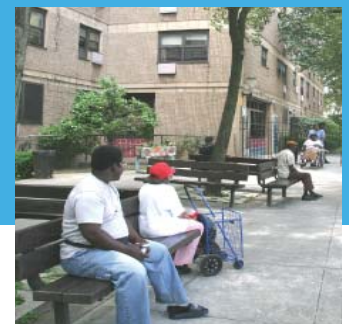




Tino Hernandez, Chairman  
Earl Andrews, Jr., Vice-Chairman  
Margarita López, Member  
Vilma Huertas, Secretary

# FY 2007 BUDGET AND FOUR-YEAR FINANCIAL PLAN

## VOLUME 2 OF 2



Douglas Apple, General Manager  
Felix Lam, Chief Financial Officer  
Jose Mercado, Budget Director

May 2007

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# **DEPARTMENTAL OPERATING BUDGETS**

***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 in rental apartments. In order 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 a Deputy General Manager (DGM). Each DGM is responsible for a portfolio of Departments and offices within a specific area. This section includes Departmental missions, and responsibilities. The budgets for all of NYCHA's 45 Budget Responsibility Groups (BRGs) are listed by account type. In addition, changes from the prior year are identified. The Departments are grouped by their DGM in this section, and the Organizational Chart provides an overview of NYCHA.

Departmental budgets do not include the anticipated service reductions and hiring freeze, which will result in a savings of \$18 million in FY 2007.

## **KEY NYCHA OFFICIALS**

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

Three Members, two of whom are appointed by the Mayor for five-year terms, and the Chairman, 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 Chairman or when the Chairman 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 Chairman 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.

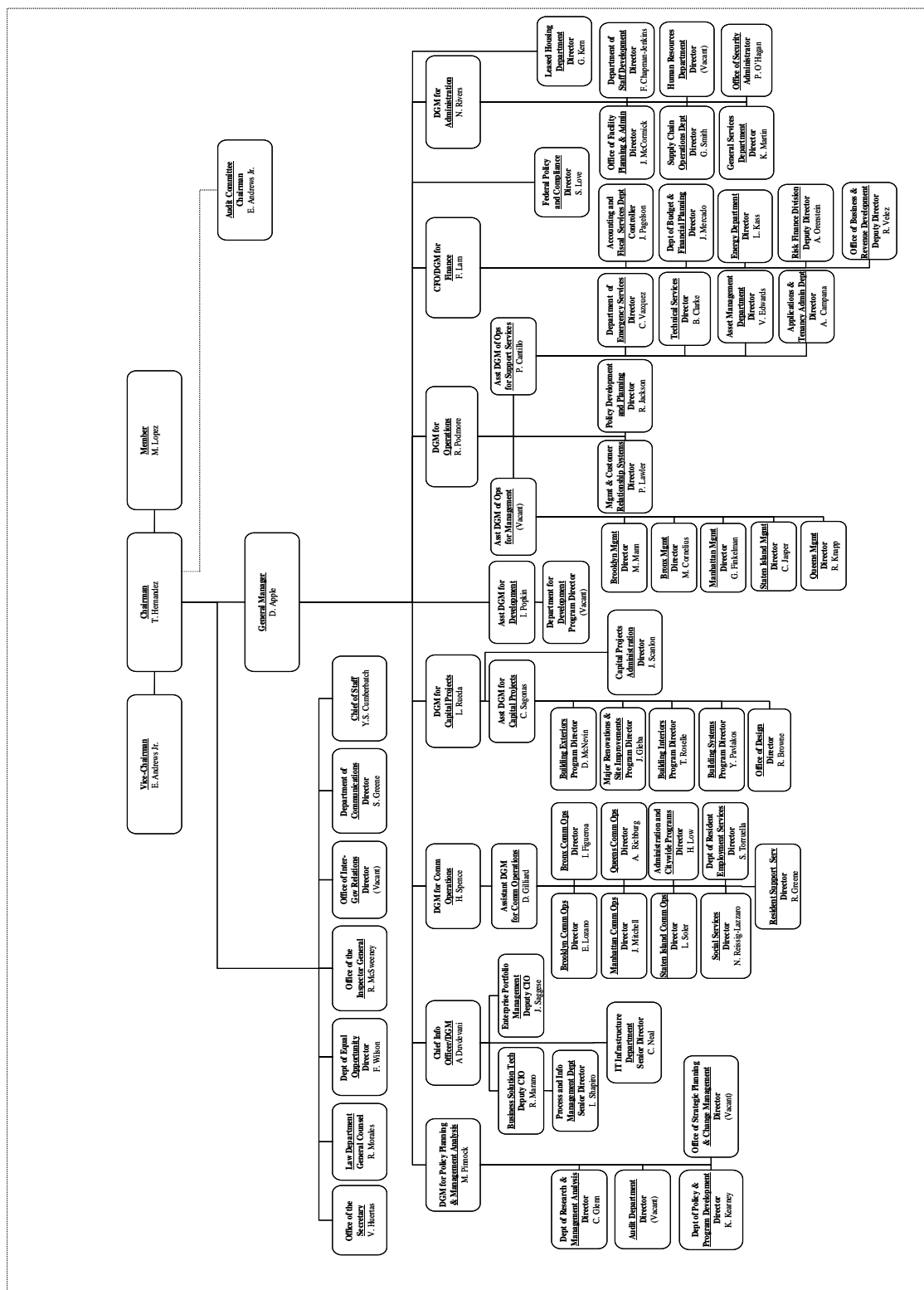
The following departments and offices report directly to the Chairman: the Department of Equal Opportunity, the Office of the Inspector General, the Office of Intergovernmental Relations, the Law Department, the Department of Communications, and the Office of the Secretary.

### *General Manager*

Principal executive administrator of the Authority, the General Manager (GM) assists the Chairman 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: Deputy General Manager (DGM) for Administration, DGM for Capital Projects, DGM for Community Operations, DGM for Finance, DGM for Operations, Chief Information Officer, the DGM for Policy, Planning, and Management Analysis, ADGM for Development, and the Director of the Leased Housing Department.

