

**CON EDISON SETTLEMENT FUND PROPOSAL
BY THE COOPER SQUARE COMMITTEE
HDFC GREENING PROJECT (PHASE 2): \$140,000 GRANT REQUEST**

Background about the Cooper Square Committee:

The Cooper Square Committee (CSC) was formed in 1959 to oppose a slum clearance/urban renewal plan that encompassed 12 city-blocks just east of the Bowery from 9th St. to Delancey Street, and would have demolished over 200 buildings, displacing thousands of local residents. We defeated the Robert Moses plan, and in 1970 got the City to adopt an Alternate Plan created by our members, the first community based land use plan to become an official plan of the City. The plan reduced the Cooper Square Urban Renewal Area (CSURA) to 5 city blocks, kept demolition of dilapidated buildings to a minimum, and required relocation of tenants to new housing elsewhere in the urban renewal area before their homes were demolished. Our accomplishments since then include the following:

We've organized tenants in scores of tenement buildings on the Lower East Side over the past few decades, preventing over 1,000 evictions, improving building conditions, and helping countless low income tenants to access housing and income entitlements in order to remain in their homes.

We've sponsored/developed over 200 low income housing units, including a project based Section 8 building (146 units) at 10 Stanton Street (completed in 1985); developed the first co-op for homeless women in the United States at 16-18 2nd Ave. (22 units, completed in 1989); co-developed 54 units of supportive housing for people with psychiatric disabilities at 29 E. 2nd St. (completed in 2007). We partnered with the City on a planning process that resulted in 708 mixed income apartments (25% low income) and a community center on the remaining vacant Cooper Square Urban Renewal Area sites, completed in recent years.

We've formed or co-founded numerous organizations to address community needs, including the Good Food Cooperative (1970), the Bowery Residents Committee (1971) which provides services to homeless people, the Liz Christy Community Garden (1973) which was the City's first community garden, the Cooper Square Mutual Housing Association (CSMHA) in 1991, which manages 24 low income buildings with 383 apartments, and Fourth Arts Block (FAB) in 2000, which represents nearly 20 cultural organizations in the East Village.

Today, the Cooper Square Committee continues to pioneer innovative new projects. We are doing pre-development work on a vacant city-owned building in order to turn it into housing for homeless LGBT youth. In July, 2012, we received \$3.3 million in NYC capital funding, and we expect to begin renovation in late 2013.

Greening Work: Since 2010, the Cooper Square Committee has succeeded in getting the owners of 10 low income buildings, totaling almost 300 units, to apply for Weatherization Assistance Program (WAP) funds in order to replace old buildings systems with more energy efficient systems. This includes the owners of 10 Stanton St. (a 146 unit project based Section 8 building), and the Cooper Square Mutual Housing Association, for whom we enrolled 7 buildings (102 units) in the WAP Program. In all, 6 buildings received new

boilers, and 2 received new windows, and they received an array of other energy efficiency improvements. Our 12 month monitoring of 4 MHA buildings that received new boilers between August and September, 2012 found that they achieved reductions in gas consumption of over 30% during the past 12 months. Not only have the buildings become more environmentally sustainable, but the improvements have greatly reduced their fuel costs, thereby promoting long term affordability of the low income units.

In 2013, pursuant to a Con Edison Settlement Fund grant received , CSC has enrolled 2 HDFCs, 336 E. 4th Street (18 units) and 614-620 E. 9th Street (32 units), in WAP. 336 E. 4th St. just received about \$100,000 in weatherization improvements, including new windows. 614-620 E. 9th St. was certified as income-eligible in July, and just received new windows, and converted from #2 oil to a dual gas/oil burning boiler, and other upgrades, totaling over \$250,000. Cooper Square Committee regranted \$6,000 in capital funds from our Con Edison Settlement Fund grant to 336 E. 4th St. and \$10,000 in capital funds to 614-620 E. 9th St. to help offset a portion of their matching fund costs.

CSC's weatherization work in the past 18 months has leveraged over \$750,000 in weatherization investments in our community, of WAP has provided roughly \$450,000 million while the HDFCs have contributed about \$300,000 in matching funds.

CSC has also enrolled at least 10 additional buildings, with over 160 units, in more modest energy efficiency programs such as NYSERDA's EmPower Program and Con Edison's Green Team Program (see the attached list of all the buildings CSC has assisted). We are also holding periodic workshops to educate the residents about energy saving practices and recycling. (See a copy of one of our workshop flyers).

