENSWOOD	9140-GROUNDS2_AT_RAVENSWOOD	62	0	0	0	0	62
	<b>RAVENSWOOD Total:</b>	<b>62</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>62</b>
REDFERN	8310-SANDY RENO_AT_REDFERN	7,916	0	0	0	0	7,916
	8715-GROUNDS_AT_REDFERN	150	0	0	0	0	150
	<b>REDFERN Total:</b>	<b>8,066</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,066</b>
SHELTON HOUSE	9100-CCTV_AT_SHELTON	37	0	0	0	0	37
	<b>SHELTON HOUSE Total:</b>	<b>37</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37</b>
SOUTH JAMAICA I	8716-GROUNDS2_AT_SJAMAICA	50	0	0	0	0	50
	9963-BOILER_AT_SJAMAICA II	0	0	1,113	10,017	0	11,130
	9977-EXT COMPACTORS_AT_S JAMAICA I	409	0	0	0	0	409
<b>SOUTH JAMAICA I Total:</b>	<b>459</b>	<b>0</b>	<b>1,113</b>	<b>10,017</b>	<b>0</b>	<b>11,589</b>	
WOODSIDE	8363-GROUNDS_AT_WOODSIDE	4	0	0	0	0	4
	9101-GROUNDS2_AT_WOODSIDE	5	0	0	0	0	5
	9589-ELEVATORS2_AT_WOODSIDE	0	0	0	0	918	918
	9912-CC-UPGRADE3_AT_WOODSIDE	600	0	0	0	0	600
	<b>WOODSIDE Total:</b>	<b>609</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>918</b>	<b>1,527</b>
<b>Queens Total</b>		<b>84,540</b>	<b>17,914</b>	<b>35,052</b>	<b>36,395</b>	<b>25,267</b>	<b>199,169</b>
<b>Staten Island</b>							
BERRY	9425-LIGHTING2_AT_BERRY	600	0	0	0	0	600
	9525-ELEVATORS2_AT_BERRY	0	0	0	262	0	262
	9632-FIRE PRO-ALARM3_AT_BERRY	185	0	0	0	0	185
	<b>BERRY Total:</b>	<b>785</b>	<b>0</b>	<b>0</b>	<b>262</b>	<b>0</b>	<b>1,047</b>
CASSIDY - LAFAYETTE	7607-BRICK/ROOF_AT_CASSIDY-LAF	56	0	0	0	0	56
	9350-SEC ENHANCEMENTS_AT_CASSIDY-LAF	2,760	0	0	0	0	2,760
	9385-SEC ENHANCEMENTS_AT_LAFAYETTE	150	0	0	0	0	150
	9579-FIRE PRO-ALARM2_AT_LAFAYETTE	0	0	185	0	0	185
<b>CASSIDY - LAFAYETTE Total:</b>	<b>2,966</b>	<b>0</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>3,151</b>	
MARINER'S HARBOR	7471-BRICK/ROOF_AT_MARINERS HB	65	0	0	0	0	65
	9324-CC-UPGRADE2_AT_MARINER'S HB CC	5,700	0	0	0	0	5,700
	9903-GROUNDS2_AT_MARINER'S HARBOR	393	0	0	0	0	393
<b>MARINER'S HARBOR Total:</b>	<b>6,158</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,158</b>	
MARKHAM GARDENS	9669-HEATING_AT_W BRIGHTON	0	0	0	280	0	280
	<b>MARKHAM GARDENS Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>280</b>	<b>0</b>	<b>280</b>
NEW LANE AREA	8364-SANDY RENO_AT_NEW LANE	160	0	0	0	0	160
	8889-SEC ENHANCEMENTS_AT_NEW LANE	500	0	0	0	0	500
	9353-CC-UPGRADE2_AT_NEW LANE	600	0	0	0	0	600
<b>NEW LANE AREA Total:</b>	<b>1,260</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,260</b>	
RICHMOND TERRACE	9690-PLUMBING3_AT_RICHMOND TR	0	0	520	0	0	520
	9710-HEATING2_AT_RICHMOND TR	0	0	200	0	0	200
	9354-GROUNDS3_AT_RICHMOND TR	144	0	0	0	0	144
	9955-ELEVATORS2_AT_RICHMOND TR	0	0	0	265	1,719	1,984
<b>RICHMOND TERRACE Total:</b>	<b>144</b>	<b>0</b>	<b>720</b>	<b>265</b>	<b>1,719</b>	<b>2,848</b>	

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY19	FY20	FY21	FY22	FY23	Total
<b>Staten Island</b>						
SOUTH BEACH						
9397-CCTV_AT_SOUTH BEACH	600	0	0	0	0	600
9452-BOILER_AT_SOUTH BEACH	0	0	650	6,500	0	7,150
9527-ELEVATORS3_AT_SOUTH BEACH	0	0	0	262	0	262
<b>SOUTH BEACH Total:</b>	<b>600</b>	<b>0</b>	<b>650</b>	<b>6,762</b>	<b>0</b>	<b>8,012</b>
<b>STAPLETON</b>						
3173-ROOFS_AT_STAPLETON	67	0	0	0	0	67
8852-SEC LIGHTING_AT_STAPLETON	793	0	0	0	0	793
<b>STAPLETON Total:</b>	<b>860</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>860</b>
<b>TODT HILL</b>						
9691-PLUMBING_AT_TODT HILL	0	0	0	520	0	520
9711-HEATING2_AT_TODT HILL	0	0	0	200	0	200
8888-SEC ENHANCEMTS_AT_TODT HILL	1,500	0	0	0	0	1,500
9108-CCTV_AT_TMARSHALL	70	0	0	0	0	70
9123-CCTV_AT_TODT HILL	429	0	0	0	0	429
9379-GROUNDS2_AT_TODT HILL	500	0	0	0	0	500
9649-ELEVATORS_AT_TODT HILL	0	0	0	230	0	230
9739-FIRE PRO-ALARM_AT_TODT HILL	0	0	185	0	0	185
9902-GROUNDS3_AT_TODT HILL	500	0	0	0	0	500
<b>TODT HILL Total:</b>	<b>2,999</b>	<b>0</b>	<b>185</b>	<b>950</b>	<b>0</b>	<b>4,134</b>
<b>WEST BRIGHTON I</b>						
8947-CCTV2_AT_W BRIGHTON I	1,554	0	0	0	0	1,554
<b>WEST BRIGHTON I Total:</b>	<b>1,554</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,554</b>
<b>Staten Island Total</b>	<b>17,325</b>	<b>0</b>	<b>1,740</b>	<b>8,519</b>	<b>1,719</b>	<b>29,304</b>
<b>Central Office</b>						
Comm Oper-Manhattan Boro Mgt						
7553-CC-UPGRADE_AT_SEWARD PK E	6	0	0	0	0	6
<b>Comm Oper-Manhattan Boro Mgt Total:</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>
Property Mgt Dept-Brooklyn Boro Mgt						
9775-SANDY RENO_AT_BKLYN (VARIOUS)	163,738	0	0	0	0	163,738
<b>Property Mgt Dept-Brooklyn Boro Mgt Total:</b>	<b>163,738</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>163,738</b>
EVP - Administration						
9288-HR/PERFORMANCE Mgt_AT_VARIOUS	3,496	0	0	0	0	3,496
<b>EVP - Administration Total:</b>	<b>3,496</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,496</b>
Office of Security						
9770-INCIDENT MGT SOFTWARE	250	0	0	0	0	250
<b>Office of Security Total:</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>
EVP - Capital Projects						
1896-ENERGY-INST HOT WATER HEATERS	7,642	0	0	0	0	7,642
5060-CHANGE ORDER/UNPLANNED_AT_CPD	1,247	0	0	0	0	1,247
6144-CCTV_AT_INDEP/WILLIAMS	7	0	0	0	0	7
6481-BRICKWORK10_AT_VARIOUS	122	0	0	0	0	122
7162-LAYERED ACCESS_AT_KING/TAFT	2,619	0	0	0	0	2,619
7733-INSPECTION SERV2_AT_VARIOUS	286	0	0	0	0	286
7781-SEC ENHANCEMTS_AT_VARIOUS	598	0	0	0	0	598
7989-BRICKWORK7_AT_VARIOUS	805	0	0	0	0	805
8099-SECTION 504_AT_VARIOUS	127	0	0	0	0	127
8113-CM FEES_AT_VARIOUS	22,011	0	0	0	0	22,011
8143-A&E_AT_VARIOUS	4	0	0	0	0	4
8400-INST HOT WATER HEATERS_AT_VARIOUS	25,518	0	0	0	0	25,518
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 ENHANCEMTS4_AT_VARIOUS	169	0	0	0	0	169
8843-CCTV4_AT_VARIOUS LOC	3,216	3,216	3,216	3,216	0	12,863
8850-SEC LIGHTING_AT_BUSHWICK	892	0	0	0	0	892
8851-SEC LIGHTING_AT_CASTLE HILL	977	0	0	0	0	977
8856-SEC LIGHTING_AT_INGERSOLL	95	0	0	0	0	95
8857-SEC LIGHTING_AT_BUTLER	81	0	0	0	0	81
8859-SEC LIGHTING_AT_POLO GROUNDS	1,312	0	0	0	0	1,312
8862-SEC LIGHTING_AT_QUEENSBRIDGEI	1,382	0	0	0	0	1,382
8869-FIRE PRO-ESCAPE_AT_VARIOUS	29	0	0	0	0	29
8897-ROOFS4_AT_VARIOUS	111,580	111,000	61,000	111,000	111,000	505,580





**Table 2: FY Capital Projects by Development  
(\$000)**

	FY19	FY20	FY21	FY22	FY23	Total
<b>Central Office</b>						
EVP - Capital Projects						
8899-SEC LIGHTING5_AT_VARIOUS	2,707	0	0	0	0	2,707
8966-BRICKWORK13_AT_VARIOUS	84,898	0	0	0	0	84,898
8982-EXT COMPACTORS_AT_RAVENSWOOD	1,000	0	0	0	0	1,000
8983-EXT COMPACTORS2_AT_VARIOUS	800	0	0	0	0	800
8985-INT COMPACTORS_AT_VARIOUS	1,088	0	0	0	0	1,088
8993-CCTV6_AT_VARIOUS	450	0	0	0	0	450
8996-SANDY MONITOR_AT_VARIOUS	98	0	0	0	0	98
9001-APARTMENT RENO3_AT_VARIOUS	6,157	0	0	0	0	6,157
9023-SEC LIGHTING_AT_BROWNSVILLE	844	0	0	0	0	844
9086-SANDY AE_AT_VARIOUS	16	0	0	0	0	16
9087-SANDY CM_AT_VARIOUS	2,388	0	0	0	0	2,388
9104-HEATING4_AT_VARIOUS(BK/SI)	9	0	0	0	0	9
9105-HEATING3_AT_VARIOUS(MANH)	39	0	0	0	0	39
9152-ELEVATORS2_AT_VARIOUS	2,400	0	0	0	0	2,400
9177-HEATING20_AT_VARIOUS	16	0	0	0	0	16
9193-HEATING6_AT_MANH	152	0	0	0	0	152
9235-NYCHA STAFF COSTS_AT_SANDY	1,336	0	0	0	0	1,336
9236-WORKFORCE DEVELOPMENT_AT_SANDY	941	0	0	0	0	941
9257-CONCRETE REPAIRS2_AT_VARIOUS	16,310	0	0	0	0	16,310
9392-VEHICLES2_AT_VARIOUS	150	0	0	0	0	150
9401-GARBAGE DISPOS13_AT_VARIOUS	3,050	0	0	0	0	3,050
9404-URBANFARMS_AT_VARIOUS	120	0	0	0	0	120
9767-ELEVATOR COMM DEVICES_AT_VARIOUS	47,413	0	0	0	0	47,413
9769-TANK DECOMMISS_AT_VARIOUS	18,369	0	0	0	0	18,369
9827-PLUMBING27_AT_VARIOUS	8,689	0	0	0	0	8,689
9828-HEATING21_AT_VARIOUS	12,600	0	0	0	0	12,600
9830-HEATING23_AT_VARIOUS	156,878	43,122	0	0	0	200,000
9869-PLUMBING29_AT_VARIOUS	38,533	0	0	0	0	38,533
9882-IT-CCTV/LAC_AT_VARIOUS	3,660	0	0	0	0	3,660
9919-GC6_AT_VARIOUS	250,000	250,000	250,000	250,000	200,000	1,200,000
9920-VEHICLES3_AT_VARIOUS	160	0	0	0	0	160
9922-GC7_AT_VARIOUS	10,000	10,000	10,000	10,000	10,000	50,000
CPD_01-LOCAL LAW 11 REPAIRS	36,630	20,089	20,089	21,411	20,000	118,219
CPD_02-ROOF DESIGN	5,103	0	0	0	0	5,103
CPD_03-UNDERGROUND FIRE/WATER LINES	3,341	0	0	0	0	3,341
CPD_05-ELEVATORS_AT_VARIOUS	100,000	0	0	0	0	100,000
CPD_06-BOILERS_AT_VARIOUS	350,000	0	0	0	0	350,000
<b>EVP - Capital Projects Total:</b>	<b>1,347,684</b>	<b>437,426</b>	<b>344,304</b>	<b>395,626</b>	<b>341,000</b>	<b>2,866,041</b>
Design Dept-Off of the Dir						
140-A&E-03_AT_PHA WIDE	8	0	0	0	0	8
<b>Design Dept-Off of the Dir Total:</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8</b>
Capital Projects Administration-Off of Program Adm						
7424-GC2_AT_VARIOUS	235	0	0	0	0	235
<b>Capital Projects Administration-Off of Program Adm Total:</b>	<b>235</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>235</b>
Off of the Chair						
9766-RETAIL PROTOTYPE	1,000	0	0	0	0	1,000
<b>Off of the Chair Total:</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>
IT Infrastructure Dept-Telecommunications						
6102-IT-CENTRALIZED CALL CENTER	29	0	0	0	0	29
<b>IT Infrastructure Dept-Telecommunications Total:</b>	<b>29</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29</b>
EVP - IT/CIO						
7106-IT-COLLABORATION SPACE	5	0	0	0	0	5
<b>EVP - IT/CIO Total:</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>
Enterprise Portfolio Management-Off of the Dir						
6922-IT-ERP ENHANCEMENT	3,091	1,575	0	0	0	4,666
7127-IT-STAFF AUGMENTATION	22	0	0	0	0	22
7427-IT-HYPERION	1	0	0	0	0	1