## NYCHA ORGANIZATION CHART



**EXECUTIVE DEPARTMENT**  
(THE BOARD: CHAIRMAN, VICE-CHAIRMAN, & MEMBER)

**Overview/ Mission Statement**

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

- Department of Communications;
- Department of Equal Opportunity;
- Office of The Inspector General;
- Office of Intergovernmental Relations;
- Law Department; and
- Office of the Secretary.

**Financial Overview**

Expenditures by Account Type (\$000)

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
	H/C	Actuals	H/C	Current Modified Budget	H/C	Budget	H/C	Budget
<b>PS</b>								
Salary F/T	14	1,284	13	1,218	13	1,285	-	67
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		32		29		29		-
Shift Differential		-		-		-		-
Retro		29		4		-		(4)
Other		14		12		12		-
<b>Subtotal PS</b>	<b>14</b>	<b>\$ 1,359</b>	<b>13</b>	<b>\$ 1,264</b>	<b>13</b>	<b>\$ 1,326</b>	<b>0</b>	<b>\$ 63</b>
<b>OTPS</b>								
Supplies		3		4		2		(2)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		138		150		0		(150)
OTPS Other		86		140		94		(46)
<b>Subtotal OTPS</b>		<b>\$ 227</b>		<b>\$ 294</b>		<b>\$ 96</b>		<b>\$ (198)</b>
<b>Total</b>	<b>14</b>	<b>\$ 1,587</b>	<b>13</b>	<b>\$ 1,558</b>	<b>13</b>	<b>\$ 1,423</b>	<b>0</b>	<b>\$ (136)</b>

**Financial Review**

The FY 2007 operating expense budget for the Executive Department is \$1.4 million, of which \$1.3 million is for PS and \$0.1 million is for OTPS.

The PS budget reflects a net increase of \$0.06 million due to:

- Collective bargaining increases for various unions that were added to the full-time budget in the amount of \$0.067 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.004 million.

The OTPS budget reflects a net decrease of \$0.198 million due to:

- The reduction in contracts of \$0.150 million and \$0.04 million in travel.



## OFFICE OF THE SECRETARY

### Overview/Mission Statement

The Office is responsible for NYCHA's official meetings, including scheduling, agenda content and recording minutes, as well as maintaining and issuing all official documents for the Authority. Additionally, the Office of the Impartial Hearing Officer is within this Office.

### Responsibilities

- Calendar and disposition all decisions made at Authority Board meetings;
- Issue minutes and maintain an index of all Resolutions for consideration by the Board;
- Issue notifications of all Authority meetings and of all adjournments or postponements whenever required;
- Attest all leases, deeds, contracts, and commitments necessary to the business of the Authority, and all bonds, notes, and other obligations authorized to be issued by the Authority;
- Chair the Suggestion Committee and the Contract Review Committee;
- Participate on the Bid Review Board and the Personnel Board; and
- Conduct plenary adjudications of charges of tenant non-desirability, chronic delinquency in the payment of rent, breach and chronic breach of resident rules and regulations, non-verifiable income, assignment or transfer of possession, misrepresentation and, as pertaining to Leased Housing tenants, charges of violation of a family obligation or of fraud against the Section 8 program.

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
	H/C	Actuals	H/C	Current Modified Budget	H/C	Budget	H/C	Budget
<b>PS</b>								
Salary F/T	26	1,332	35	1,622	35	1,827	-	205
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		0		0		-
Shift Differential		-		-		-		-
Retro		27		11		-		(11)
Other		48		23		23		-
<b>Subtotal PS</b>	<b>26</b>	<b>\$ 1,407</b>	<b>35</b>	<b>\$ 1,657</b>	<b>35</b>	<b>\$ 1,851</b>	<b>0</b>	<b>\$ 194</b>
<b>OTPS</b>								
Supplies		10		13		8		(6)
Equipment		-		-		2		2
Utilities		-		-		-		-
Contracts		35		55		1		(54)
OTPS Other		1		8		13		5
<b>Subtotal OTPS</b>		<b>\$ 46</b>		<b>\$ 76</b>		<b>\$ 23</b>		<b>\$ (52)</b>
<b>Total</b>	<b>26</b>	<b>\$ 1,453</b>	<b>35</b>	<b>\$ 1,733</b>	<b>35</b>	<b>\$ 1,874</b>	<b>0</b>	<b>\$ 141</b>

### Financial Review

The FY 2007 operating expense budget for the Office of the Secretary is \$1.9 million, of which \$1.9 million is for PS and \$.02 million is for OTPS.

The PS budget reflects a net increase of \$0.2 million due to:

- Collective bargaining increases for various unions that were added to the full-time budget in the amount of \$0.2 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.011 million.

The OTPS budget reflects a net decrease of \$0.052 million due to:

- The reduction in contracts of \$0.054 million and \$0.006 million in supplies.

## **LAW DEPARTMENT**

### **Overview/Mission**

The Department is responsible for providing legal service and advice to NYCHA.

### **Responsibilities**

- Represent NYCHA in significant cases as requested by the General Counsel, provide legal advice and service to NYCHA on matters pertaining to the organization, operation and responsibilities of resident associations, and provide legal advice and service with respect to employee health and safety laws and regulations and environmental laws and regulations, and review and comment on regulatory and legislative proposals;
- Represent NYCHA in appeals of Housing Court decisions or determinations rendered by regulatory agencies; prepare and administratively prosecute disciplinary cases against NYCHA employees;
- Represent NYCHA in proceedings held before various City, State, and Federal agencies, as well as State and Federal courts, regarding complaints of discrimination filed by employees, residents, or applicants, against NYCHA and its supervisors; and
- Provide counsel to Operations on a wide range of complex property management subjects, including the implementation of court-ordered admission and tenancy policies.