In addition to the community based planning, development and greening work described above, CSC has a long track record of doing one-on-one tenant counseling, advising tenants facing evictions, harassment, lack of repairs, rent overcharges and any number of other landlord-tenant disputes. We have prevented the displacement of countless low and moderate income tenants, and helped them secure income support or subsidies such as Section 8, SCRIE, DRIE, Food Stamps and Medicaid so that they can maintain their housing.

Funding Request: CSC is seeking a \$140,000 grant from the Con Edison Settlement Fund in order to fund a second round of the "HDFC Greening Project" in four census tracts (26.01, 26.02, 28 and 34), near the Con Edison plant (see map in Attachment 6). \$40,000 will be designated for personnel and OTPS, while \$100,000 will be regranted as capital funds to income eligible cooperatives to cover a portion of the weatherization improvements, and give the HDFCs an added incentive to participate.

HDFCs (Housing Development Fund Companies) are low income housing corporations, typically self managed cooperatives, although they can also be rental buildings. CSC plans to do outreach to the approximately 30 HDFCs in the target area, educating the owners, shareholders and/or coop boards about the availability of free and low cost weatherization resources for which most of them are income eligible. We will build relationships with the boards, and do the labor intensive work that is necessary to collect application forms, income

documentation, copies of Con Ed bills, affidavits, etc.. and package the weatherization applications, ensuring that a significant number of them apply and obtain the energy efficiency improvements.

HDFC Greening Project Goals:

The goals of the “HDFC Greening Project” are as follows:

- 1) To educate the boards/owners of low income HDFCs about the ways in which they are wasting oil, gas, electricity and water, and empower them to adopt best practices with regard to greening their buildings so that they continue to apply these practices after our staff has completed working with them.
- 2) To help the boards/owners of HDFCs to apply for Weatherization Assistance Program and EmPower Program funds in order to access tens of thousands of dollars worth of free energy improvements.
- 3) To re-grant an average of \$15,000 - \$20,000 per building in order to leverage public and private funds, thereby creating at least 30 temporary jobs for construction workers, installing one or more boilers, hot water heaters, windows, insulation, and lighting fixtures.
- 4) To do before and after documentation of energy savings (oil, gas, water, electricity) by HDFCs, in order to measure the impact of the improvements. By documenting several case studies of reduced energy consumption/carbon emissions, it will make it easier to persuade other owners to do the same.

HDFC Greening Project Activities:

1) Outreach: CSC has identified more than 35 HDFCs (see attached list) in the target area near the Con Edison plant, the majority of which we deem to be viable candidates for energy efficiency capital improvements pursuant to this project. We have done preliminary outreach to most of these HDFCs in the past year to ascertain whether they may be interested in the Weatherization Assistance Program (WAP) and/or EmPower NY. In addition to successfully enrolling two buildings as described above, we are engaged in ongoing discussions with a number of other buildings.

In the past couple of months, we have had phone conversations or meetings with at several HDFC boards/managing agents, and we are working to secure commitments from them to enroll in one or more of these energy efficiency programs. They include the following: 705 E. 6th Street HDFC (23 units); 742-744 East 6th Street (Mascot Flats HDFC, a 19 unit co-op); 757-747 East 6th Street (23 units); 388-392 East 8th Street (a 35 unit rental HDFC that is in the process of converting to a cooperative), and 621 East 6th Street HDFC (20 units). 621 East 6th Street is an example of an HDFC that suffered damage from Superstorm Sandy. The HDFC has a limited reserve fund, and they are concerned about meeting the matching

fund requirement. With a second round of Con Edison Settlement Fund money, we can offer the HDFC a greater incentive to enroll in the program.

A number of other HDFCs have opted to do more modest energy efficiency upgrades for now, utilizing the Con Edison Green Team program, and we have enrolled several of them, totaling 63 units, in that program. The addresses are 412-14 E. 12th Street (24 units), 610 E. 5th Street (23 units) and 549 E. 12th St. (16 units). The building manager for these 3 buildings, Anna Ruiz, enrolled 5 additional uptown buildings in the Green Team program due to our assistance. Still, with added financial incentive, we are confident that additional HDFC Boards would be more inclined to undertake more substantial capital improvements.