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY19	FY20	FY21	FY22	FY23	Total	
<b>Central Office</b>							
Enterprise Portfolio Management-Off of the Dir	6740-IT-DESKTOP REFRESH	127	0	0	2,691	0	2,818
	7727-IT-ATAD ENHANCEMENTS	1,240	0	1,294	1,631	0	4,165
	8148-IT-REES eService	1	0	0	0	0	1
	8173-IT-EMERGENCY REPORTING SYSTEM	67	0	0	0	0	67
	8174-IT-MAXIMO ENHANCEMENT	3,243	1,500	1,500	1,394	0	7,637
	8177-IT-FUSION UPGRADE SOD	10	0	0	0	0	10
	8178-IT-EXE DASHBOARD PHASE II	194	79	0	0	0	273
	<b>Enterprise Portfolio Management-Off of the Dir Total:</b>	<b>7,996</b>	<b>3,154</b>	<b>2,794</b>	<b>5,716</b>	<b>0</b>	<b>19,660</b>
IT Infrastructure Dept-Off of the Dir	3838-IT-PRINTERS	1,863	0	0	0	0	1,863
	3849-IT-WIRELESS	2,275	0	0	0	0	2,275
	5437-IT-LAW INVOICE SYSTEM	783	0	0	0	0	783
	6162-IT-ROUTERS	1,080	62	62	0	0	1,204
	6763-IT-EMC STORAGE	534	207	207	0	0	948
	6785-IT-VOIP	621	375	375	0	621	1,992
	7102-IT-NETWORK SECURITY	345	186	83	0	0	614
	7104-IT-COMMUNICATION UPGRADE	206	0	0	0	0	206
	7224-IT- MOBILE ACCESS	239	0	0	0	0	239
	7430-IT-ORACLE EXADATA	1,011	0	240	0	0	1,251
	8171-IT-MAXIMO HEATING	230	0	0	0	0	230
	8172-IT-MAXIMO UPGRADE	62	0	0	0	0	62
	8179-IT-PRIMAVERA SUPPORT	304	0	0	0	0	304
	8180-IT-PROCUREMENT	281	0	0	0	0	281
	8182-IT-DISASTER RECOVERY2	39	0	0	0	0	39
	8183-IT-CLOUD SOLUTION	3,277	1,406	1,406	0	0	6,088
	8581-IT-SIEBEL UPGRADE 8.2	330	0	0	0	0	330
	8884-IT-INFRAST UPG/ENH-FIELD DEPT	3,825	140	21	0	1,000	4,985
	8885-IT-INFRAST UPG/ENH-NYCHA EMPS	0	0	0	0	503	503
	8886-IT-INFRAST UPG/ENH-NYCHA DEPT	547	559	476	0	1,035	2,617
	<b>IT Infrastructure Dept-Off of the Dir Total:</b>	<b>17,852</b>	<b>2,934</b>	<b>2,869</b>	<b>0</b>	<b>3,159</b>	<b>26,815</b>
Business Solution Tech-Off of the Dir	3840-IT-IMAGING	207	0	0	0	0	207
	5567-IT-KRONOS ENH	0	1,342	0	0	0	1,342
	5568-IT-ORACLE UGR2	192	52	52	0	0	297
	7126-IT-BUSINESS PROCESS IMP	16	0	0	0	0	16
	7128-IT-BUSINESS SYS TECH IMP	13,416	0	0	0	0	13,416
	7716-IT-HR MANAGEMENT	376	10	0	0	0	386
	8881-IT-APP DEV/ENH-FIELD DEPT	38	0	0	0	1,000	1,038
	8882-IT-APP DEV/ENH-NYCHA EMPS	0	0	0	0	503	503
	8883-IT-APP DEV/ENH-NYCHA DEPT	208	0	0	0	1,035	1,243
	<b>Business Solution Tech-Off of the Dir Total:</b>	<b>14,453</b>	<b>1,404</b>	<b>52</b>	<b>0</b>	<b>2,538</b>	<b>18,448</b>
Energy Dept-5040	8879-LIGHTING & HEATING_AT_VARIOUS	420	0	0	0	0	420
	<b>Energy Dept-5040 Total:</b>	<b>420</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>420</b>
Budget Dept-Capital Unit	3921-CONTINGENCY (NON-CPD)	11,150	732	726	727	747	14,083
	6460-CFFP DEBT SERVICE	119,542	59,768	59,774	59,773	59,772	358,628
	<b>Budget Dept-Capital Unit Total:</b>	<b>130,692</b>	<b>60,500</b>	<b>60,500</b>	<b>60,500</b>	<b>60,518</b>	<b>372,711</b>
EVP - Finance	6859-TRANSFER TO OP FY2010 I	14,369	4,697	4,697	4,697	4,697	33,158
	<b>EVP - Finance Total:</b>	<b>14,369</b>	<b>4,697</b>	<b>4,697</b>	<b>4,697</b>	<b>4,697</b>	<b>33,158</b>
EVP - Operations	7118-ELEVATOR ZONE LOCK INST_AT_VAR	4,736	0	0	0	0	4,736
	4037-RELOCATION-04_AT_PHA WIDE I	29	0	0	0	0	29
	6575-BRICK/ROOFS_AT_MANH VAR	2	0	0	0	0	2
	6746-APARTMENT RENO_AT_VARIOUS	27	0	0	0	0	27
	6759-INTERCOMS_AT_OPERATIONS	25	0	0	0	0	25
	6760-HEATING_AT_OPERATIONS	22	0	0	0	0	22
	7204-FIRE PRO-ALARM-08_AT_PHA WIDE	30	0	0	0	0	30
	7205-FIRE PRO-SPRINKLER_AT_VARIOUS	4	0	0	0	0	4
	8376-HEATING8_AT_VARIOUS	88	0	0	0	0	88
	8585-PLUMBING7_AT_VARIOUS	499	0	0	0	0	499

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY19	FY20	FY21	FY22	FY23	Total
<b>Central Office</b>						
EVP - Operations						
8964-APARTMENT RENO4_AT_VARIOUS	62	0	0	0	0	62
8991-HEATING13_AT_VARIOUS	2,089	0	0	0	0	2,089
9038-PAINTING_AT_VARIOUS	197	0	0	0	0	197
9829-HEATING22_AT_VARIOUS	7,800	0	0	0	0	7,800
OPR_01-APT PAINTING/REMEDIATION	56,000	0	0	0	0	56,000
OPR_02-PUBLIC SPACE PAINTING	24,000	0	0	0	0	24,000
<b>EVP - Operations Total:</b>	<b>95,609</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>95,609</b>
Technical Services Dept-Environmental Health & Safety						
3885-LEAD INSPECTIONS	12	0	0	0	0	12
3981-ENVIRO CONSULTING & SURVEY	15	0	0	0	0	15
<b>Technical Services Dept-Environmental Health &amp; Safety Total:</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27</b>
Technical Services Dept-Central Off Staff						
4953-SECTION 504_AT_PHA WIDE	5	0	0	0	0	5
<b>Technical Services Dept-Central Off Staff Total:</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>
Supp Chain Op Dept-Order Mgt						
6532-ENERGY EFF RANGES_AT_VARIOUS	24	0	0	0	0	24
<b>Supp Chain Op Dept-Order Mgt Total:</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24</b>
<b>Central Office Total</b>	<b>1,797,899</b>	<b>510,116</b>	<b>415,217</b>	<b>466,540</b>	<b>411,913</b>	<b>3,601,686</b>
<b>All Projects Total</b>	<b>3,590,411</b>	<b>755,567</b>	<b>662,445</b>	<b>713,767</b>	<b>662,356</b>	<b>6,384,546</b>

# Budget Process

## Overview of the Budget Process

### Responsibilities

Each year the Chief Financial Officer, through the Department of Financial Planning and Analysis, prepares and submits to the General Manager an annual budget for the forthcoming fiscal year and a four-year financial plan to be presented to NYCHA's Board. The General Manager will work with the Board in setting strategic objectives to prepare both an operating and capital budget. The capital and operating budget include proposed expenditures for current fiscal year and four-year financial plan as well as the method of financing such expenditures.

### Budget Process

Each year the financial plan seeks to respond to the demands and needs of NYCHA within the context of a changing financial environment in a way that reflects the Board's vision and NYCHA's overall policy. NYCHA's budget process builds on previous financial plans incorporating feedback from stakeholders in each department. This facilitates long-term planning and allows for adjustments to the baseline to demonstrate the effect of spending decisions. At the conclusion of the budget process, DFPA produces a budget and four-year financial plan that:

- Reflects the priorities and policy of the Board;
- Evaluates Department's budget line item requests which can be new needs or proposals to eliminate the gap;
- Incorporates the balancing of revenues and expenditures. For the Revenue Budget this sets forth the estimated revenues and receipts of the Authority for the current and four succeeding fiscal years. For the Expense Budget, this sets forth the proposed appropriations for the operating expenses of the Authority for the current and four succeeding fiscal years; The process also includes estimating the federal capital allocation for the next year, collecting, and reviewing plan submissions from departments, prioritizing projects based on NYCHA needs and briefing the Executive Department, General Manager, Chair and other City Stakeholders.
- Monitor the implementation of the budget.

As part of the capital planning process, NYCHA evaluated the operating budget impact for all requested projects. Financial Planning & Analysis requested that departments who manage capital funds provide long term operating impact. The Executive Department used this information, along with the physical needs of the properties, to determine whether to fund the capital projects. Currently, the Capital Plan focuses on maintaining the building envelope, improving heating and plumbing systems, providing security to residents and mitigating damages caused by Hurricane Sandy. The funding

of structural improvements (brickwork and roofs) and building systems (elevators, boilers and plumbing systems) will reduce ongoing operating expenses.

**Table 1: Preliminary Budget Calendar**



## Planning

DFPA, working with all Departments, is responsible for providing funding estimate for both the Capital and Operating plan for the Authority.

The planning process involves determining of available resources and providing vital/critical financial information to executive team who will then direct DFPA with planning guidance.

Planning phase consists of following processes:

- Determination of Available Resources; and
- Review of the Authority's Financial Condition & Executive Guidelines

## Development

This phase of the process provides guidance on steps necessary in development & approval of the financial plan.

The development phase consists of following three processes:

- Development and distribution of instructions;
- Department preparation and submission of budgets; and
- Review of Department submissions and coordination of budget approval process.

## Implementation, Management & Reporting

Once the Board approves the proposed plan, The Five Year Operating and Capital Plans will be “Adopted” and establishes as financial guideline all departments to follow. It is responsibilities of DFPA, in collaboration with departments, to manage and monitor NYCHA’s budget. Below is series of processes in which Adopted Plan is implemented and managed ensuring effective execution of the Board authorized “Adopted” financial plan.

### Implementation

Upon approval from the Board, the Financial Planning & Analysis shall perform the following in coordination with Department of Communication

1. The plan becomes “Adopted” after the Board approved the plan.
2. Financial Plan Narrative, a summary document, is prepared by DFPA and is to be posted on NYCHA’s web site for public review.
3. “Budget Book”, comprehensive document which provides financial and programmatic details, is published on in the 1st Quarter of the following fiscal year. Updating systems such as Oracle and Hyperion and disseminating reports to BRGs

### Management

Process consists of day-to-day activities that occur throughout the year, mainly around monitoring the budget and headcount, and performing budgeting related programmatic and financial analysis and reporting to relevant internal and external stakeholders. As part of ongoing budget management activities EVP/Directors/Managers periodically review their performance against budget. One of the focus points of this review is to determine the adequacy of the current budget to sustain current and future operating requirements of the department. In the event the review identifies the need to make a modification or revision to the current budget, the Department Manager submits request for a modification/revision which will be reviewed by DFPA based on following revision protocols:

### Reporting

To aid the BRG’s in the administration of financial resources, DFPA provides a variety of different reports

#### Daily, Biweekly and Monthly report in the Budget Web Portal

The budget Web Portal allows for free accessibility to financial information while adhering to all IT security protocols. Access to these reports can be obtained by submitting a Movaris request.

#### Monthly BRG’s Reports

These ad-hoc variance reports uniquely tailored to BRG's needs with the objective measure performance

Quarterly EVPs and SVPs reports

These are executive level variance reports intended to identify and significant variances from the Board approved plan.

**Table 2: Operating Budget Process**



**Table 3: Capital Planning Process**





# Financial Management

NYCHA's financial management policies provide a basic framework for overall fiscal management. The policies represent a foundation to address changing circumstance and conditions, assist in the decision-making process and provide the guidelines for evaluating financial activities for future initiatives.

The financial management policies reflect long-standing principles and practices, which have enabled NYCHA to maintain its financial stability. It is intended that the policies be reviewed annually so that the guidelines represent a realistic, framework for public policy decisions.

The information that follows provides a summary of financial management policies for the following areas:

- Budget;
- Audit;
- Debt;
- Cash Management;
- Risk Management; and
- Contract Registration.

## **Responsibilities**

### **Budget**

The Authority has instituted an Agency-wide departmental budgeting structure. Departmental budgeting provides NYCHA departments with increased responsibilities in the development and monitoring of the Operating and Capital Budgets. Departments are primarily responsible for determining their current and anticipated needs and will work with the Financial Planning & Analysis Department to review and incorporate those needs into an annual Board approved budget. In addition, departments are empowered to display fiscal responsibility and accountability in the periodical monitoring of actual departmental revenues and expenditures against the annual budget.

In conjunction with Agency-wide departmental budgeting structure, NYCHA's budget process reflects the Board's vision and NYCHA's policy direction as well as its response to change in needs, demands, and opportunities. The budget process occurs twice a year with a pre-defined budget calendar. It incorporates departmental input in planning, development, and management of NYCHA's budget.

## Audit

### Internal Audit

The Authority has established an internal Audit Department to provide independent and objective analysis of NYCHA operations. In carrying out its responsibilities, internal audit reviews:

- The adequacy of Authority controls;
- The degree of compliance to regulatory requirements and internal procedures; and
- The efficiency and economy of its operations.

Audits are performed in accordance with an annual audit plan that is approved by the Authority's Audit Committee. The Audit Department has unrestricted access to Authority documents, records, and staff to maintain an independent perspective, the Director of Audit reports directly to the Audit Committee and administratively to the Executive Vice President for Policy, Planning, and Management Analysis.