### **Financial Overview**

Expenditures by Account Type (\$000)

	<b>FY 2005</b>		<b>FY 2006</b>		<b>FY 2007</b>		<b>Variance</b>	
							<b>FY 06 vs FY 07</b>	
<b>PS</b>	<b>H/C</b>	<b>Actuals</b>	<b>H/C</b>	<b>Current Modified Budget</b>	<b>H/C</b>	<b>Budget</b>	<b>H/C</b>	<b>Budget</b>
Salary F/T	199	11,026	208	12,193	204	12,619	(4)	426
Salary P/T		-		-		-		-
Seasonal		10		-		-		-
Overtime		-		4		4		-
Shift Differential		-		-		-		-
Retro		253		48		-		(48)
Other		570		280		280		-
<b>Subtotal PS</b>	<b>199</b>	<b>\$ 11,858</b>	<b>208</b>	<b>\$ 12,526</b>	<b>204</b>	<b>\$ 12,903</b>	<b>(4)</b>	<b>\$ 378</b>
<b>OTPS</b>								
Supplies		79		77		44		(33)
Equipment		-		1		5		4
Utilities		-		-		-		-
Contracts		358		405		502		97
OTPS Other		218		284		202		(81)
<b>Subtotal OTPS</b>		<b>\$ 655</b>		<b>\$ 767</b>		<b>\$ 754</b>		<b>\$ (13)</b>
<b>Total</b>	<b>199</b>	<b>\$ 12,513</b>	<b>208</b>	<b>\$ 13,292</b>	<b>204</b>	<b>\$ 13,657</b>	<b>(4)</b>	<b>\$ 365</b>

### **Financial Review**

The FY 2007 operating expense budget for the Law Department is \$13.7 million, of which \$12.9 million is for PS and \$0.8 million is for OTPS.

The PS budget reflects a net increase of \$0.4 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.6 million;
- A vacancy reduction of four headcount resulted in a decrease of \$0.2 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$.05 million.

The OTPS budget reflects a net decrease of \$0.013 million due to:

- The reduction in supplies of \$0.033 million and \$0.081 million in travel.

## OFFICE OF THE INSPECTOR GENERAL

### Overview/Mission

This office is responsible for uncovering and addressing corruption, criminal activity, conflicts of interest, and unethical conduct by Authority officers and employees, residents or people doing business with or receiving funds directly or indirectly from the Authority.

### Responsibilities

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

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
				Current Modified				
PS	H/C	Actuals	H/C	Budget	H/C	Budget	H/C	Budget
Salary F/T	41	2,436	45	2,686	45	2,955	-	270
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		19		36		36		-
Shift Differential		-		-		-		-
Retro		67		4		-		(4)
Other		65		101		18		(83)
<b>Subtotal PS</b>	<b>41</b>	<b>\$ 2,587</b>	<b>45</b>	<b>\$ 2,826</b>	<b>45</b>	<b>\$ 3,010</b>	<b>0</b>	<b>\$ 183</b>
<b>OTPS</b>								
Supplies		12		12		7		(5)
Equipment		-		-		0		0
Utilities		-		-		-		-
Contracts		85		38		5		(33)
OTPS Other		3		2		6		4
<b>Subtotal OTPS</b>		<b>\$ 100</b>		<b>\$ 52</b>		<b>\$ 18</b>		<b>\$ (34)</b>
<b>Total</b>	<b>41</b>	<b>\$ 2,687</b>	<b>45</b>	<b>\$ 2,878</b>	<b>45</b>	<b>\$ 3,028</b>	<b>0</b>	<b>\$ 149</b>

### Financial Review

The FY 2007 operating expense budget for Office of the Inspector General is \$3.0 million, of which \$3.0 million is for PS and \$0.02 million is for OTPS.

The PS budget reflects a net increase of \$0.2 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.3 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.004 million.

The OTPS budget reflects a net decrease of \$0.034 million due to:

- The reduction in contracts of \$0.033 million; and
- A reduction of \$0.005 million in supplies.

## **DEPARTMENT OF COMMUNICATIONS**

### **Overview/Mission**

The Department is responsible for providing information about NYCHA to residents, employees, and the general public.

### **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)*

	<b>FY 2005</b>		<b>FY 2006</b>		<b>FY 2007</b>		<b>Variance FY 06 vs FY 07</b>	
	<b>H/C</b>	<b>Actuals</b>	<b>H/C</b>	<b>Current Modified Budget</b>	<b>H/C</b>	<b>Budget</b>	<b>H/C</b>	<b>Budget</b>
<b>PS</b>								
Salary F/T	18	1,074	19	1,226	19	1,203	0	(23)
Salary P/T		-		-		-		-
Seasonal		5		-		-		-
Overtime		8		6		6		(0)
Shift Differential		-		-		-		-
Retro		27		5		-		(5)
Other		12		19		19		-
<b>Subtotal PS</b>	<b>18</b>	<b>\$ 1,127</b>	<b>19</b>	<b>\$ 1,257</b>	<b>19</b>	<b>\$ 1,228</b>	<b>0</b>	<b>\$ (29)</b>
<b>OTPS</b>								
Supplies		7		27		368		341
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		403		526		6		(520)
OTPS Other		4		22		-		(22)
<b>Subtotal OTPS</b>		<b>\$ 415</b>		<b>\$ 576</b>		<b>\$ 375</b>		<b>\$ (201)</b>
<b>Total</b>	<b>18</b>	<b>\$ 1,542</b>	<b>19</b>	<b>\$ 1,832</b>	<b>19</b>	<b>\$ 1,602</b>	<b>0</b>	<b>\$ (230)</b>

### **Financial Review**

The FY 2007 operating expense budget for Department of Communications is \$1.6 million, of which \$1.2 million is for PS and \$0.4 million is for OTPS.

The PS budget reflects a net decrease of \$0.03 million due to:

- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.005 million; and
- A decrease of \$ 0.023 million in salaries.

The OTPS budget reflects a net decrease of \$0.201million due to:

- The reduction in contracts of \$0.520 million, travel of \$0.022 and an increase in supplies of \$0.341 million in supplies.