2) Relationship Building/Board Education: CSC plans to continue engaging these HDFCs in a dialogue about becoming more energy efficient, and we plan to follow up with many other buildings that have yet to respond to flyers about the program. Building relationships with HDFC boards, some of which are not very functional, is a very labor intensive process. Often times the boards don't meet frequently, and just one or two people are taking on the burden of managing the building or interfacing with the building manager.

Our goal is to set up on or more meetings with the boards, giving a presentation about the range of greening programs that are available – from Weatherization Assistance Program to Empower NYC to Green Team to the Multifamily Performance Program. Some of these programs can be utilized in tandem with each other, and it takes some training for HDFC boards to understand the program requirements and benefits, the eligibility criteria, the application process and in some cases the costs. If the Boards choose to proceed with applying, CSC's project coordinator will help them complete the building application and the individual shareholder applications.

3) Assisting the HDFCs with Negotiating the Scope of Work: After buildings enroll, and the energy audit is completed, CSC will schedule a meeting between the agency administering the program funds, whether it be Northern Manhattan Improvement Corp (NMIC) for the Weatherization Assistance Program or NYSERDA for the EmPower Program, and the HDFC. We will help the HDFC boards understand the findings of the audit, which is likely to find that replacement of some items results in significant energy savings, while some system replacements may result in more modest savings, and could trigger a requirement that the HDFCs contribute a larger share of matching funds. CSC will help the HDFCs prioritize the workscope, and assess how soon they will recover their investment for any work that they may have to pay for out of pocket. Once a project budget is finalized, CSC will inform the HDFC how much funding it will re-grant from the Con Edison Settlement Fund. The amount will vary, from \$10,000 - \$25,000, depending on the number of units in the building, and the scope of work. CSC will require the HDFCs to contribute some amount of funds, even if it is only a nominal sum, from their capital reserves towards the renovation work.

4) Collecting Income Verification Forms: Once the HDFCs have digested the energy audit findings, and have elected to proceed with documenting the eligibility of their shareholders, CSC will do the labor intensive leg work of door knocking and collecting the income

verification forms, as well as the required back up documentation. This includes pay stubs for the past month or notarized statements of income for self-employed applicants, SSI, Social Security letters or Pension statements from other applicants, and recent copies of the shareholders' Con Edison bills. CSC may organize shareholder meetings to expedite the process of collecting the forms. CSC will be sure to educate the shareholders that the income forms are required in order to qualify for the Weatherization and EmPower funds, assure them that their personal information will be kept confidential, and not shared with the Board.

5) Meetings with Project Partners/Monitoring the Rehabilitation Work: Assuming the HDFCs qualify for Weatherization and/or Empower funds, CSC will help the HDFCs review the contracts and owner agreements with the Northern Manhattan Improvement Corporation (NMIC) or other relevant entities, review the bid specifications prepared by NMIC, and the bids submitted by the contractors. If anything important is omitted, CSC will bring this to the attention of the HDFC Boards and program administrators to address it. Meetings will be held to review the scope of work, project costs, and contract documents before the HDFC signs off on the agreement.

Once rehab work begins, CSC will check in with shareholders weekly to find out if there are any issues or concerns. CSC staff will also check in with the program administrators to make sure they have a staff person monitoring the quality of the work, and will stop by the building on a weekly basis if possible as well to monitor the work. Upon completion of work, CSC will inspect it and let NMIC know if there are any issues to be remedied before the HDFC signs off on satisfactory completion of the work and makes a final payment. CSC will then disburse its capital allocation for the project from the Con Edison Settlement Fund.

6) Educating the Superintendents and HDFC Boards: CSC will ask NMIC to conduct workshops for the HDFC board members and superintendents of buildings that participate in WAP and EmPower so that they understand how to manage their buildings lean and green. Having new energy systems is only part of the process of reducing energy usage. If the superintendent keeps the boiler on the wrong settings, the building can squander a lot of energy savings, over-heating buildings and causing tenants to open windows in the winter to cool down overheated apartments. Proper education will be an essential component of working with buildings after renovation is completed.

CSC's Leadership:

CSC currently has a Board of Directors consisting of 10 people (see attached board list). Joyce Ravitz is the Board Chairperson, and has been a CSC member for over 30 years. Our Executive Board also includes Maxine Fee, Vice Chairperson; David Pultz, Treasurer; Maria Torres Bird, Secretary. We are a membership based organization with over 600 members.