### *Audit Committee*

The Authority's Audit Committee has been in existence since June 2003. Per the amended and restated Charter, approved by the Board on September 25, 2013, the Committee consists of at least two (2) and not more than seven (7) members. The Chair of NYCHA is responsible for appointing two members of the Board annually, with the approval of a majority of the Board to the Committee. The Chair may select up to five other (5) non-Board members, with the approval of a majority of the Board, who are not NYCHA employees. The Chair of the Committee is selected by the Chair of NYCHA. The Audit Committee currently consists of four members, two of whom are Board members and the other two of whom are independent members, neither NYCHA employees nor Board members. The Audit Committee is co-chaired by the two Board members, an independent Board member and a resident Board member. As a result, the Audit Committee now consists of four highly accomplished individuals from outside NYCHA with a diverse range of expertise including regulatory and compliance, resident advocacy, finance, and policy making. Per its Board-approved Charter, the Audit Committee is charged with assisting the Board in overseeing the integrity of financial reporting, the adequacy of internal controls, and compliance with statutory and regulatory requirements. The Audit Committee oversees external audits performed by the Independent Auditor and reviews the internal annual risk assessment/Annual Audit Plan, and through its co-chairs monitors the internal audit plan for the Internal Audit and Assessment Department.

### **External Audit**

NYCHA is required by statute to have an independent Auditor annually conduct a Single Audit of its operations including opining on its internal controls over financial reporting and compliance to Federal award programs. In addition, the Authority requires that an Independent Auditor annually audit its financial statements. The Independent Auditor shall have broad experiences in auditing large local government agencies in compliance with relevant federal rules and regulations such as the Single Audit Act.

In addition to the above audits, the Authority operations are monitored and audited by the United States Department of Housing and Urban Development (HUD).

### **Debt**

NYCHA has no legal debt limit. HUD is the primary source for operating and capital improvement revenues and secures the Authority's debt.

### **HDC Loans**

On September 10, 2013, the Authority entered into a Loan Agreement with New York City Housing Development Corporation ("HDC"), borrowing approximately \$701 million of bond proceeds issued under the Capital Fund Grant Revenue Bond Program at a weighted average interest rate of 4.8%. The face amount of the bonds consisted of \$185,785,000 of Series 2013 A bonds ("Series A bonds") and \$470,300,000 of Series 2013 B ("Series B bonds"). The Series B bonds had two sub-series: Series 2013 B-1 \$348,130,000 and Series 2013 B-2 \$122,170,000. The bond premiums were \$15,020,118 and \$29,695,129 on the Series A bonds and Series B bonds, respectively. The proceeds of the face amount of these bonds were loaned to the Authority by HDC.

The Series 2013 A bonds proceeds were issued at a weighted average rate of 4.4% and were used together with other available funds from the prior Series 2005 A bond issuance as an advance refund of the remaining balance of the pre-existing Series 2005 A bonds and to defies 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 2005 A Series bonds. 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 requirements are made from funds provided by the State of New York.

## Mortgage Loans

As part of the Authority's March 16, 2010 mixed-finance transaction (see Note 22), 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, 2017. 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 regarding the \$23,590,000 2009 Series L-1 Bonds were used to finance the acquisition of the developments. These mortgage loans are secured by the net operating income of the respective development's Section 8 rental revenue.

The LLC-II financing structure for rehabilitation provided private activity bond proceeds from a long-term bond issue of \$25,325,000 2010 Series A-1 Bonds. Similarly, acquisition funds were provided from the proceeds of the \$3,000,000 2010 Series A-2 Bonds. These mortgage loans are secured by the net operating income of the respective development's Section 8 rental revenue.

## **Equipment Purchase/Lease Agreement**

In January 2013, the Authority entered into a 13-year Equipment Lease/Purchase Agreement with Banc of America Public Capital Corp (“BAPCC”) in the amount of \$18,046,000 to finance an Energy Performance Contract (“EPC”). This financing agreement and EPC have enabled the Authority to upgrade boilers, instantaneous water heaters, apartment temperature sensors, and upgrade computerized heating automated systems at six developments, and upgrade apartment convectors at one of these six developments. The Equipment Lease/Purchase Agreement with BAPCC will mature in 2026. This EPC plan provides HUD-sponsored EPC funding for projects at these six developments, which were previously earmarked to be funded with Federal Capital subsidies, thereby enabling the Authority to use its Federal Capital funds for other critical capital improvements pursuant to the Authority’s Five-Year Capital Plan.

## **2016 Equipment Purchase/Lease Agreement**

In December 2016, the Authority entered into a 20-year Equipment Lease/Purchase Agreement with Banc of America Public Capital Corp (“BAPCC”) in the amount of \$51,548,000 to finance an Energy Performance Contract (“EPC”). This financing agreement and EPC will enable the Authority to upgrade common area and apartment lighting at sixteen (16) developments and to replace a boiler plant and upgrade a comprehensive heating system at one development. The Equipment Lease/Purchase Agreement with BAPCC will mature in June 2036. This EPC plan provides HUD-sponsored EPC funding at these sixteen developments, thereby enabling the Authority to use its Federal Capital funds for other capital improvements pursuant to the Authority’s Five-Year Capital Plan.

## **2016 Unsecured Line of Credit /Loan Agreement**

In December 2016, the Authority entered into a Loan Agreement with the NY Green Bank, a division of New York State Energy Research and Development Authority, providing the Authority with an \$11 million unsecured line of credit. The term of the loan was 12 months, with cumulative draws totaling approximately \$11 million, exclusive of interest and fees. The proceeds of this loan were used to partially finance energy efficiency upgrades at twenty-three (23) developments associated with a HUD approved EPC. This financing agreement enabled the Authority to complete lighting installations that reduce the Authority’s electricity demand in the Brooklyn and Queens boroughs of New York. The installation and other associated work enabled the Authority to receive incentive funds from Con Edison in an amount ranging from \$5.5 million up to \$8 million in an ongoing ConEd demand reduction program. This loan was paid off prior to maturity in December 2017.

### **2017 Equipment Lease/Purchase Agreement for Sandy-A**

In December 2017, the Authority entered into a 20-year Equipment Lease/Purchase Agreement with Banc of America Public Capital Corp (“BAPCC”) in the amount of \$43,000,000 to finance an Energy Performance Contract (“EPC”). This financing agreement and EPC will enable the Authority to upgrade common area and apartment lighting at eighteen (18) developments, heating controls at 17 developments and ventilation repairs at 9 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.

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, 2017	Proceeds	Payments & Amortization	Dec. 31, 2017	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.	\$ 10,789	-	\$ (2,225)	\$ 8,564	\$ 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.	1,642	-	(243)	1,399	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.	150,555	-	(13,740)	136,815	14,415
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.	310,160	-	(16,625)	293,535	17,465
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.	15,140	-	(1,328)	13,812	1,392
Loan Payable - 2016 Equipment Lease/Purchase Agreement; with BAPCC for Energy Performance Contract (\$51,548,356) at an interest rate of 3.27% per annum, maturing June 28, 2036.	51,548	1,699	-	53,247	730
Loan Payable - 2016 Multi-draw term loan facility; with NY Green Bank (\$11,000,000) at rate of 3.5% per annum on the used portion and at 0.50% per annum on the unused portion, paid off on December 18, 2017.	94	10,906	(11,000)	-	-
Loan Payable - 2017 Equipment Lease/Purchase Agreement; (BQDM); with BAPCC for Energy Performance Contract (\$60,132,977.75) at an interest rate of 3.6178% per annum, maturing December 15, 2037.	-	60,133	-	60,133	-
Loan Payable - 2017 Equipment Lease/Purchase Agreement; (SANDY A); with BAPCC for Energy Performance Contract (\$43,000,000) at an interest rate of 3.6178% per annum, maturing December 22, 2037.	-	43,000	-	43,000	-
HDC 2009 Series L-1 Bonds (\$23,590,000); Permanent Mortgage Loan at an interest rate of 6.3% per annum, maturing November 2043; secured by mortgage.	22,634	-	(336)	22,298	358
HDC 2010 Series A-1 Bonds (\$25,325,000); Permanent Mortgage Loan at an interest rate of 5.1% per annum, maturing November 2041; secured by mortgage.	23,883	-	(494)	23,389	520
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.	2,829	-	(59)	2,770	61
<b>Long Term Debt (before Premium)</b>	<b>711,444</b>	<b>115,738</b>	<b>(46,050)</b>	<b>781,132</b>	<b>36,647</b>
Add Premium on HDC Revenue Bond Loan Agreements	23,898	-	(4,863)	19,035	-
<b>TOTAL LONG TERM DEBT</b>	<b>\$ 735,342</b>	<b>\$ 115,738</b>	<b>\$ (50,913)</b>	<b>\$ 800,167</b>	<b>\$ 36,647</b>



### *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 2017 and 2016, by the Authority was \$59,529,000 and \$59,517,000, respectively. As of December 31, 2017, total principal and interest remaining on the combined debt for Series 2013 A, B-1, and B-2 are \$552,520,000 and \$234,233,000, respectively, with annual debt service ranging from \$59,544,000 in the coming year 2018 to \$38,792,000 in the final year 2033.

**2013 Equipment Purchase/Lease Agreement** - As security for the Equipment Lease/Purchase Agreement with Banc of America Public Capital Corp, the Authority pledged HUD Operating Subsidy revenue to service the loan debt. With HUD's approval, the Authority pledged as security, a portion of its annual appropriation from HUD that consists of HUD Financial Incentive Payments. The loan is payable with pledged revenue through 2026. The Authority has committed to appropriate HUD Operating Subsidy revenue in amounts sufficient to cover the scheduled principal and interest requirements of the debt. Total principal and interest paid for 2017 and 2016, by the Authority was \$1,622,000 and \$1,586,000 respectively. As of December 31, 2017, total principal and interest remaining on the Equipment Lease/Purchase Agreement are \$13,812,000 and \$1,285,000, with annual debt service ranging from \$1,659,000 in the coming year 2018 to \$853,000 in the final year 2026.

**2016 Equipment Purchase/Lease Agreement** - As security for the Equipment Lease/Purchase Agreement with Banc of America Public Capital Corp, the Authority pledged HUD Operating Subsidy revenue to service the loan debt. With HUD's approval, the Authority pledged as security, a portion of its annual appropriation from HUD that consists of HUD Financial Incentive Payments. The loan is payable with pledged revenue through 2036. The Authority has committed to appropriate HUD Operating Subsidy revenue in amounts sufficient to cover the scheduled principal and interest requirements of the debt. As of December 31, 2017, total principal and interest remaining on the Equipment Lease/Purchase Agreement are \$53,248,000 and \$20,193,000, with annual debt service payments ranging from \$1,614,000 in the coming year 2018 to \$2,439,000 in the final year 2036. During the construction period and prior to beginning debt service payments, the amortized interest will be capitalized. In 2017, the Authority capitalized \$1,699,000 in interest on this loan.

**2017 Equipment Purchase/Lease Agreement for Sandy A** - 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, 2017, total principal and interest remaining on the Equipment Lease/Purchase Agreement are \$43,000,000 and \$21,603,000, with no annual debt service payments due during the coming year 2018 to \$4,271,000 in the final year 2037. Debt service payments will begin in June 2020. During the construction period and prior to beginning debt service payments, the amortized interest will be capitalized.

**2017 Equipment Purchase/Lease Agreement for BQDM** - As security for the Equipment Lease/Purchase Agreement with Banc of America Public Capital Corp, the Authority pledged HUD Operating Subsidy revenue to service the loan debt. With HUD's approval, the Authority pledged as security, a portion of its annual appropriation from HUD that consists of HUD Financial Incentive Payments. The loan is payable with pledged revenue through 2037. The Authority has committed to appropriate HUD Operating Subsidy revenue in amounts sufficient to cover the scheduled principal and interest requirements of the debt. As of December 31, 2017, total principal and interest remaining on the Equipment Lease/Purchase Agreement are \$60,133,000 and \$30,063,000, with no annual debt service payments due during the coming year 2018 to \$5,640,000 in the final year 2037. Debt service payments will begin in June 2020. During the construction period and prior to beginning debt service payments, the amortized interest will be capitalized-

### **Combined Debt of the Authority**

Future principal and interest payments of all the Authority's outstanding long-term debt (excluding amortized bond premium) at December 31, 2017 are payable as follows (\$ in thousands):



	<u>Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Current portion	2018	\$ 36,647	\$ 36,449	\$ 73,096
Long-term portion:				
	2019	30,667	34,885	65,552
	2020	44,251	33,115	77,366
	2021	46,674	31,066	77,740
	2022	49,036	28,943	77,979
	2023-2027	231,784	110,028	341,812
	2028-2032	218,226	59,796	278,022
	2033-2037	108,934	13,589	122,523
	2038-2042	13,633	2,261	15,894
	2043	<u>1,280</u>	<u>34</u>	<u>1,314</u>
Total long-term portion		<u>744,485</u>	<u>313,717</u>	<u>1,058,202</u>
Total payments		<u>\$ 781,132</u>	<u>\$ 350,166</u>	<u>\$ 1,131,298</u>

Interest rates on outstanding debt range from 1.98 percent to 6.30 percent. During 2017 and 2016, principal repayments totaled \$46,050,000 and \$33,637,000, respectively.

## Deposits

At December 31, 2017, the Authority's deposits had a carrying amount of \$641,280,000 and a bank balance of \$638,625,000. These deposits were insured up to \$250,000 per bank by the Federal Deposit Insurance Corporation ("FDIC"). Deposits more than 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 daily.

Deposits were comprised of the following at December 31, 2017 and 2016 (\$ in thousands):

<u>Unrestricted</u>	<u>Bank Balance</u>	
	<u>2017</u>	<u>2016</u>
FDIC insured	\$ 1,567	\$ 1,792
Collateralized	<u>121,788</u>	<u>115,407</u>
Subtotal	<u>123,355</u>	<u>117,199</u>
<u>Restricted</u>		
FDIC insured	42,888	43,031
Collateralized	<u>472,382</u>	<u>358,290</u>
Subtotal	<u>515,270</u>	<u>401,321</u>
Total Deposits	<u>\$ 638,625</u>	<u>\$ 518,520</u>

Unrestricted deposits totaling \$123,355,000 were largely comprised of replacement reserves for LLC-I and operating balances for both LLC-I and LLC-II, totaling

\$112,107,000. The remaining balances totaling \$11,248,000 are eligible for working capital and funding future liabilities, including self-insurance programs. The Authority's unrestricted deposits are held at various banks in interest-bearing accounts and demand deposit accounts (DDA) without interest. The maximum exposure of deposits, represented by the highest daily cash balance held in all deposit accounts maintained by the Authority during the year, was \$284,852,000.