## OFFICE OF INTERGOVERNMENTAL RELATIONS

### Overview/Mission

The Office 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 Chairman, 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 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
	H/C	Actuals	H/C	Current Modified Budget	H/C	Budget	H/C	Budget
<b>PS</b>								
Salary F/T	3	230	4	185	4	194	-	8
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Shift Differential		-		-		-		-
Retro		4		1		-		(1)
Other		3		4		4		-
<b>Subtotal PS</b>	<b>3</b>	<b>\$ 238</b>	<b>4</b>	<b>\$ 191</b>	<b>4</b>	<b>\$ 198</b>	<b>0</b>	<b>\$ 7</b>
<b>OTPS</b>								
Supplies		1		1		1		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		-		-		-
OTPS Other		3		1		1		-
<b>Subtotal OTPS</b>		<b>\$ 4</b>		<b>\$ 2</b>		<b>\$ 2</b>		<b>\$ -</b>
<b>Total</b>	<b>3</b>	<b>\$ 242</b>	<b>4</b>	<b>\$ 193</b>	<b>4</b>	<b>\$ 200</b>	<b>0</b>	<b>\$ 7</b>

### Financial Review

The FY 2007 operating expense budget for the Office of Intergovernmental Relations is \$0.2 million, of which \$0.2 million is for PS and \$0.02 million is for OTPS.

The PS budget reflects a net increase of \$0.007 million due to:

- Collective bargaining increases for various unions were added to full-time budget in the amount of \$0.008 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out in as FY 2006, resulting in a decrease in the retro budget by \$0.001 million.

## **DEPARTMENT OF EQUAL OPPORTUNITY**

### **Overview/Mission Statement**

The Department is responsible for ensuring that no one at NYCHA discriminates against any person or group on the basis of race, color, religion, gender, age, national origin, disability, marital or familial status, prior arrest/conviction record, alien or citizenship status, military service, sexual orientation or their status as a victim of domestic violence.

### **Responsibilities**

- Administer and disseminate and train staff on NYCHA's Equal Employment Opportunity and Sexual Harassment Policy Statements and investigate/recommend resolutions for complaints of employment discrimination brought to the attention of DEO;
- Ensure that all businesses have an equal opportunity to participate in the Authority's procurement of construction, commodities, and professional services, and maximize participation of Minority, Woman and Small Business Enterprises (MWSBE) doing business with NYCHA;
- Monitor Authority contractors/subcontractors to ensure they are paying prevailing wages to workers pursuant to Federal Labor Regulations, HUD-determined Wage Regulations, New York State Labor Law, and New York City Administrative Code; and
- Monitor NYCHA's compliance with Federal, State and local equal employment opportunity laws and ensure NYCHA's compliance with fair housing laws.

### **Financial Overview**

*Expenditures by Account Type (\$000)*

	<b>FY 2005</b>		<b>FY 2006</b>		<b>FY 2007</b>		<b>Variance FY 06 vs FY 07</b>	
				<b>Current Modified Budget</b>				
<b>PS</b>	<b>H/C</b>	<b>Actuals</b>	<b>H/C</b>		<b>H/C</b>	<b>Budget</b>	<b>H/C</b>	<b>Budget</b>
Salary F/T	36	1,829	36	2,173	36	2,144	0	(29)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		1		1		-
Shift Differential		-		-		-		-
Retro		56		13		-		(13)
Other		34		18		18		-
<b>Subtotal PS</b>	<b>36</b>	<b>\$ 1,918</b>	<b>36</b>	<b>\$ 2,205</b>	<b>36</b>	<b>\$ 2,163</b>	<b>0</b>	<b>\$ (42)</b>
<b>OTPS</b>								
Supplies		6		4		4		-
Equipment		-		0		0		0
Utilities		-		-		-		-
Contracts		1		1		3		2
OTPS Other		18		18		16		(2)
<b>Subtotal OTPS</b>		<b>\$ 26</b>		<b>\$ 23</b>		<b>\$ 23</b>		<b>\$ 0</b>
<b>Total</b>	<b>36</b>	<b>\$ 1,944</b>	<b>36</b>	<b>\$ 2,228</b>	<b>36</b>	<b>\$ 2,187</b>	<b>0</b>	<b>\$ (42)</b>

### **Financial Review**

The FY 2007 operating expense budget for Department of Equal Opportunity is \$2.2 million, of which \$2.2 million is for PS and \$0.02 million is for OTPS.

The PS budget reflects a net decrease of \$0.04 million due to:

- The actual salaries to be paid decreased by \$0.029 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.01 million.

## **REPORTING TO THE GENERAL MANAGER (GM)**

### **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. DGMs 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 DGM is responsible for a portfolio of Departments and offices within a specific cluster or area.

The following report to the GM:

- ADGM for Development;
- DGM for Operations;
- DGM for Policy, Planning, and Management Analysis;
- DGM for Community Operations;
- DGM for Administration;
- DGM for Capital Projects;
- DGM for Finance/CFO;
- Chief Information Officer/CIO; and
- Director of the Leased Housing.

### **Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
	H/C	Actuals	H/C	Current Modified Budget	H/C	Budget	H/C	Budget
<b>PS</b>								
Salary F/T	7	755	9	840	8	818	(1)	(22)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		3		9		9		-
Shift Differential		-		-		-		-
Retro		15		2		-		(2)
Other		6		30		30		-
<b>Subtotal PS</b>	<b>7</b>	<b>\$ 778</b>	<b>9</b>	<b>\$ 881</b>	<b>8</b>	<b>\$ 857</b>	<b>(1)</b>	<b>\$ (24)</b>
<b>OTPS</b>								
Supplies		3		7		8		1
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		54		64		114		50
OTPS Other		28		127		29		(98)
<b>Subtotal OTPS</b>		<b>\$ 85</b>		<b>\$ 199</b>		<b>\$ 152</b>		<b>\$ (47)</b>
<b>Total</b>	<b>7</b>	<b>\$ 863</b>	<b>9</b>	<b>\$ 1,080</b>	<b>8</b>	<b>\$ 1,009</b>	<b>(1)</b>	<b>\$ (70)</b>

### **Financial Review**

The FY 2007 operating expense budget for General Manager is \$1.0 million, of which \$0.9 million is for PS and \$0.2 million is for OTPS.