We currently have 6 full time staff persons and 1 part time staff member. The key project staff are as follows:

Steve Herrick, Executive Director. He has been the E.D. since 1998, and has a Masters in Urban Planning from Pratt Institute. He has housing development experience (developing 54

units of special needs housing at 29 East 2nd Street, 18 unit supportive housing project at 222 E. 13th Street), he is co-founder of Fourth Arts Block, and has administered NYS Main Street and Urban Initiatives funds for 7 buildings in the East 4th Street Cultural District. He has also assisted the owners of 10 Stanton Street (146 units) and 16-18 2nd Avenue with applying for NYS Weatherization Assistance Program funds to install new windows, boilers and do other energy upgrades;

Angee Cortorreal, HDFC Greening Coordinator. She was hired in October, 2011. She has successfully enrolled 9 buildings (over 150 units) in the Weatherization Assistance Program and more than a dozen buildings (over 180 units) in the Empower NYC Program. 7 buildings received new boilers, 3 received new windows, and they all received many apartment energy efficiency upgrades.

Joshua Sellers, Urban Fellow/Community Development Associate. He joined CSC in September, 2013 as a part time Urban Fellow. He's getting a Masters in Urban Planning at NYU, specializing in environmental impact assessments and community development. He has interned at the NYC Dept. of City Planning in the Zoning Division, and as a Research Assistance at the NYU Wagner School Faculty Fund studying the impact of Hurricane Sandy on low income populations. He will be doing outreach to HDFCs as part of this project.

How Project fits into CSC's mission:

CSC's mission, as defined in our Strategic Plan, is "to work with area residents to contribute to the preservation and development of affordable, environmentally healthy housing and community/cultural spaces so that the Lower East Side remains racially, economically and culturally diverse".

CSC's Board of Directors and Staff is finalizing a 3 year Strategic Plan this year with the consulting services of the Community Resources Exchange. The Strategic Plan identifies "greening the residential housing stock" as a high priority, and aims to expand our work with low income cooperatives, many of which have aging building systems, some of which were damaged by Hurricane Sandy. We have set a number of specific goals, objectives, and deliverable targets which we have been working to implement.

Greening the housing stock serves multiple purposes. First, given that our core mission is to preserve affordable housing and preventing displacement of low/moderate income people from our community, greening the housing stock is essential to reduce energy costs of low income housing. The affordable housing stock on the Lower East Side is facing a crisis of sustainability in the face of rising operating and maintenance costs. Many budget items, such as fuel costs, water and sewer charges and utility rates are rising faster than household incomes. Commercial insurance premiums are also rising faster than the overall inflation rate. J-51 tax abatements are expiring on HDFCs that were formed some 30 years ago. To the extent that these costs can be contained or lowered, it is essential that CSC work with low income housing providers to develop strategies for doing so. The building wide renovation work we are trying to get HDFCs to undertake will enable them to submit new J-51 tax exemptions, preventing massive tax hikes in these buildings.

In addition to the issue of housing affordability, promoting environmentally healthy housing is also part of our mission statement. According to PlaNYC, the City of New York's plan for reducing carbon emissions by 2030, "approximately 75 percent of New York City's carbon emissions stem from energy used in buildings, and today's buildings will make up 85 percent of all real estate in 2030". NYC has set an ambitious goal of reducing greenhouse gas emissions by 30 percent, from 2005 levels, by 2030. CSC aims to do our part to contribute to this larger effort by serving as a catalyst, and promoting greening initiatives by owners of low income housing that will inspire other property owners to also green their buildings.

The greening of numerous CSMHA buildings, which began early last year, was an important goal set by CSC's leadership, which we have made great progress in implementing. We are partnering with NMIC, which contracted with us to collect the income verification forms, so that tenants can qualify for new windows, roof and pipe insulation, and in some cases new boilers and hot water heaters if the energy savings warrant the system replacement.

Weatherization work has been completed on 6 buildings totaling over \$400,000, about 75% of which was funded by the Weatherization program while the MHA contributed a 25% match. At least 6 more MHA buildings are in the pipeline for a second phase of weatherization expected to take place in early to mid-2014. We are also working with NYSERDA's EmPower Program and Con Edison's Green Team program, collecting applications so that tenants can obtain free energy star refrigerators, new CFL bulbs and smart strips for their electrical outlets.