At December 31, 2017, restricted deposits totaling \$515,270,000 included funds held in depository accounts on behalf of Sandy Recovery, escrow funds for several Energy Performance Contracts, escrow funds for vendor retention, reserves supporting the 2010 mixed-finance transaction, Certificates of Deposit for tenant security, and tenant participation activity HUD subsidies for use by resident councils for residents. In addition, a small part of the total restricted deposits included funds held by NYC Housing Development Corporation ("HDC) relating to the 2010 mixed-finance transaction. The Certificates of Deposits for tenant security will be maturing on March 30, 2018 and will be reinvested for one year through March 29, 2019. The liability related to these deposits is included in unearned revenues and other current liabilities (see Note 13).

## Investments

The accordance with GASB 72, NYCHA discloses its investments at fair market 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 market value of its entire portfolio of securities. As of December 31, 2017, and 2016, all the Authority's long-term investment holdings were in U.S. Governmental agency securities and GASB 72 requires their fair market 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 market value was based on published quoted values. Accrued interest receivable on unrestricted investments was \$2,293,000 and \$1,785,000 at December 31, 2017 and 2016.

Unrestricted investments stated at fair market value, consist of the following at December 31, 2017 and 2016 (\$ in thousands):

<b>Unrestricted</b>	<b>2017</b>	<b>2016</b>
U.S. Government Agency Securities	\$ 592,899	\$ 692,542
Repurchase Agreements	<u>447,000</u>	<u>438,500</u>
Total Unrestricted investments, including cash equivalents	1,039,899	1,131,042
Less: amount reported as unrestricted cash equivalents	<u>447,000</u>	<u>438,500</u>
Total Unrestricted investments	<u>\$ 592,899</u>	<u>\$ 692,542</u>

Cash equivalents include investments in repurchase agreements. The maximum exposure of investments held in repurchase agreements during the year was \$642,785,000. At December 31, 2017, the Authority held \$447,000,000 in repurchase agreements yielding 1.65 percent. At December 31, 2016, the Authority held \$438,500,000 in repurchase agreements yielding 0.40 percent.

The maturities of the Authority's unrestricted investments at December 31, 2017 and 2016 are as follows (\$ in thousands):

Security Type	As of December 31, 2017				As of December 31, 2016			
	Total	< 1 year	1- 5 years	> 5 year	Total	< 1 year	1- 5 years	> 5 year
U.S. Govt Agency Securities	<u>\$ 592,899</u>	<u>\$ 96,269</u>	<u>\$ 337,908</u>	<u>\$ 158,722</u>	<u>\$ 692,542</u>	<u>\$ 198,972</u>	<u>\$ 405,377</u>	<u>\$ 88,193</u>

At December 31, 2017 and 2016, the Authority's weighted average term to maturity for unrestricted investments is 3.33 years and 2.94 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.

### Restricted Investments

At December 31, 2017 and 2016, NYCHA's total restricted investments had a fair market value of \$38,768,000 and \$37,796,000, 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 \$31,351,000 in restricted investments and \$7,417,000 in restricted cash equivalents at December 31, 2017 and \$31,342,000 in restricted investments and \$6,454,000 in restricted cash equivalents at December 31, 2016.

Of the \$31,351,000 in restricted investments, \$29,824,000 represents debt service reserves for the 2013 Capital Fund Financing Program Bonds, and the remaining \$1,527,000 represents debt service reserves for the 2010 mixed-finance transaction.



Accrued interest receivable on restricted investments was \$874,000 and \$792,000 at December 31, 2017 and 2016.

Restricted investments stated at fair market value, consisted of the following at December 31, 2017 and 2016 (\$ in thousands):

<b>Restricted</b>	<b>2017</b>	<b>2016</b>
Forward Delivery Agreement (debt service reserves)	\$ 29,824	\$ 29,824
Repurchase Agreements	7,417	6,454
Municipal Bonds	<u>1,527</u>	<u>1,518</u>
Total Restricted investments, including cash equivalents	38,768	37,796
Less amount reported as restricted cash equivalents	<u>7,417</u>	<u>6,454</u>
Total Restricted investments (not including cash equivalents)	<u>\$ 31,351</u>	<u>\$ 31,342</u>

The maturities of the Authority restricted investments at December 31, 2017 and 2016 were as follows (\$ in thousands):

Security Type	As of December 31, 2017			As of December 31, 2016		
	Total	1- 5 years	> 5 year	Total	1- 5 years	> 5 year
Forward Delivery Agreement	\$ 29,824	\$ -	\$ 29,824	\$ 29,824	\$ -	\$ 29,824
Municipal Bonds	<u>\$ 1,527</u>	<u>\$ 1,527</u>	<u>\$ -</u>	<u>\$ 1,518</u>	<u>\$ -</u>	<u>\$ 1,518</u>
Total	<u>\$ 31,351</u>	<u>\$ 1,527</u>	<u>\$ 29,824</u>	<u>\$ 31,342</u>	<u>\$ -</u>	<u>\$ 31,342</u>

At December 31, 2017 and 2016, the Authority’s weighted average term to maturity for restricted investments is 14.94 years and 15.94 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.

### **Credit Risk**

It is the Authority's policy to limit its investments to HUD-authorized investments issued by the U.S. Government, by a U.S. Government agency, or by a Government-sponsored agency. The Authority's policy is to invest mostly in Governmental agency and U.S. Treasury securities which are AA+ and Aaa rated by Standard and Poor's ("S&P") or Moody's, or to place balances in fully collateralized money market deposit accounts and interest-bearing bank accounts at banks rated A or better by Moody's or S&P. As of December 31, 2017, 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, more than FDIC insurance, with Treasury and/or Governmental agency securities.

### ***Concentration of Credit Risk***

The Authority strives to invest in only AA+ and Aaa rated Governmental Agency and/or U.S. Treasury securities. Therefore, the Authority's policy does not place a limit on investments with any one issuer. The Authority's cash deposits are maintained in fully collateralized money market deposit accounts and fully collateralized interest-bearing and non-interest bearing (if required) bank accounts. Consequently, the Authority does not limit deposits to any one bank. Nonetheless, the Authority strives to diversify holdings in investments, cash and cash equivalents, whenever possible, to further minimize any potential concentration risk.

### ***Custodial credit risk***

The Authority maintains a perfected security interest in the collateral held on its behalf by its custodial agents. Custodial credit risk is the risk that the Authority will not be able to recover its collateral held by a third-party custodian, if 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, always, 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 Authority's risk management program minimizes its exposure to potential losses. The Risk Finance 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. Risk Finance chairs the Authority's Safety Committee and manages the Employee Safety Program which is multi-faceted. The Office of Safety & Security was created in 2012. This office embraces a broader safety strategy through the collaborative efforts of various stakeholders both inside and outside the Authority. Mitigation of hazards is addressed through proper identification of high injury rate locations. "Multiple Accident Focus Groups" help address safe work practices. The Safety Committee communicates operational changes required to senior management.

## Contract Registration

All contracting activity and associated accounting are performed in the financial systems as part of the Authority's new contract registration process, and in conjunction with NYCHA's departmental budgets implemented in September 2003. This process requires that contracts must be registered in the financial system before final execution and must have budgetary approval. This means that work to be performed under the contract cannot commence until registration is completed. It ensures that sufficient funding exists to support the obligation associated with the contract, provides a central repository for contract documentation necessary to maintain an audit trail supporting the general ledger, and ensures the accuracy of accounting and funds available information posted in the Oracle financial system.



# Fund Structure

## Fund Structure Summary

The Authority's basic financial statements consist of a single enterprise fund, which includes the following programs:

- Federal Low Rent Housing Program (Conventional Public Housing);
- City/State Housing Program (Conventional Public Housing);
- Housing Choice Voucher Program (Section 8);
- Section 8 Rental New Construction Program (Project-Based);
- Capital Fund Program;
- Other Grant Programs.

Excluding the capital fund program, these funds collectively comprise NYCHA's Operating Budget. The Authority maintains its accounting records by program.

## Budgets by Fund

Budgets and headcounts are maintained by funding source. Funding sources are monies which support specific programs. NYCHA's operating budget is categorized into four major funding sources:

- General Fund, (GF01) which includes conventional Public Housing (Federal, State and City units) and NYCHA's Section 8 project-based developments;
- Section 8 (F006), which includes revenues and expenses incurred by the administration of this federal program.
- Grants, which includes competitive grants received by NYCHA.
- Elimination used offset inter-fund revenues.

## Fund Balance

For budgetary purposes, "fund balance" refers to a balanced budget (i.e. existing resources that are used to supplement current revenues and similar items to cover current expenditures). NYCHA budgets on a cash basis. The following tables show beginning and ending cash from FY 2017 - FY 2019. Going into FY 2019, NYCHA has a \$33 million surplus.

Table 1 lists headcounts associated by funding sources from FY 2019- FY 2023.

Table 2 shows the beginning and ending cash flows from FY 2017 -2019.

Table 3 -7 list FY 2019 through FY 2023 by line item for each major funding source.

**Table 1: FY 2019 –FY 2023 Head Count**

**By Funding**

	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
General Funds	10,218	10,174	10,129	10,121	10,121
Section 8 Funds	469	469	469	469	469
Grants	19	16	15	15	15
<b>Total</b>	<b>10,707</b>	<b>10,660</b>	<b>10,614</b>	<b>10,606</b>	<b>10,606</b>



**Table 2: FY 2017 –FY 2019 Comparison  
(\$000)**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>Variance</b>
<b>Expenditures</b>	<b>YTD Actual</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	<b>FY 18 vs. FY 19</b>
<b>Personnel Services:</b>				
Salary F/T	633,276	658,428	649,601	(8,827)
Salary P/T	1,384	1,409	1,020	(388)
Seasonal	5,673	6,010	26,026	20,016
Overtime	93,809	66,743	85,534	18,791
Retro	3,431	292	286	(6)
Shift Differential	1,075	1,070	1,477	407
Fringe	546,867	571,884	568,552	(3,332)
Other Salary	11,106	13,079	12,882	(197)
<b>Subtotal Personnel Services</b>	<b>1,296,622</b>	<b>1,318,915</b>	<b>1,345,378</b>	<b>26,463</b>
<b>Other Than Personnel Services:</b>				
Leases	110,833	42,422	43,317	896
Supplies	64,374	66,167	78,934	12,766
Utilities	538,604	543,748	542,755	(993)
Equipment	14,681	18,000	17,129	(871)
Contracts	202,764	305,073	374,591	69,517
Insurance	50,815	24,604	13,453	(11,151)
Housing Assistance Payments	987,021	984,375	1,027,419	43,044
Payment in Lieu of Taxes				
Debt Services	627	534	2,205	1,672
OTPS Other	18,573	22,839	31,438.44	8,599
<b>Subtotal Other Than Personnel Services</b>	<b>1,988,292</b>	<b>2,007,762</b>	<b>2,131,241</b>	<b>123,479</b>
<b>Total Expenses</b>	<b>3,284,914</b>	<b>3,326,677</b>	<b>3,476,620</b>	<b>149,942</b>
<b>Revenues</b>				
<b>Revenues from Operations:</b>				
Tenant Rental Revenue	1,031,196	1,074,404	1,046,534	(27,870)
Other Revenue from Operations	19,157	21,977	20,345	(1,632)
<b>Subtotal Revenues from Operations</b>	<b>1,050,352</b>	<b>1,096,381</b>	<b>1,066,879</b>	<b>(29,502)</b>
<b>Other Revenues:</b>				
Federal Subsidies	889,603	885,598	944,026	58,428
Debt Services Subsidy	353	283	230	(53)
Section 8 Phased Conversion	54,618	58,120	-	
Section 8 Management Fees	-	-	-	
Capital Fund Reimbursements	12,697	4,697	4,697	0
Interest on Investments	6,238	7,954	10,519	2,565
Other	160,829	74,958	24,948	(50,010)
Categorical Grants	4,368	3,838	2,665	(1,173)
Section 8 Subsidy	971,699	975,549	1,092,386	116,837
Section 8 Admin	70,309	74,408	75,333	925
City Funds	76,067	142,985	288,310	145,325
<b>Subtotal Other Revenues</b>	<b>2,246,781</b>	<b>2,228,390</b>	<b>2,443,115</b>	<b>214,725</b>
<b>Total Revenues</b>	<b>3,297,133</b>	<b>3,324,771</b>	<b>3,509,994</b>	<b>185,223</b>
<b>Surplus /(Deficit) before Reserves</b>	<b>12,219</b>	<b>(1,906)</b>	<b>33,375</b>	<b>35,281</b>
HAP Reserve (HUD-HELD)	-	8,825		(8,825)
Admin Reserve	-	5,057		(5,057)
<b>Surplus/(Deficit) net of Reserves</b>	<b>12,219</b>	<b>11,975</b>	<b>33,375</b>	<b>21,399</b>