The PS budget reflects a net decrease of \$0.02 million due to:

- A vacancy reduction of one headcount resulted in a decrease of \$0.07 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.002 million.

The OTPS budget reflects a net decrease of \$0.047 million due to:

- The reduction in subscriptions of \$0.098 million and an increase in contracts of \$0.050.

## **DEPARTMENT FOR DEVELOPMENT**

### **Overview/Mission Statement**

This Department was created in FY 2006 and is responsible for developing new housing on NYCHA's property and the administration of the Hope VI grant, as well as for administering the development agreement for the revitalization work at Prospect Plaza. Prior to FY 2006, this department's duties fell under Capital Projects.

### **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; and
- Manage the disposition and acquisition (including leasing) of all NYCHA sites.

### **Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
	HC	Actuals	HC	Current Modified Budget	HC	Budget	HC	Budget
<b>PS</b>								
Salary F/T	0	-	39	2,326	20	1,440	(19)	(886)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		10		10		-
Shift Differential		-		-		-		-
Retro		-		21		-		(21)
Other		-		39		39		-
<b>Subtotal PS</b>	<b>0</b>	<b>\$ -</b>	<b>39</b>	<b>\$ 2,395</b>	<b>20</b>	<b>\$ 1,489</b>	<b>(19)</b>	<b>\$ (907)</b>
<b>OTPS</b>								
Supplies		-		17		10		(7)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		3		1		(2)
OTPS Other		-		5		6		1
<b>Subtotal OTPS</b>		<b>\$ -</b>		<b>\$ 26</b>		<b>\$ 17</b>		<b>\$ (8)</b>
<b>Total</b>	<b>0</b>	<b>\$ -</b>	<b>39</b>	<b>\$ 2,421</b>	<b>20</b>	<b>\$ 1,506</b>	<b>(19)</b>	<b>\$ (915)</b>

### **Financial Review**

The FY 2007 operating expense budget for the Department for Development is \$1.5 million, of which \$1.5 million is for PS and \$0.02 million is for OTPS.

The PS budget reflects a net decrease of \$0.9 million due to:

- Nineteen headcount was transferred out of Development for a reduction in full-time salaries of \$0.9 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.02 million.

The OTPS budget reflects a net decrease of \$0.008 million due to:

- The reduction in supplies of \$0.007 million and \$0.002 million in contracts.



## **DGM FOR OPERATIONS**

### **Overview/Mission Statement**

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

The following Departments report to this DGM:

- Applications & Tenancy Administration;
- Asset Management;
- Borough Management;
- Emergency Services; and
- Technical Services.

### **Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2005		FY 2006		FY 2007		Variance	
							FY 06 vs FY 07	
<b>PS</b>	<b>H/C</b>	<b>Actuals</b>	<b>H/C</b>	<b>Current Modified Budget</b>	<b>H/C</b>	<b>Budget</b>	<b>H/C</b>	<b>Budget</b>
Salary F/T	9	1,540	22	2,489	22	2,487	-	(2)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		18		62		62		-
Shift Differential		-		3		2		(1)
Retro		54		4		-		(4)
Other		144		165		164		(1)
<b>Subtotal PS</b>	<b>9</b>	<b>\$ 1,756</b>	<b>22</b>	<b>\$ 2,722</b>	<b>22</b>	<b>\$ 2,716</b>	<b>-</b>	<b>\$ (7)</b>
<b>OTPS</b>								
Supplies		101		17		742		725
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		1,110		158		10,041		9,883
OTPS Other		-		-		2		2
<b>Subtotal OTPS</b>		<b>\$ 1,211</b>		<b>\$ 176</b>		<b>\$ 10,786</b>		<b>\$ 10,609</b>
<b>Total</b>	<b>9</b>	<b>\$ 2,967</b>	<b>22</b>	<b>\$ 2,897</b>	<b>22</b>	<b>\$ 13,502</b>	<b>-</b>	<b>\$ 10,602</b>

### **Financial Review**

The FY 2007 operating expense budget for DGM for Operations is \$13.5 million, of which \$2.7 million is for PS and \$10.8 million is for OTPS.

The PS budget reflects a net decrease of \$0.007million due to:

- The reduction in salaries and associated accounts.

The OTPS budget reflects a net increase of \$10.6 million due to :

- The pooling of funds from the various Departments in order to redistribute when the need arises.

## **APPLICATIONS & TENANCY ADMINISTRATION**

### **Overview/Mission**

The Department is responsible for processing a sufficient number of certified applications to meet the rental needs of the Borough Management and Leased Housing Departments. The Department conducts these activities through decentralized operations in all five boroughs.

### **Responsibilities**

- Administer the selection portion of the Tenant Selection and Assignment Plan (TSAP), and maintain the waiting list for the public housing and Section 8 programs;
- Analyze the rental needs of the Developments to ensure adequate lists to fill vacancies;
- Determine eligibility of applicants for public housing, Section 8 and other special programs;
- Provide technical assistance for annual resident income verification;
- Process inter-development transfer requests and facilitate relocation of residents in Developments undergoing major modernization activity; and
- Process terminations of tenancy, and review requests from applicants for informal hearings regarding their eligibility, and present the basis for ineligibility determinations at the hearing.