We have done outreach to about two dozen low income HFFC's near the Con Edison plant (comprising over 350 housing units) in order to assess their energy efficiency needs, and to promote greening of this housing stock, which is another priority stated in our Strategic Plan. There are over 1,400 low income housing units in over 90 HDFCs in our community, and we would like to increase our staffing capacity to assist residents of this affordable housing stock. More than 60% of these HDFCs were in the flood zone impacted by Superstorm Sandy. Some sustained damage to their boiler equipment, and many boilers are not functioning properly. Planning for better resiliency against future storms needs to be done by many HDFCs.

By making \$1,000 per unit in Con Edison Settlement Fund monies available to HDFCs, it will provide them with a substantial incentive to match these funds in obtain WAP funds. By doing so, low income HDFCs won't have to spend down their operating reserves in order to carry out the renovation work.

Deliverables/Projected Outcomes:

CSC projects that from January, 2014 to June, 2015, it will utilize Con Edison Settlement Funds to carry out the following deliverables:

- a) Weatherization work will be approved and in progress, or securely in the pipeline in at least 5 more buildings, comprising at least 100 units.

- b) The scope of work may vary from building to building, but the weatherization work will result in at least \$600,000 in weatherization work, and at least \$75,000 in EmPower NYC or Green Team upgrades.
- c) The Weatherization Assistance Program will provide at least \$300,000 in grant money for the renovation work, and the Empower Program will provide at least \$50,000 towards the workscope, while CSC will re-grant \$100,000 in Con Edison Settlement Fund money for the work, and the 5 HDFCs will contribute at least \$200,000 out of their own capital reserves. The cooperatives that are more financially healthy will be encouraged to contribute more.
- d) At least three (3) buildings will get a new gas fired or dual oil/gas fired boiler.
- e) At least three (2) buildings will get new windows.
- f) Dozens of apartments will get new energy star refrigerators.
- g) At least 5 buildings (over 75 units), that don't apply or don't qualify for WAP, will be enrolled in the Con Edison Green Team program and receive various energy efficiency upgrades for their apartment.
- h) Board members and Superintendents in the 5 weatherized buildings will be trained by NMIC in proper maintenance and use of the heating system to maximize efficiency.

Timeline:

1st Quarter of Project Implementation: CSC's Go Green Project Coordinator will outreach to the Board members in many of the more than 35 HDFCs within the geographic boundaries of the project area (Census Tracts 26.01, 26.02, 28 and 34) to discuss the project goals and objectives. The project coordinator will attend a board meeting to describe the project, and work to get the board members to "buy into" the greening concepts. We expect that at least 1 HDFC will submit applications to the Weatherization Assistance Program (WAP) with the \$2,000 deposit during the first quarter.

2nd Quarter of the Project: CSC's Project Coordinator will hold more meetings with HDFC boards, and will get at least 1 more buildings to submit WAP applications. NMIC will come out to the buildings that applied in the first quarter and begin doing energy audits, assess the energy savings that can be achieved by replacing each building system, and prepare a scope of work. The Project Coordinator will start collecting income verification forms and back up documentation (income, Con Ed bills).

3rd Quarter of the Project: CSC's Project Coordinator will continue gathering income verification forms. 1 or 2 more HDFC will submit a Weatherization application. More building wide energy audits will be conducted. Weatherization work will begin in at least one of the buildings. In HDFCs that choose not to apply for Weatherization (either because they

don't think new windows or heating systems are needed or they don't think the building will meet the income criteria), CSC will encourage low income shareholders to apply directly to the EmPower Program since the program will assist any low income household and does not require a minimum of 50% of tenants/shareholders in the building to be income-eligible.

4th Quarter of the Project: CSC's Project Coordinator will continue gather income verification forms in additional buildings. 1 or 2 more HDFC will submit a WAP application. 1 more building wide energy audit will be conducted. Weatherization work will be completed in the building that commenced in the 3rd quarter, and CSC will disburse half or most of the 25% matching funds to the contractor on behalf of the HDFC. Work will commence in 2 buildings, with 2 more buildings nearing completion of income verification, and in the pipeline to start renovation in year 2. CSC will prepare a year end report to the Con Edison Settlement Fund documenting meetings and educational workshops held, buildings that applied for WAP funding. Based on interest by other buildings to apply for WAP, CSC will determine whether to apply for a second round of funding.