**Table 3: All Funds FY 2019–FY 2023**  
**(\$000)**

	FY19	FY20	FY21	FY22	FY23
<b>Expenditures</b>					
<b><u>Personnel Services:</u></b>					
Salary F/T	649,601	669,331	681,563	683,694	685,127
Salary P/T	1,020	789	298	149	-
Seasonal	26,026	26,026	26,026	26,026	26,026
Overtime	85,534	85,042	84,706	84,705	84,705
Salary Retro	286	286	286	286	286
Shift Differential	1,477	1,477	1,476	1,476	1,476
Fringe	568,552	586,563	604,364	618,827	631,380
Other Salaries	12,882	12,889	12,827	12,819	12,819
<b>Subtotal Personnel Services</b>	<b>1,345,378</b>	<b>1,382,403</b>	<b>1,411,545</b>	<b>1,427,983</b>	<b>1,441,820</b>
<b><u>Other Than Personnel Services:</u></b>					
Leases	43,317	46,537	47,288	48,366	49,469
Supplies	78,934	71,805	71,165	70,678	70,191
Utilities	542,755	546,678	555,039	561,618	567,354
Equipment	17,129	16,401	15,667	15,871	16,365
Contracts	374,591	357,242	305,160	304,509	303,802
Insurance	13,453	15,380	66,606	71,004	75,938
Section 8 Payments	1,027,419	1,028,480	1,109,789	1,106,282	1,105,626
Debt Services	2,205	6,008	9,852	9,485	9,137
OTPS Other	31,438	23,046	22,974	22,821	22,669
<b>Subtotal Other Than Personnel Services</b>	<b>2,131,241</b>	<b>2,111,577</b>	<b>2,203,539</b>	<b>2,210,635</b>	<b>2,220,551</b>
<b>Total Expenses</b>	<b>3,476,620</b>	<b>3,493,980</b>	<b>3,615,084</b>	<b>3,638,618</b>	<b>3,662,370</b>
<b>Revenues</b>					
<b><u>Revenues from Operations:</u></b>					
Tenant Rental Revenue	1,046,534	1,044,863	1,045,590	1,054,023	1,062,551
Other Revenue from Operations	20,345	20,161	20,045	20,045	20,045
<b>Subtotal Revenues from Operations</b>	<b>1,066,879</b>	<b>1,065,025</b>	<b>1,065,635</b>	<b>1,074,068</b>	<b>1,082,595</b>
<b><u>Other Revenues:</u></b>					
Federal Subsidies	944,026	975,293	986,331	1,014,394	1,047,113
Contract Based Section 8 Properties Subsidy	-	-	-	-	-
Debt Services Subsidy	230	180	131	81	40
Section 8 Phased Conversion	-	-	-	-	-
Section 8 Management Fees	-	-	-	-	-
Capital Funds Reimbursements	4,697	4,697	4,697	4,697	4,697
Interest on Investments	10,519	11,834	11,834	11,834	11,834
Other	24,948	23,512	24,069	24,439	24,816
Categorical Grants	2,665	1,383	883	883	883
Section 8 Subsidy	1,092,386	1,070,767	1,153,585	1,150,799	1,150,799
Section 8 Admin	75,333	76,141	75,614	74,992	74,992
Section 8 Admin Reserve	-	-	-	-	-
City Funds	288,310	197,992	199,982	190,153	177,173
<b>Subtotal Other Revenues</b>	<b>2,443,115</b>	<b>2,361,800</b>	<b>2,457,127</b>	<b>2,472,274</b>	<b>2,492,348</b>
<b>Total Revenues</b>	<b>3,509,994</b>	<b>3,426,825</b>	<b>3,522,761</b>	<b>3,546,342</b>	<b>3,574,943</b>
<b>Surplus/ (Deficit)</b>	<b>33,375</b>	<b>(67,155)</b>	<b>(92,323)</b>	<b>(92,277)</b>	<b>(87,427)</b>

**Table 4: General Funds FY 2019–FY 2023**  
**(\$000)**

	FY19	FY20	FY21	FY22	FY23
<b>Expenditures</b>					
<b><u>Personnel Services:</u></b>					
Salary F/T	618,539	638,439	650,734	652,865	654,298
Salary P/T	598	491	-	-	-
Seasonal	16,016	26,016	26,016	26,016	26,016
Overtime	84,859	84,392	84,055	84,071	84,087
Salary Retro	286	286	286	286	286
Shift Differential	1,477	1,477	1,476	1,476	1,476
Fringe	543,990	562,416	579,544	593,518	605,509
Other	12,278	12,285	12,223	12,215	12,215
<b>Subtotal Personnel Services</b>	<b>1,278,043</b>	<b>1,325,802</b>	<b>1,354,334</b>	<b>1,370,447</b>	<b>1,383,888</b>
<b><u>Other Than Personnel Services:</u></b>					
Leases	38,140	41,049	41,713	42,666	43,769
Supplies	77,401	70,609	69,969	69,970	69,971
Utilities	542,549	546,469	554,827	561,404	567,137
Equipment	16,583	15,958	15,298	15,481	15,922
Contracts	329,247	350,634	298,784	298,784	298,784
Insurance	13,393	15,318	66,542	70,938	75,870
Section 8 Payments	-	-	-	-	-
Payment in Lieu of Taxes	-	-	-	-	-
Debt Services	216	166	116	67	67
OTPS Other	23,667	18,609	18,570	18,570	18,570
<b>Subtotal Other Than Personnel Services</b>	<b>1,041,197</b>	<b>1,058,811</b>	<b>1,065,818</b>	<b>1,077,880</b>	<b>1,090,089</b>
<b>Total Expenses</b>	<b>2,319,240</b>	<b>2,384,613</b>	<b>2,420,152</b>	<b>2,448,327</b>	<b>2,473,977</b>
<b>Revenues</b>					
<b><u>Revenues from Operations:</u></b>					
Tenant Rental Revenue	\$1,046,534	\$1,044,863	\$1,045,590	\$1,054,023	\$1,062,551
Other Revenue from Operations	\$20,345	\$20,161	\$20,045	\$20,045	\$20,045
<b>Subtotal Revenues from Operations</b>	<b>1,066,879</b>	<b>1,065,025</b>	<b>1,065,635</b>	<b>1,074,068</b>	<b>1,082,595</b>
<b><u>Other Revenues:</u></b>					
Federal Subsidies	938,254	965,699	972,899	1,001,279	1,034,346
Contract Based Section 8 Properties Subsidy	-	-	-	-	-
Debt Services Subsidy	230	180	131	81	40
Section 8 Phased Conversion	54,889	51,516	52,238	52,926	53,582
Section 8 Management Fees	20,759	13,239	20,555	20,227	20,227
Capital Funds Reimbursements	4,697	4,697	4,697	4,697	4,697
Interest on Investments	10,519	11,834	11,834	11,834	11,834
Other	24,148	22,712	23,269	23,639	24,016
Categorical Grants	-	-	-	-	-
Section 8 Subsidy	-	-	-	-	-
Section 8 Admin	-	-	-	-	-
Section 8 Admin Reserve	-	-	-	-	-
City Funds	98,708	115,638	126,592	126,496	126,496
<b>Subtotal Other Revenues</b>	<b>1,152,205</b>	<b>1,185,516</b>	<b>1,212,216</b>	<b>1,241,181</b>	<b>1,275,240</b>
<b>Total Revenues</b>	<b>2,219,084</b>	<b>2,250,541</b>	<b>2,277,851</b>	<b>2,315,249</b>	<b>2,357,835</b>
<b>Surplus/ (Deficit)</b>	<b>(100,156)</b>	<b>(134,072)</b>	<b>(142,302)</b>	<b>(133,078)</b>	<b>(116,142)</b>



**Table 5: Section 8 FY 2019–FY 2023  
(\$000)**

	FY19	FY20	FY21	FY22	FY23
<b>Expenditures</b>					
<b><u>Personnel Services:</u></b>					
Salary F/T	29,855	29,855	29,855	29,855	29,855
Salary P/T					
Seasonal	10	10	10	10	10
Overtime	598	598	598	598	598
Salary Retro					
Shift Differential					
Fringe	21,889	22,761	23,453	24,043	24,708
Other	604	604	604	604	604
<b>Subtotal Personnel Services</b>	<b>52,956</b>	<b>53,827</b>	<b>54,520</b>	<b>55,110</b>	<b>55,774</b>
<b><u>Other Than Personnel Services:</u></b>					
Leases	5,177	5,489	5,575	5,700	5,700
Supplies	76	76	76	76	76
Utilities	206	209	212	214	217
Equipment	546	443	369	390	443
Contracts	25,013	17,205	24,681	24,456	24,503
Insurance	60	62	64	66	68
Section 8 Payments	1,082,308	1,079,996	1,162,027	1,159,209	1,159,209
Payment in Lieu of Taxes					
Debt Services					
OTPS Other	2,179	1,879	1,879	1,879	1,879
<b>Subtotal Other Than Personnel Services</b>	<b>1,115,564</b>	<b>1,105,359</b>	<b>1,194,883</b>	<b>1,191,990</b>	<b>1,192,094</b>
<b>Total Expenses</b>	<b>1,168,519</b>	<b>1,159,186</b>	<b>1,249,403</b>	<b>1,247,100</b>	<b>1,247,868</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					
Contract Based Section 8 Properties Subsidy					
Debt Services Subsidy					
Section 8 Phased Conversion					
Section 8 Management Fees					
Capital Funds Reimbursements					
Interest on Investments					
Other	800	800	800	800	800
Categorical Grants					
Section 8 Subsidy	1,092,386	1,070,767	1,153,585	1,150,799	1,150,799
Section 8 Admin	75,333	76,141	75,614	74,992	74,992
Section 8 Admin Reserve					
City Funds					
<b>Subtotal Other Revenues</b>	<b>1,168,519</b>	<b>1,147,708</b>	<b>1,229,999</b>	<b>1,226,591</b>	<b>1,226,591</b>
<b>Total Revenues</b>	<b>1,168,519</b>	<b>1,147,708</b>	<b>1,229,999</b>	<b>1,226,591</b>	<b>1,226,591</b>
<b>Surplus/ (Deficit)</b>		<b>(11,478)</b>	<b>(19,404)</b>	<b>(20,509)</b>	<b>(21,277)</b>
HAP Reserve (HUD-HELD)		9,229	8,441	8,410	8,410
Admin Reserve		2,249	10,962	12,099	12,867
<b>Total Revenue w/ Reserve</b>	<b>1,168,519</b>	<b>1,159,186</b>	<b>1,249,403</b>	<b>1,247,100</b>	<b>1,247,868</b>
<b>Surplus/ (Deficit) w/ Reserve</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**Table 6: Grants FY 2019–FY 2023  
(\$000)**

	FY19	FY20	FY21	FY22	FY23
<b>Expenditures</b>					
<b><u>Personnel Services:</u></b>					
Salary F/T	1,206	1,037	974	974	974
Salary P/T	422	298	298	149	
Seasonal	10,000				
Overtime	78	52	52	36	20
Salary Retro					
Shift Differential					
Fringe	2,673	1,386	1,367	1,266	1,163
Other					
<b>Subtotal Personnel Services</b>	<b>14,379</b>	<b>2,773</b>	<b>2,691</b>	<b>2,426</b>	<b>2,157</b>
<b><u>Other Than Personnel Services:</u></b>					
Leases					
Supplies	1,457	1,120	1,120	632	145
Utilities					
Equipment					
Contracts	41,091	2,642	2,250	1,497	743
Insurance					
Section 8 Payments					
Payment in Lieu of Taxes					
Debt Services	1,990	5,842	9,735	9,418	9,070
OTPS Other	5,592	2,558	2,525	2,372	2,220
<b>Subtotal Other Than Personnel Services</b>	<b>50,129</b>	<b>12,162</b>	<b>15,631</b>	<b>13,919</b>	<b>12,177</b>
<b>Total Expenses</b>	<b>64,508</b>	<b>14,936</b>	<b>18,322</b>	<b>16,345</b>	<b>14,335</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	5,772	9,594	13,432	13,115	12,767
Contract Based Section 8 Properties Subsidy					
Debt Services Subsidy					
Section 8 Phased Conversion					
Section 8 Management Fees					
Capital Funds Reimbursements					
Interest on Investments					
Other					
Categorical Grants	2,665	1,383	883	883	883
Section 8 Subsidy					
Section 8 Admin					
Section 8 Admin Reserve					
City Funds	189,602	82,353	73,390	63,657	50,676
<b>Subtotal Other Revenues</b>	<b>198,039</b>	<b>93,331</b>	<b>87,705</b>	<b>77,655</b>	<b>64,327</b>
<b>Total Revenues</b>	<b>198,039</b>	<b>93,331</b>	<b>87,705</b>	<b>77,655</b>	<b>64,327</b>
<b>Surplus/ (Deficit)</b>	<b>133,531</b>	<b>78,395</b>	<b>69,383</b>	<b>61,310</b>	<b>49,992</b>



**Table 7: Eliminations FY 2019 –FY 2023**  
**(\$000)**

	FY19	FY20	FY21	FY22	FY23
<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	(20,759)	(13,239)	(20,555)	(20,227)	(20,227)
Insurance					
Section 8 Payments	(54,889)	(51,516)	(52,238)	(52,926)	(53,582)
Payment in Lieu of Taxes					
Debt Services					
OTPS Other					
<b>Subtotal Other Than Personnel Services</b>	<b>(75,648)</b>	<b>(64,755)</b>	<b>(72,793)</b>	<b>(73,154)</b>	<b>(73,810)</b>
<b>Total Expenses</b>	<b>(75,648)</b>	<b>(64,755)</b>	<b>(72,793)</b>	<b>(73,154)</b>	<b>(73,810)</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	(54,889)	(51,516)	(52,238)	(52,926)	(53,582)
Section 8 Management Fees	(20,759)	(13,239)	(20,555)	(20,227)	(20,227)
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>(75,648)</b>	<b>(64,755)</b>	<b>(72,793)</b>	<b>(73,154)</b>	<b>(73,810)</b>
<b>Total Revenues</b>	<b>(75,648)</b>	<b>(64,755)</b>	<b>(72,793)</b>	<b>(73,154)</b>	<b>(73,810)</b>
<b>Surplus/ (Deficit)</b>		-	-		

# NYCHA Fact Sheet

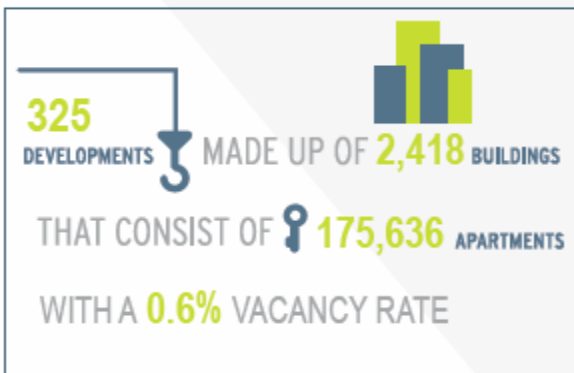
## What Is NYCHA?

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 14 New Yorkers. Our residents are employed as teachers, police officers, nurses – people who provide services that are essential to the city. NYCHA “alumni” include Howard Schultz, the former CEO of Starbucks, Goldman Sachs Chair and CEO Lloyd Blankfein, Whoopi Goldberg, NASA aerospace engineer Aprille Ericsson, journalist Errol Louis, and Dr. Mary Bassett, former New York City Health Commissioner.

Since 1998, when New York Governor George Pataki terminated operating subsidies to NYCHA, we’ve seen a steady decline in federal and State funding for both operations and capital projects. This disinvestment has resulted in the deterioration of our buildings, which now need \$17 billion in major repairs. Our 10-year strategic plan, NextGeneration NYCHA, released in May 2015, is protecting and preserving this priceless public resource for today’s residents and the next generation of New Yorkers.