### **Financial Overview**

Expenditures by Account Type (\$000)

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
	HC	Actuals	HC	Current Modified Budget	HC	Budget	HC	Budget
<b>PS</b>								
Salary F/T	264	11,652	335	13,535	335	14,368	-	833
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		3		55		55		-
Shift Differential		-		4		4		-
Retro		917		42		-		(42)
Other		389		283		283		-
<b>Subtotal PS</b>	<b>264</b>	<b>\$ 12,961</b>	<b>335</b>	<b>\$ 13,920</b>	<b>335</b>	<b>\$ 14,711</b>	<b>-</b>	<b>\$ 791</b>
<b>OTPS</b>								
Supplies		63		67		102		34
Equipment		-		-		4		4
Utilities		-		-		-		-
Contracts		22		70		26		(44)
OTPS Other		-		3		8		5
<b>Subtotal OTPS</b>		<b>\$ 85</b>		<b>\$ 139</b>		<b>\$ 139</b>		<b>\$ -</b>
<b>Total</b>	<b>264</b>	<b>\$ 13,046</b>	<b>335</b>	<b>\$ 14,060</b>	<b>335</b>	<b>\$ 14,851</b>	<b>-</b>	<b>\$ 791</b>

### **Financial Review**

The FY 2007 operating expense budget for Application & Tenancy Administration is \$14.9 million, of which \$14.7 million is for PS and \$0.1 million is for OTPS.

The PS budget reflects a net increase of \$0.8 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.8 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.04 million.

## **ASSET MANAGEMENT DEPARTMENT**

### **Overview/Mission Statement**

The Department is responsible for administering the private management programs and for ensuring that residents of approximately 4,000 apartments in scattered-site developments receive quality services.

### **Responsibilities**

- Ensure quality management and maintenance services to residents in the Authority's low/mid-rise non-traditional rental developments, including MHOPs, the Metro North Rehabs and Forest Hills Co-op;
- Oversee third-party portfolio fee management and ensure that it is a viable, lower cost alternative to conventional site-based NYCHA management and maintenance services; and
- Act as a liaison between the Authority, HUD, and the Contract Administrator responsible for administering three project-based Section 8 developments.

### **Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
	HC	Actuals	HC	Current Modified Budget	HC	Budget	HC	Budget
<b>PS</b>								
Salary F/T	14	924	14	974	14	1,004	-	30
Salary P/T		-		6		6		-
Seasonal		-		-		-		-
Overtime		2		6		6		-
Shift Differential		-		-		-		-
Retro		51		1		-		(1)
Other		11		61		61		-
<b>Subtotal PS</b>	<b>14</b>	<b>\$ 988</b>	<b>14</b>	<b>\$ 1,047</b>	<b>14</b>	<b>\$ 1,076</b>	<b>-</b>	<b>\$ 29</b>
<b>OTPS</b>								
Supplies		27		29		462		433
Equipment		-		-		-		-
Utilities		9,912		11,560		11,914		354
Contracts		15,934		20,497		17,265		(3,232)
OTPS Other		-		51		-		(51)
PILOT		-		-		525		525
<b>Subtotal OTPS</b>		<b>\$ 25,873</b>		<b>\$ 32,137</b>		<b>\$ 30,166</b>		<b>\$ (1,971)</b>
<b>Total</b>	<b>14</b>	<b>\$ 26,861</b>	<b>14</b>	<b>\$ 33,184</b>	<b>14</b>	<b>\$ 31,242</b>	<b>-</b>	<b>\$ (1,942)</b>

### **Financial Review**

The FY 2007 operating expense budget for Asset Management is \$31.2 million, of which \$1.1 million is for PS and \$30.1 million is for OTPS.

The PS budget reflects a net increase of \$0.03 million due to:

- Collective bargaining increases for various unions; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.001 million.

The OTPS budget reflects a net decrease of \$1.9 million due to:

- The HOPE I program which was funded for \$3.1 million expired in FY 2006; the program is no longer funded in the out-years.
- The allocation of the PILOT (\$.05 million) and fire safety contract (\$0.3 million) funds from centrally managed accounts to the Developments; and
- Expected utility increases were budgeted in FY 2007 at \$0.4 million.

## **BOROUGH MANAGEMENT DEPARTMENTS**

### **Overview/Mission Statement**

Five Departments operate uniformly to ensure compliance with laws, regulatory requirements, and best practices and are responsible for the daily operation and maintenance of all Federal, State, and City public housing developments in New York City except those under private management contracts.

### **Responsibilities**

- Ensure that NYCHA policies and mandates are implemented at the development level, and that standards are maintained through a variety of performance indicators;
- Maintain a full range of skilled trades support, including bricklayers, carpenters, electricians, glaziers, painters, plasterers, plumbers, roofers, and elevator mechanics;
- Liaison to NYCHA's Social Services Department which provides assessment, service planning, information, referral, and direct services to public housing residents who need assistance;
- Respond to resident leaders on management and maintenance related issues;
- Provide central coordination and technical assistance for all heating plant operations in the Boroughs, including Borough-based burner mechanics;
- Provide extermination services;
- Deploy floating staff as needed throughout the Borough;
- Coordinate borough-wide customer service initiatives such as resident patrols and anti-graffiti programs;
- Work with the Department of Community Operations to coordinate various resident-based activities such as Development Family Days;
- Work with elected officials and the community-at-large on issues of mutual concern on a neighborhood or borough basis; and
- Serve as liaison to the New York City Police Department on major incidents and coordinate activities affecting NYCHA.

### **Financial Overview**

*Expenditures by Account Type (\$000)*

		<b>FY 2005</b>		<b>FY 2006</b>		<b>FY 2007</b>		<b>Variance</b>	
								<b>FY 06 vs FY 07</b>	
<b>PS</b>	<b>HC</b>	<b>Actuals</b>	<b>HC</b>	<b>Current Modified Budget</b>	<b>HC</b>	<b>Budget</b>	<b>HC</b>	<b>Budget</b>	
Salary F/T	7,957	329,556	8,051	355,401	7,814	334,580	(237)	(20,821)	
Salary P/T		1,647		1,403		7,647		6,244	
Seasonal		1,332		1,963		1,963		-	
Overtime		37,808		34,454		29,734		(4,720)	
Shift Differential		715		1,232		1,211		(21)	
Retro		45,379		12,668		-		(12,668)	
Other		7,887		5,407		5,407		-	
<b>Subtotal PS</b>	<b>7,957</b>	<b>\$ 424,324</b>	<b>8,051</b>	<b>\$ 412,527</b>	<b>7,814</b>	<b>\$ 380,542</b>	<b>(237)</b>	<b>\$ (31,986)</b>	
<b>OTPS</b>									
Supplies		25,579		25,121		12,561		(12,560)	
Equipment		1,067		1,229		985		(244)	
Utilities		416,685		500,969		517,981		17,012	
Contracts		33,723		40,023		47,717		7,694	
OTPS Other				2,377		8,214		5,837	
PILOT		-		-		21,061		21,061	
<b>Subtotal OTPS</b>		<b>\$ 477,054</b>		<b>\$ 569,719</b>		<b>\$ 608,519</b>		<b>\$ 38,800</b>	
<b>Total</b>	<b>7,957</b>	<b>\$ 901,378</b>	<b>8,051</b>	<b>\$ 982,247</b>	<b>7,814</b>	<b>\$ 989,061</b>	<b>(237)</b>	<b>\$ 6,813</b>	