Measurement of impacts:

NMIC will conduct building wide energy audits and a sampling of apartment energy audits in the HDFCs that intend to apply for WAP. They will document existing energy usage, before and after work is completed, so we will be able to ascertain an accurate set of numbers concerning reduction in gas, fuel, and electricity usage. NMIC's Weatherization Director, Dan Rieber, has found that the buildings they weatherize typically reduce their fuel/gas usage by between 15% - 25%. In the case of two buildings that CSC enrolled in WAP in 2012 (16-18 2nd Avenue and 13 Stanton Street), after both received new gas fired boilers in September, 2012, the reduction in their Con Edison bills was 50% and 42% respectively during the 6 months after installation compared to the same period the year before.

CSC will make ask NMIC do a post-rehab assessment of energy savings one year after weatherization work is completed in each building, and provide us with a report of how many gallons of oil or how many cubic meters of gas were saved.

How Project Will Be Sustainable After Receiving Con Edison Funding:

Funding from the Con Edison Settlement Fund enabled the Cooper Square Committee to build a working relationship with the Northern Manhattan Improvement Corp. which administers the Weatherization Assistance Program (WAP) in Manhattan. Last year, we received over \$11,000 in fees for services from them. However this year, their own program funding cuts has made them unable to provide us with any financial support for staffing. Nonetheless, CSC will continue to partner with for NMIC, doing the labor intensive tasks of knocking on doors and collecting income verification forms, and the back up documents such as pay stubs or notarized self employment forms, copies of Social Security, Pension or SSI statements, etc, and Con Edison bills.

We have just received an 18 month grant from the Red Cross to do outreach to residents impacted by Superstorm Sandy from 14th Street to Delancey Street, thereby expanding our outreach. \$25,000 from these funds will support our work in the service area for this grant (which is from East 13th Street to East 4th Street).

We also plan to apply to several environmental foundations and several bank foundations to fund the staffing for the project after the Con Edison money runs out in early to mid-2015.

Attachments:

- 1) 501©3 letter
- 2) CSC Board List
- 3) CSC's Operating Budget (2013 – 2014)
- 4) HDFC Greening Project Budget (2014)
- 5) Financial Statement (2012)
- 6) HDFC building addresses in project area

Attachment 4.

**COOPER SQUARE COMMITTEE
HDFC Greening Project
July 1, 2014 - June 30, 2015**

		2014-2015 Greening Project	
SOURCES OF INCOME			
Funding		Amount	
1	Con Edison Settlement Fund	\$140,000.00	p
2	Real Chances	\$ 25,000.00	p
3	Cooper Square MHA	\$ 5,000.00	p
3	Bank Foundations (Wells Fargo, M&T Bank, TD Bank...)	\$ 3,000.00	p
4	Fundraising Events	\$ 2,800.00	p
4	Total Income	\$175,800.00	

**COOPER SQUARE COMMITTEE
HDFC Greening Project**

		2014-2015 Greening Project	
EXPENSES			
Personnel		Amount	
		Note	
1	Weatherization Specialist (Part Time)	\$ 38,000.00	FT
2	Executive Director (Project Supervisor)	\$ 11,000.00	20% of FT
3	Administrative Support Staff	\$ 7,000.00	20% of FT
	Sub-Total Personnel	\$ 56,000.00	
Fringe Benefits			
4	FICA	\$ 4,284.00	
5	Health & Dental Benefits (Projected a \$730 per mo.)	\$ 10,950.00	
	Sub-Total Fringe Benefits	\$ 15,234.00	
7	Total Personnel	\$ 71,234.00	
Capital Funds			
8	Matching grants for Income Eligible HDFCs (100 units) *	\$100,000.00	
Office Overhead			
9	Telephone Bills	\$ 1,200.00	
10	Utilities	\$ 1,200.00	
11	Office Equipment (computers, printers, phone system)	\$ 600.00	
12	Office Supplies (paper, mailing labels, etc.)	\$ 400.00	
13	Printing (RisoGraph supplies, copier services)	\$ 300.00	
14	Postage	\$ 200.00	
15	Travel	\$ 180.00	
16	Miscellaneous	\$ 486.00	
17	Sub-Total Operations	\$ 4,566.00	
18	TOTAL EXPENSES	\$175,800.00	
18	Surplus/(Deficit)	\$ -	

* Note - matching grants will average \$1,000 per unit for each HDFC. It is not possible to provide the scope of work for each HDFC at this stage. However, based on past experience, new boilers generally cost \$60,000 - \$80,000 in these tenement buildings. New windows typically cost \$2,500 - 3,000 per unit. Overall, weatherization work tends to average \$5,000 - \$7,000 per unit per building.