Through our plan, we aim to achieve financial stability and diversify funding for the long term; operate as an efficient and effective landlord; repair public housing and build affordable housing stock; and connect residents to best-in-class social services and programming that enhance their quality of life.



## NYCHA 2018

- 175,636 public housing apartments in 2,418 buildings in 325 developments throughout the 5 boroughs
- There are 3,277 elevators in NYCHA developments
- Public housing serves 173,946 families and 392,259 authorized residents, including 4,112 Section 8 households residing in former State- and City-funded developments
- NYCHA public housing represents 8 percent of the city’s rental apartments (2014 NYC Housing and Vacancy Survey) and houses 4.6 percent of the city’s population (July 2016 U.S. Census Estimate)
- 583,358 New Yorkers are served by NYCHA’s public housing and Section 8 programs together
- Together, NYCHA public housing residents and Section 8 voucher holders occupy 11.7 percent of the city’s rental apartments and comprise 6.8 percent of New York City’s population
- If NYCHA were a city, it would rank 32nd in population size in the United States, nearly the same size as Milwaukee; New York City is ranked first (July 2016 U.S. Census Estimate)

## Conventional Public Housing

- Bronx: 89 developments with 44,292 apartments
- Brooklyn: 99 developments with 58,438 apartments
- Manhattan: 97 developments with 53,001 apartments
- Queens: 20 developments with 15,299 apartments
- Staten Island: 10 developments with 4,474 apartments
- 132 apartments located in 10 developments primarily in Queens comprise FHA-Acquired Homes
- 41 seniors-only developments
- 14+ seniors-only buildings exist within mixed-population developments
- 7,470 retrofitted apartments for families with persons who are mobility impaired
- Largest public housing developments per borough:
  - Queens: Queensbridge (North and South) Houses (3,142 apartments), the largest development in the city, is also the largest in North America
  - Brooklyn: Red Hook East and West (2,878 apartments)
  - Manhattan: Baruch Houses (2,391 apartments)
  - Bronx: Edenwald Houses (2,036 apartments)
  - Staten Island: Stapleton Houses (693 apartments)
- Age of NYCHA developments:
  - 70+ years: 15 developments
  - 60+ years: 64 developments
  - 50+ years: 78 developments
  - 40+ years: 96 developments
  - 30+ years: 51 developments
  - 304 out of 325 developments are 30 years or older
  - Oldest development: First Houses in Manhattan, dedicated in 1935

## Section 8 Housing Choice Voucher Program

- 85,619 Section 8 households
- 201,936 tenants
- 25,321 participating private landlords
- 1,933 apartments, known as Portability Vouchers, located outside NYC
- Average Section 8 household income: \$16,855
- NYCHA's Section 8 program is expanding through the Section 8 Project-Based Voucher (PBV) program: as of 12/31/2017, there are 5,555 PBV units, including 1,360 recently converted Ocean Bay-Bayside units; NYCHA plans to add 5,063 PBV units by 2019

## Affordability

- The average rent is 30 percent of the household's income; the U.S. Department of Housing and Urban Development subsidizes the remainder of the rent
- Average public housing family income: \$24,423
- Average monthly rent: \$522
- 46.9 percent of NYCHA families are working
- 13.3 percent of NYCHA families receive public assistance
- Social Security, SSI, pensions, veteran's benefits, and other government programs support 39.8 percent of families
- 38.7 percent of households are headed by persons age 62 and older
- 20.4 percent of the NYCHA population is age 62 or older
- 32.5 percent are younger than age 21 and 26.9 percent are under age 18



## Applying for Public Housing

- 209,180 families are on the waiting list for public housing as of May, 2018
- 148,084 families are on the waiting list for Section 8 housing as of May, 2018
- Over 11,917 applicants are on both waiting lists
- 2.5 percent turnover rate for public housing apartments as of calendar year 2017
- 0.6 percent vacancy rate of apartments available for occupancy
- Public housing share of all NYC rental apartments: 8 percent
- The computerized Tenant Selection and Assignment Plan (TSAP) randomly selects the next applicant for an apartment based on need priorities assigned to each applicant family, matching them to available vacancies as those apartments become available; TSAP guarantees impartial selection of applicants for vacant apartments based strictly on their needs

## Resident Programming

- NYCHA's Office of Resident Economic Empowerment & Sustainability (REES) helps residents increase their income and assets through programs, policies, and partnerships involving employment and advancement, financial literacy and asset building, adult education and training, and resident business development
- NYCHA collaborates with public and private partners to offer additional innovative job training, educational and enrichment opportunities, health-related programs, violence prevention initiatives, and more
- 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

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# NYCHA Metrics

Through NextGen NYCHA is committed to a new level of transparency, public participation, and collaboration with our stakeholders. You can use our data to look at the Authority's performance. This information will be updated monthly on our website using the following link, <https://eapps.nycha.info/NychaMetrics/>.

Here you will find information on many facets of NYCHA, such as work orders listed by public housing development, Section 8 occupancy, rent collection levels and more.

NYCHA is committed to a new level of transparency, public participation, and collaboration with our stakeholders. You can use our data to take a look at the Authority's performance. This information will be updated monthly. Simply mouse over each chart to see a more detailed dataset. Here you will find information on many facets of NYCHA, such as work orders listed by public housing development, Section 8 occupancy, rent collection levels and more.

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



This chart shows how many NYCHA apartments are occupied or available to move into. It also indicates "non-dwelling" units that may be under renovation or not for residential use.



This chart shows how many apartments are rented by people with Section 8 vouchers.

#### Service Level Performance (Days) by Trade

Trade	Prior Year	Current	Above/Below Target
Bricklayer	27	26	■
Carpenter	102	124	■
Electrician	54	67	■
Exterminator	7	12	■
Glazier	37	35	■
Maintenance	6	4	■
Painter	94	91	■
Plaster	112	119	■
Plumber	74	82	■
Roofer	22	55	■
Vendor	177	166	■
Welder	20	8	■

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	7	9	■
Door (All Public Space)	16	22	■
Intercom	24	37	■
Leak	15	10	■
Light (All Public Space)	8	6	■
Mildew	10	13	■
Roof Fan	20	91	■

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.

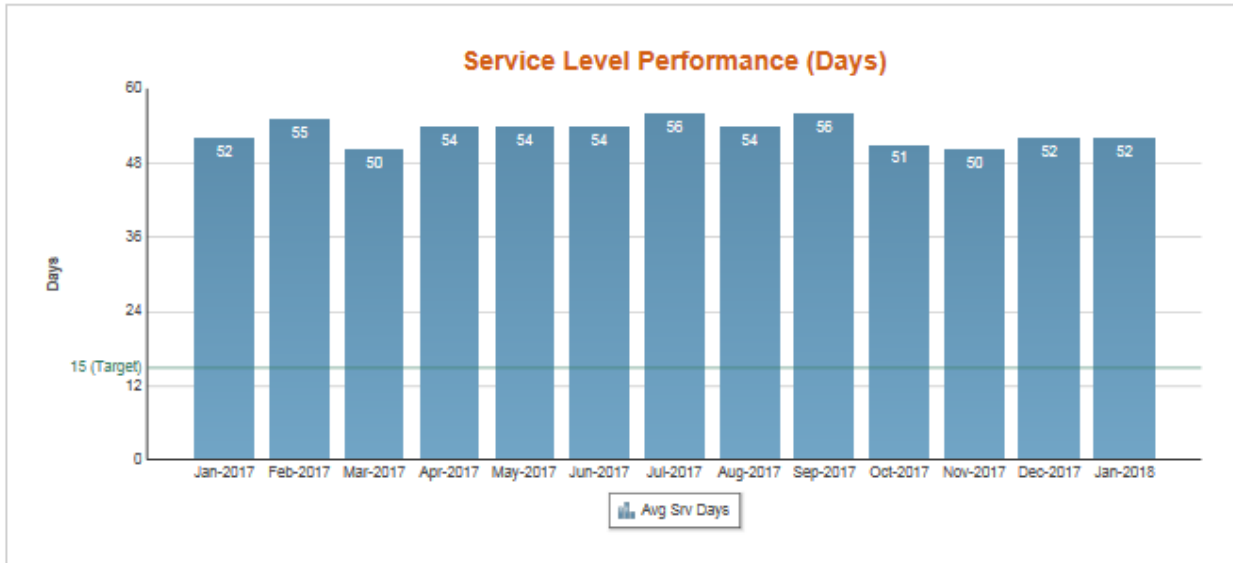


## Public Housing Charts

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

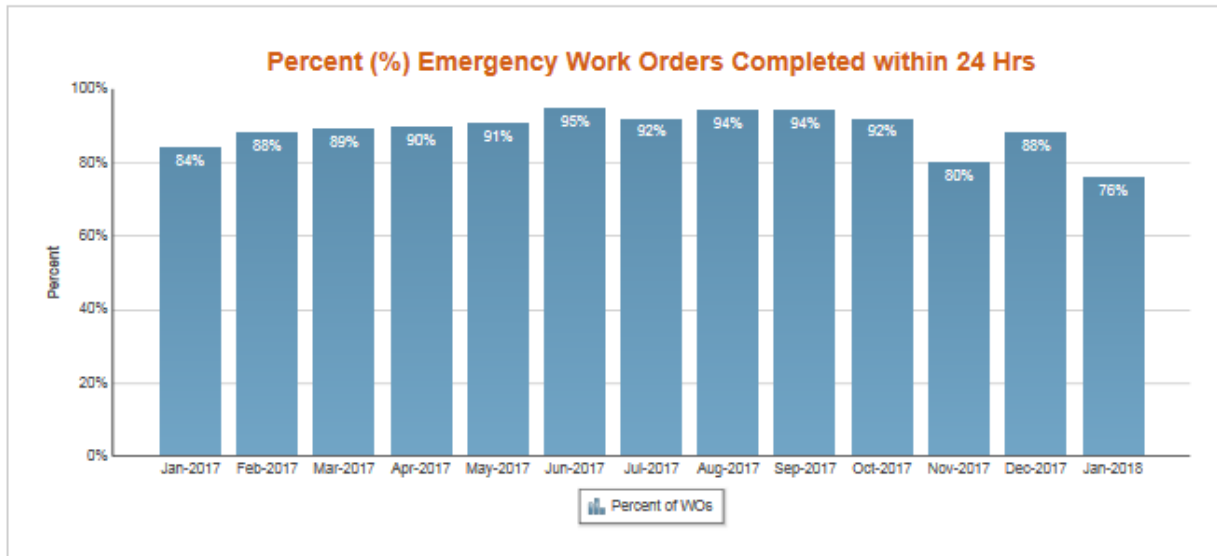
Repairs **Emergency Work Orders** Vacancies Transfers Rent Collection

Borough

All

Development

All



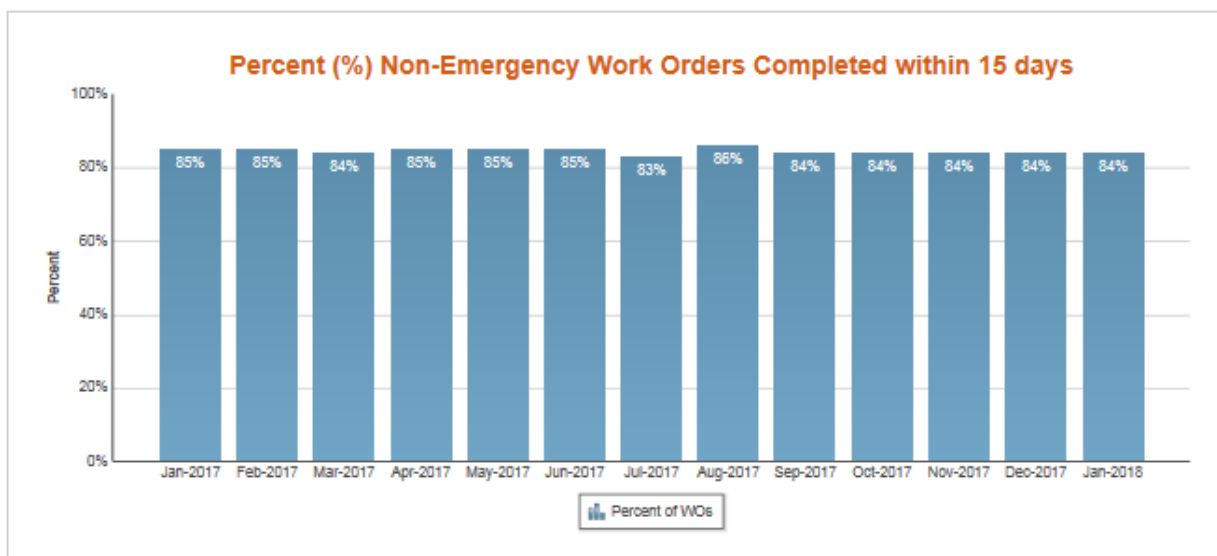
This chart shows the percentage of emergency repair requests (work orders) that are completed by NYCHA within 24 hours, which is the Housing Authority's service response goal.