**Financial Review**

The FY 2007 operating expense budget for Borough Management is \$989.1 million, of which \$380.1 million is for PS and \$608.5 million is for OTPS.

The PS budget reflects a net decrease of \$31.9 million due to:

- An elimination of vacancies and a reduction in headcount of 237 for a savings of \$20.8 million;
- An increase in \$6.2 million in P/T salary;
- A reduction in weekend and holiday overtime by one hour is expected to decrease overtime costs by \$4.7 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$12.7 million.

The OTPS budget reflects a net increase of \$38.8 million due to:

- Decentralization of centrally managed accounts, such as PILOT, intercoms, and fire safety to comply with project-based accounting and budgeting requirements; and
- One-time funding from DGM Operations to Borough Management for apartment painting and miscellaneous supplies.

## **DEPARTMENT OF EMERGENCY SERVICES**

### **Overview/Mission Statement**

Emergency Services is responsible for ensuring the health, safety and welfare of NYCHA residents and staff, and protecting NYCHA property by providing: emergency management/on-the-scene coordination for emergencies on NYCHA's property; receiving maintenance calls when development offices are closed and responding/ameliorating emergency conditions; and scheduling maintenance work.

### **Responsibilities**

- Monitor the Authority's Radio Systems, coordinate emergency coverage, and provide updated information to key NYCHA personnel and NYPD when emergencies occur;
- Manage Centralized Call Center (CCC) for all maintenance related work in Manhattan, Queens and Staten Island: schedule all standard maintenance; refer emergencies to appropriate personnel; and respond to emergencies when Development offices are closed; and
- Handle all maintenance calls in the Bronx and Brooklyn after 4:30 pm; assess nature of call; direct residents to call open Development offices for standard maintenance; refer all emergencies to appropriate personnel, and respond to any emergency maintenance needs that occur when Development offices are closed.

### **Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
	H/C	Actuals	H/C	Current Modified Budget	H/C	Budget	H/C	Budget
<b>PS</b>								
Salary F/T	209	8,926	271	11,417	309	12,372	38	955
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		1,240		706		737		31
Shift Differential		944		990		1,011		21
Retro		1,033		463		-		(463)
Other		201		275		275		-
<b>Subtotal PS</b>	<b>209</b>	<b>\$ 12,345</b>	<b>271</b>	<b>\$ 13,851</b>	<b>309</b>	<b>\$ 14,395</b>	<b>38</b>	<b>\$ 544</b>
<b>OTPS</b>								
Supplies		91		112		63		(49)
Equipment		-		2		10		8
Utilities		-		-		-		-
Contracts		36		16		2		(14)
OTPS Other		-		3		-		(3)
<b>Subtotal OTPS</b>		<b>\$ 127</b>		<b>\$ 134</b>		<b>\$ 75</b>		<b>\$ (59)</b>
<b>Total</b>	<b>209</b>	<b>\$ 12,472</b>	<b>271</b>	<b>\$ 13,985</b>	<b>309</b>	<b>\$ 14,470</b>	<b>38</b>	<b>\$ 485</b>

### **Financial Review**

The FY 2007 operating expense budget for Emergency Services is \$14.5 million, of which \$14.4 million is for PS and \$0.08 million is for OTPS.

The PS budget reflects a net increase of \$0.5 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.2 million;
- An expansion of the Centralized Call Center (CCC) to include Brooklyn and the Bronx will increase ESD's headcount by 35 and full-time costs by \$0.6 million;
- Ten heating plant technicians were moved from the Boroughs (2 from the Bronx, 4 from Manhattan and Brooklyn, each) to ESD for the CHAS (Computerized Heating Automated System) initiative, \$0.4 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.5 million.

The OTPS budget reflects a net decrease of \$0.059 million due to:

- A reduction in supplies of \$0.049 million and contracts of \$0.014 million.

## **TECHNICAL SERVICES DEPARTMENT**

### **Overview/Mission Statement**

The Department is responsible for providing specialized services that support the maintenance and operation of developments and providing technical expertise on environmental and technical issues.

### **Responsibilities**

- Manage abatement of asbestos/lead and perform investigations for indoor air quality and mold;
- Administer contracts for: maintenance, repair and service contracts for Operations' Departments, environmental assessment and work, intercoms, security services, laundry rooms, and the transport and disposal of medical and hazardous waste; and
- Provide fabrication and repair services involving carpentry, sheet metal, machinery, lock repair and welding.