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

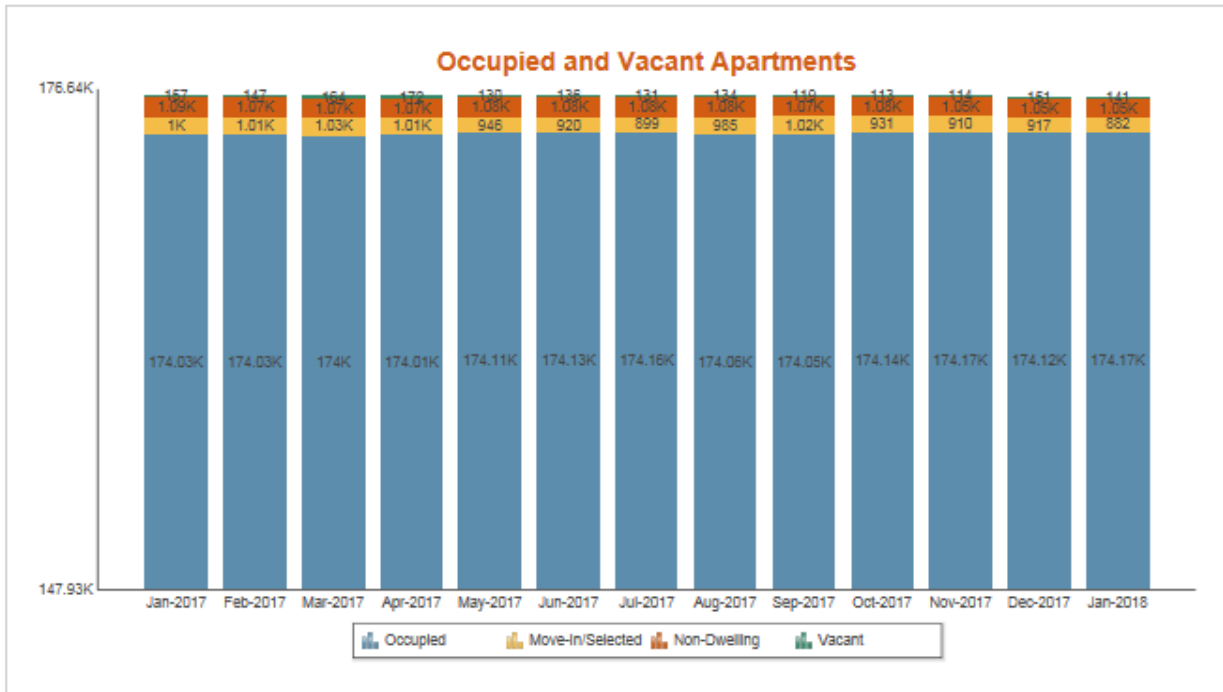
Repairs   Emergency Work Orders   **Vacancies**   Transfers   Rent Collection

Borough

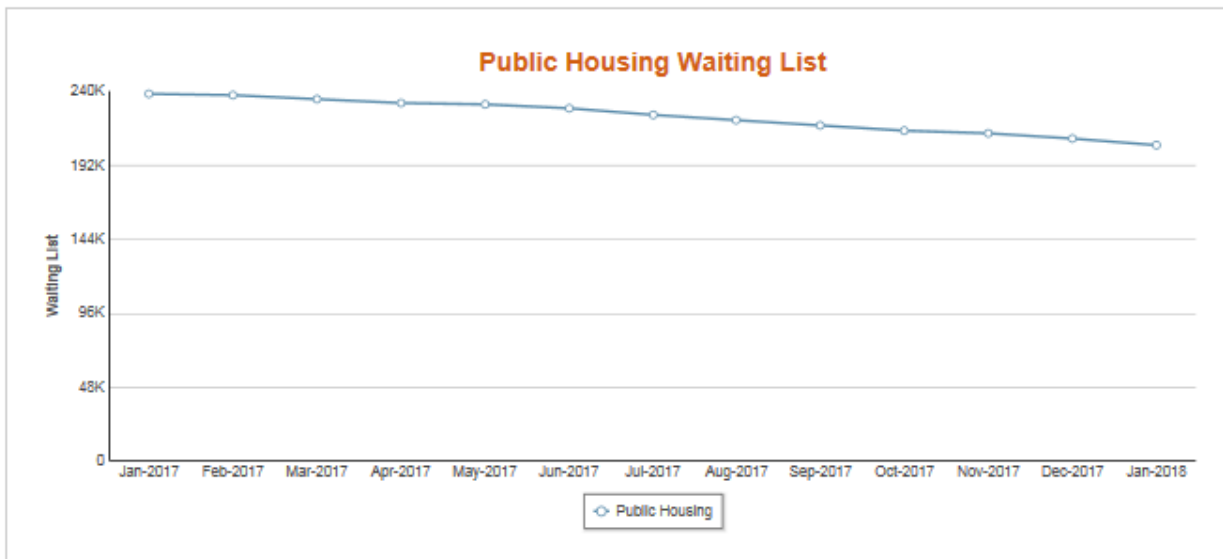
All

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).



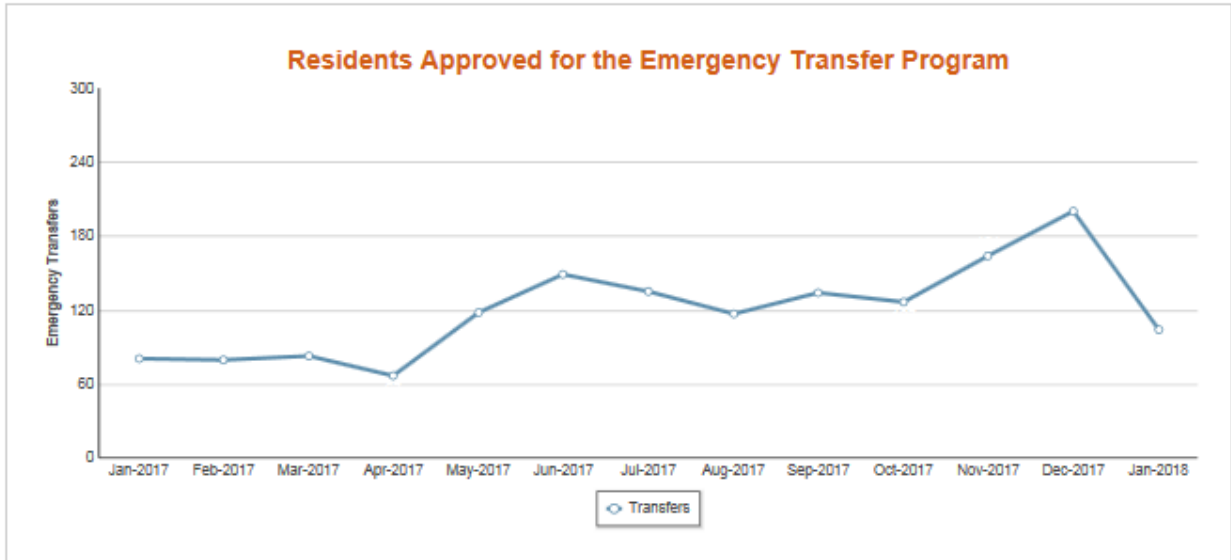
This chart shows how many people are on the waiting list for a NYCHA public housing apartment. You can compare how many were on the list each month of the past year.

## Public Housing Charts

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

Borough

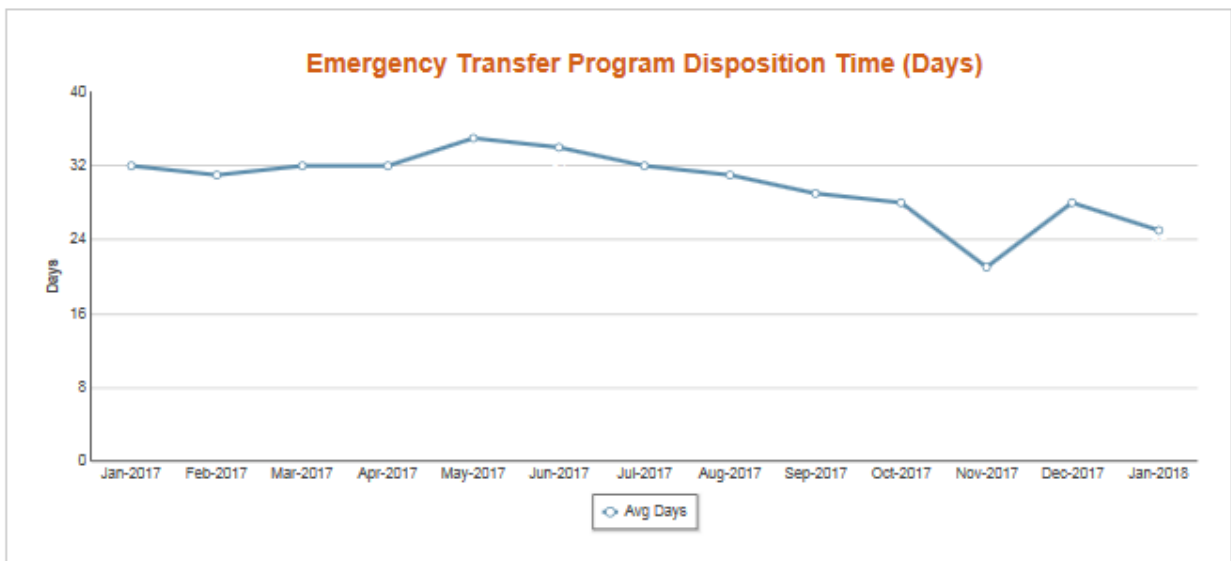
All



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



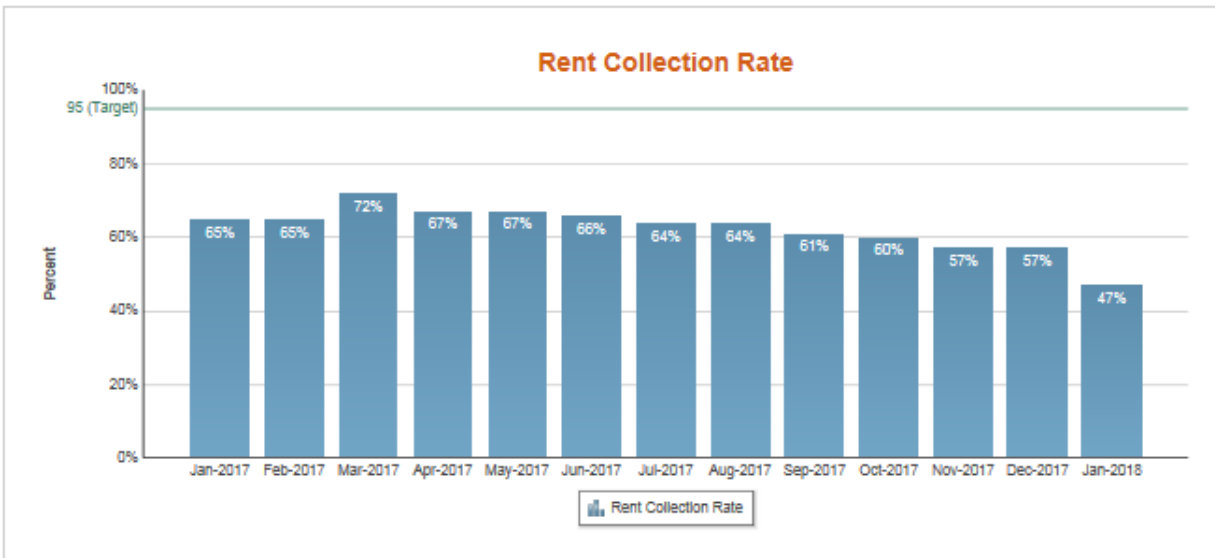
This chart shows how many days, on average, it takes to process the emergency transfer application from the date it is received by NYCHA to the date of the determination of eligibility for the program. You can compare how NYCHA is doing for each month of the past year.

## 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.

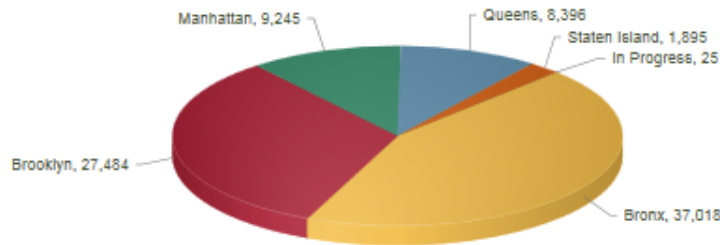
## Section 8 Charts

Units Metrics

Owners Metrics

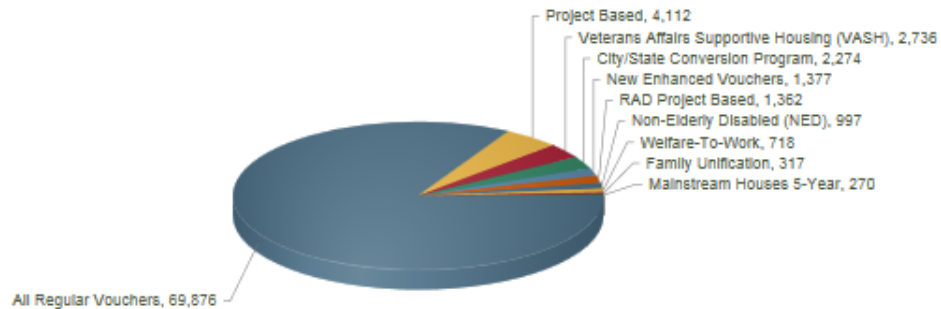
VA SH Metrics

### Section 8 Units Under Lease By Borough



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

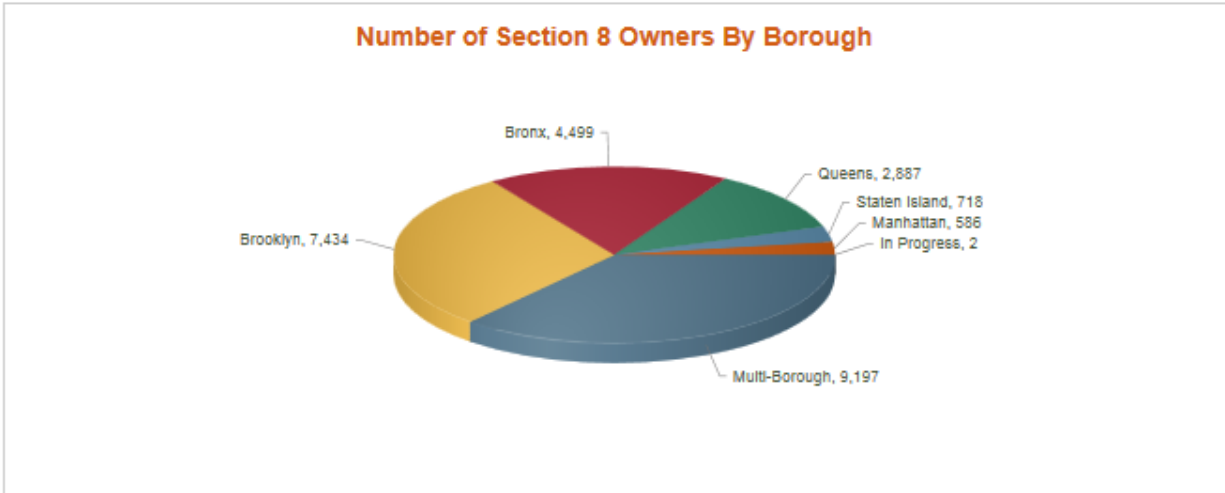
### Section 8 Units Under Lease By Voucher Type



This chart shows how many apartments are rented by families with Section 8 vouchers, by the type of voucher they have.

## Section 8 Charts

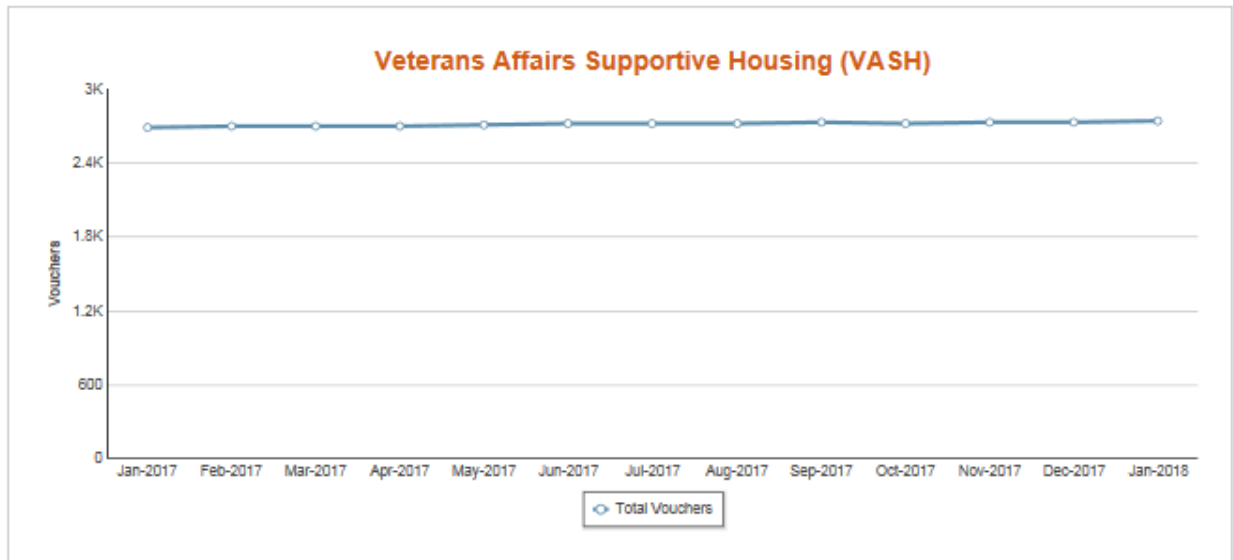
Units Metrics Owners Metrics VA SH Metrics



This chart shows how many landlords in each borough have at least one tenant using a Section 8 voucher, including how many operate in more than one borough.

## Section 8 Charts

Units Metrics Owners Metrics VA SH Metrics



This chart shows how many apartments are rented by families with Section 8 VASH vouchers, which are available to veterans. You can compare how many there were for each month of the past year.

# Glossary of Terms



**Accounts** - The lowest level within the Authority's chart of accounts that identifies the expenditure type. Examples of Accounts are: supplies, equipment, contracts, travel, and utilities.

**Accrual** - An accounting expense recognized in the books before it is paid for. A Negative Un-Liquidated Actual represents an accrual set up for the goods or services received in the prior Fiscal Year but not yet paid.

**Action Plan** - A plan of actions to be funded by the Authority over a period for five years to make the necessary physical and management improvements identified in the PHA's Comprehensive Plan. The Five-Year Action Plan is based upon HUD's and the PHA's best estimates of the funding reasonably expected to become available. It is updated annually to reflect a rolling five-year base.

**Annual Contributions Contract (ACC)** - A contract under the United States Housing Act of 1937, as amended, between HUD and the Authority containing the terms and conditions under which the Department assists the Authority in providing decent, safe, and sanitary housing for low-income families.

**Annual Statement** - A work statement submitted to HUD covering the first year of the Five-Year Action Plan. It sets forth the major work categories and costs by development for the Federal Fiscal Year (FFY) grant and provides a summary of costs by development account as well as implementation schedules for obligation and expenditure of the funds.

**Amortized** - Payment of a debt or credit by regular intervals over a specific period.

**Board** - NYCHA's governing body that are responsible for voting on contracts, resolutions, policies, motions, rules, and regulations at regularly scheduled meetings of the Members of the Authority.

**Budget** - Proposed plan of revenue and expenditures over a given period.

**Budget Calendar** - The schedule of key dates or milestones that the Authority follows in the preparation and adoption of the budget.

**Budget Development** - The process for preparing, modifying, and adopting a budget.

**Budget Hierarchy** - Communicates the roles and responsibilities of the Budget Responsibility Groups (BRGs), as well as the workflow for review and approval.

**Budget Instructions** - Technical instructions and policy guidelines to follow when completing the financial planning exercises.

**Budget Management** - The monitoring and modification of an existing or planned budget.

**Budget Planning** - Involves the estimating of the agency's available resources, matching the available resources to the agency's operating and capital needs, and determining if appropriate financial measures are being taken.

**Budget Responsibility Group (BRG)** - A department or office that is managed by a director or an equivalent managerial title that is responsible for budgeting for the activities of a responsibility center or a group of responsibility centers.

**Capital Fund Program (CFP)** - Formerly the Comprehensive Grant Program (CGP) is a HUD program which provides fungible modernization and reconstruction funds on a formula basis to the Housing Authorities with 250 or more Public Housing units.

**Capital Projects** - The purchase of land, renovations or construction of a building or facility.

**Chair** - Appointed by the Mayor, the Chair presides at all Board meetings, directs the business and affairs of the Authority, is responsible for the execution of all policies, resolutions, motions, and rules and regulations adopted by the Board.

**Chart of Accounts** - The complete listing of all accounts listed in the General Ledger that Accounting tracks. Each account is accompanied by a reference number which indicates the account type. Such categories include revenues and expenses.

**Commitment (Encumbrance)** - The total value of encumbered funds associated with requisitions, or standard or planned purchase orders submitted but not yet approved.

**Comprehensive Plan** - A plan prepared by the Authority and approved by HUD setting forth all the physical and management needs of the Authority and its housing developments. It indicates the relative urgency of needs, with cost estimates and includes the PHA's Action Plan. The Plan may be revised, as necessary, but must be revised at least every sixth year. It is the focal point of the PHA's modernization strategy.

**Consolidation** - A group of developments that is managed by one office.

**Conveyed Unit** - A unit where modernization work has been approved before the transfer of the title to the homeowner. The Authority may complete the work even if the title to the unit is subsequently conveyed before the work is completed. The costs of work are eligible under the Capital Fund Program regulations.

**Department** - A basic organizational unit that is functionally unique in its delivery of services.

**Department of Financial Planning and Analysis (DFPA)** - The Department of Financial Planning & Analysis serves as an Authority-wide resource in providing functional and technical guidance on wide-ranges of matters relating to budget planning, development and management. DFPA advises BRGs in the monitoring of expenses, the progress of service delivery, and the implementation of budget adjustments. This department also provides ongoing training on budget-related Oracle applications, and workshops seminars on advanced analytical techniques. There are three major divisions: Operating Budget Division, Capital Budget Division, and Budget Control and Coordination Division.

**Executive Vice President (EVP)** - The EVPs functions are to act for the General Manager, when required, and to work with the General Manager in the day-to-day operation and administration of the business of the Authority.

**Development** - A low-income housing project that consists of a building or group of buildings housing NYCHA residents. Each has a unique name and responsibility center number.

**Director** - Supervises the activities and daily operations of the department. The director implements NYCHA policy and procedures in his/her department.

**Division** - Organizational component of a department.

**Expenses** - Represents the total cost of operations during a period, regardless of the timing of related expenses.

**Federal Fiscal Year (FFY)** - October 1 - September 30.

**Field Office (FO)** - The local HUD office with which the Authority transacts its low-income housing business. In addition, the Field Office reviews the Comprehensive Plan, including the Five-Year Action Plan, in accordance with statutory/regulatory criteria and notifies the Authority in writing of approval or disapproval.

**Fiscal Year** - for NYCHA, it is the same as the calendar year. This 12-month period begins with January 1 and ends on December 31.

**Fund** - A fiscal and accounting tool with a self-balancing set of accounts to record revenue and expenditures.

**Fund Balance** - The excess of an entity's assets over its liabilities.

**Funding Source** - Identifies a specific pool of funds or revenue source.

**Funds Available** - Represents the difference between the Budget and the Total Actual and Total Encumbrances.

**Fundability** - A concept which permits the Authority to substitute any work item from the latest approved Five-Year Action Plan to any previously approved CFP Annual Statement, and to move to work items among approved modernization budgets without prior HUD approval.

**Gap Sheet** - A tool used by DFPA during the financial plan exercise. It lists all deficits that exist upon entering the budget process and includes any projected changes to those deficits.

**General Ledger (G/L)** - The General Ledger is the official accounting record for all Authority transactions.

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

**Grant** - A contribution by a government or other organization to support a function. Grants may be classified as categorical or block, depending upon the amount of discretion allowed by the grantee.

**Grants** - The Oracle module used by Capital that allows the Authority to maintain a five-year capital plan. It is intended as the means for collection and storage of capital project financial information.

**Hard Costs** - The physical improvement costs in the development accounts 1450-1475, which include Account 1450 Site Improvements, Account 1460 Dwelling Structures, Account 1465 Dwelling Equipment, Account 1470 Non-Dwelling Structure, and Account 1475 Non-Dwelling Equipment. These are costs directly associated with the construction of a development, including labor, materials, overhead, profit, and contingencies.

**Headcount (HC)** - The Authority's full-time headcount plan accounts for all authorized employees that can be sustained by the amount of projected revenue, as approved by the Board, and broken down by department for current year as well as for out years.

**Housing Choice Voucher (HCVP/ Section 8)** - Is a rent subsidy allowing families to pay a reasonable share of income for rent with the government making up the difference up to a specified limit.

**Housing Development Corporation (HDC)** - A corporate government agency constituted as a public benefit corporation and established in 1971. HDC encourages the investment of private capital through low-interest mortgage loans and provides safe and sanitary dwellings for families and persons whose housing needs cannot be met by

unassisted private enterprise. Through the issuance of bonds and notes, provides construction and/or permanent financing for multifamily residential housing.

**Housing and Urban Development (HUD)** - United States Department of Housing and Urban Development provides funds to promote homeownership, support community development, and increase access to affordable housing free from discrimination.

**Human Resource Administration (HRA)** - An agency with New York City government that delivers social services that enable individuals and families to achieve their highest level of self-reliance.

**Liquidated Actual (Actuals)** - The total funds paid to vendors for received and invoiced goods or services.

**Modernization Program** - The Authority's program for carrying out capital modernization and reconstruction projects to keep the developments in a state of good repair, as set forth in the Annual Statement.

**New Needs** - Are all costs associated with a purchase of goods or services, or additional costs of existing goods or services.

**New York City Housing Authority (NYCHA)** - Provides decent and affordable housing in a safe and secure living environment for low and moderate-income residents throughout the five boroughs.

**New York City Office of Management and Budget (OMB)** - In assisting the Mayor with developing and implementing the City's budget, OMB monitors and forecasts the revenues and expenditures of the City. It analyzes the economy, evaluates agencies' management improvement initiatives, including information technology purchases, and conducts value engineering reviews of capital projects and, in cooperation with the Office of the Comptroller for the City of New York, issues bonds and notes in the public credit markets.

**Obligation (Encumbrance)** - The total unexpended balance of encumbered funds associated with approved requisitions and standard or planned purchase orders.

**Operating Budget** - Authorized expenditures for on-going day-to-day services; e.g. maintenance, materials, supplies, etc.

**Other Than Personnel Services (OTPS)** - The OTPS budget pays for the non-personnel costs of running the Authority, including payments for utilities such as water, electricity, heating fuels, and cooking gas for NYCHA residents, payments to outside contractors who provide painting, elevator maintenance, fire safety, plumbing and heating services, all insurance costs, consulting services, the purchase of machines and

equipment used by development staff to maintain the buildings and grounds, and payments to private landlords participating in the Section 8/Housing Choice Voucher Program.

**Parent Fixed Asset Accounts (Equipment Accounts)** - A reporting tool which allows a BRG to view the Budget, Encumbrances, and Actual for equipment accounts. For example:

GF01	3240000	164000300	Budget
GF01	3240000	990400300	Encumbrances & Actual
PG01	P324000	PFA4000300	PFA

**Parent/Child Relationship** - Describes the relationship between the Management Office and the developments within a consolidation. For example:

GF01	B100300	4301200000	Consolidation
GF01	B000300	4301200000	Child
PG01	BP00300	P3012000000	Parent

**Program/Phase** - Unique identifier used primarily to specify Grant Year for Funding Source.

**Program to Eliminate the Gap (PEG)** - Is a financial package of ideas to close a given financial deficit. They can be classified as expense reductions, revenue increases, legislative/regulatory changes, or management initiatives to improve productivity.

**Project** - A budget line item identifier used for external reporting and billing purposes.

**Personnel Action Request (PAR)** - A form submitted by BRGs to change salaries and add staff. This form is required for filling a vacancy.

**Personnel Services (PS)** - The PS budget includes salaries and fringe benefits for all NYCHA's staff. Approximately 14,000 NYCHA employees are responsible for all service delivery within NYCHA's developments, including building maintenance, rent collection, administration of the Section 8 program, annual inspections and certifications, grounds maintenance, community center staffing, social services, and administrative services.

**Project Organization Expenditure Type Task Awards (POETA)** - Tool used by the Oracle Grants Module. It includes detailed award information which incorporates information from the Chart of Accounts.

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

**Responsibility Center (RC)** - A Development or Department where expenses will be budgeted and recorded.

**Revenues** - Funds received from various sources and treated as income that the Authority uses to finance expenditures.

**Revision** - The journal processes used between financial planning exercises which allows the modification of the current year budget.

**Risk Management** – to help manage and protect government’s assets against accidental loss via utilization of financial measures.

**Service Package** - A worksheet tool used to identify portions of a budget. It is used to modify the approved baseline budget during the semi-annual financial planning exercises.

**Soft Costs** - The non-physical improvement or non-brick and mortar costs which exclude any costs in the development accounts 1450-1475. These are the non-construction costs incurred in the development of a project (e.g. third-party expenses such as design and legal fees, taxes, insurance, construction, loan debt service, developer overhead and profit.)

**Tenant Participation Activities (TPA)** - According to HUD, \$25 per unit per year is allocated to fund resident participation activities such as training and outreach programs.

**Un-Liquidated Actual (Actuals)** - Represents the total funds expensed for received and invoiced goods or services.

**Vice Chair (of NYCHA)** - One member of the Authority’s Board is designated to be the Vice-Chair, and in the event of a vacancy in the office of the Chair or when the Chair is absent or unable to act, the Vice-Chair assumes his/her duties and powers.