### **Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
	H/C	Actuals	H/C	Current Modified Budget	H/C	Budget	H/C	Budget
<b>PS</b>								
Salary F/T	538	33,642	636	34,686	604	32,966	(32)	(1,720)
Salary P/T		-		-		179		179
Seasonal		-		-		-		-
Overtime		1,989		2,374		2,697		323
Shift Differential		22		-		-		-
Retro		3,623		976		-		(976)
Other		698		917		917		-
<b>Subtotal PS</b>	<b>538</b>	<b>\$ 39,975</b>	<b>636</b>	<b>\$ 38,954</b>	<b>604</b>	<b>\$ 36,759</b>	<b>(32)</b>	<b>\$ (2,195)</b>
<b>OTPS</b>								
Supplies		1,600		1,938		1,273		(665)
Equipment		-		137		137		-
Utilities		-		-		-		-
Contracts		11,601		15,992		9,229		(6,763)
OTPS Other		-		218		88		(130)
<b>Subtotal OTPS</b>		<b>\$ 13,201</b>		<b>\$ 18,285</b>		<b>\$ 10,727</b>		<b>\$ (7,557)</b>
<b>Total</b>	<b>538</b>	<b>\$ 53,176</b>	<b>636</b>	<b>\$ 57,239</b>	<b>604</b>	<b>\$ 47,486</b>	<b>(32)</b>	<b>\$ (9,752)</b>

### **Financial Review**

The FY 2007 operating expense budget for Technical Services is \$47.4 million, of which \$36.8 million is for PS and \$10.7 million is for OTPS.

The PS budget reflects a net decrease of \$2.2 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.7 million;
- The merger with Operations Services which eliminated 20 positions and the reduction of 12 positions will result in the savings of \$1.7 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$1.0 million.

The OTPS budget reflects a net decrease of \$7.6 million due to:

- The allocation of the intercom contract (\$3.8 million) and fire safety contract (\$8.1 million) funds from Technical Services centrally managed accounts to the developments;
- A transfer of \$2.0 million from the DGM to Technical Services for PSA maintenance; and
- Additional amounts for CCTV installation (\$1.0 million) and maintenance (\$0.9 million) were budgeted in FY 2007.

## **DGM FOR POLICY, PLANNING & MANAGEMENT ANALYSIS**

### **Overview/Mission Statement**

The DGM for Policy, Planning & Management Analysis is responsible for conducting analyses of NYCHA policies and initiatives, strategic planning and performing program analysis and evaluation, including the ongoing monitoring of performance indicators and internal audits.

The following departments report to this DGM:

- Audit Department;
- Department of Policy and Program Development (PAPD); and
- Department of Research & Management Analysis.

### **Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2005		FY 2006		FY 2007		Variance	
				Current Modified				FY 06 vs FY 07
PS	H/C	Actuals	H/C	Budget	H/C	Budget	H/C	Budget
Salary F/T	2	237	4	313	6	464	2	151
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		5		5		5		-
Shift Differential		-		-		-		-
Retro		4		1		-		(1)
Other		1		1		1		-
<b>Total PS</b>	<b>2</b>	<b>\$ 247</b>	<b>4</b>	<b>\$ 320</b>	<b>6</b>	<b>\$ 470</b>	<b>2</b>	<b>\$ 150</b>
<b>OTPS</b>								
Supplies		2		6		8		2
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		2		-		-		-
OTPS Other		-		6		5		(1)
<b>Total OTPS</b>		<b>\$ 4</b>		<b>\$ 11</b>		<b>\$ 13</b>		<b>\$ 1</b>
<b>Total</b>	<b>2</b>	<b>\$ 251</b>	<b>4</b>	<b>\$ 331</b>	<b>6</b>	<b>\$ 483</b>	<b>2</b>	<b>\$ 151</b>

### **Financial Review**

The FY 2007 operating expense budget for the DGM for Policy, Planning and Management Analysis is \$0.5 million, of which \$0.5 million is for PS and \$0.01 million is for OTPS.

The PS budget reflects a net increase of \$0.2 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.01 million; and
- An expected increase in two headcount resulted in an increase in the full-time budget of \$0.1 million.



## AUDIT DEPARTMENT

### Overview/Mission Statement

The Department is responsible for providing independent assessments of the efficiency and economy of NYCHA's operations, the adequacy of internal controls, the accuracy of financial data and compliance with applicable laws, regulations and procedures.

### Responsibilities

- Conduct operational, financial and compliance audits (Central Office and field) selected through a formal risk analysis process and in accordance with generally accepted government auditing standards issued by the U.S. Comptroller General;
- 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 areas to target for more frequent audit scrutiny;
- Coordinate the annual independent Single Audit of NYCHA operations, and any external reviews/audits of NYCHA operations conducted by HUD, the New York City Comptroller's Office, and other entities; and
- Review contractor performance to ensure NYCHA is receiving quality work that complies with the contract, including conducting mandated reviews of NYC-funded NYCHA construction for compliance with NYC Comptroller's Directive #7.

### Financial Overview

Expenditures by Account Type (\$000)

		FY 2005		FY 2006		FY 2007		Variance	
								FY 06 vs FY 07	
PS	H/C	Actuals		H/C	Current Modified Budget	H/C	Budget	H/C	Budget
Salary F/T	28	1,473		28	1,657	28	1,713	-	57
Salary P/T		-			-		-		-
Seasonal		-			-		-		-
Overtime		-			-		-		-
Shift Differential		-			-		-		-
Retro		27			14		-		(14)
Other		128			171		171		-
<b>Subtotal PS</b>	<b>28</b>	<b>\$ 1,628</b>		<b>28</b>	<b>\$ 1,842</b>	<b>28</b>	<b>\$ 1,884</b>	<b>-</b>	<b>\$ 42</b>
<b>OTPS</b>									
Supplies		4			3		3		-
Equipment		-			-		-		-
Utilities		-			-		-		-
Contracts		300			374		393		20
OTPS Other		12			18		19		1
<b>Subtotal OTPS</b>		<b>\$ 317</b>			<b>\$ 394</b>		<b>\$ 416</b>		<b>\$ 21</b>
<b>Total</b>	<b>28</b>	<b>\$ 1,944</b>		<b>28</b>	<b>\$ 2,237</b>	<b>28</b>	<b>\$ 2,300</b>	<b>-</b>	<b>\$ 63</b>

### Financial Review

The FY 2007 operating expense budget for the Audit Department is \$2.3 million, of which \$1.9 million is for PS and \$0.4 million is for OTPS.

The PS budget reflects a net increase of \$0.04 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.06 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.01 million.

The OTPS budget reflects a net increase of \$0.021 million due to:

- An increase in contracts of \$0.020 million due to an increase in the price to perform audits.

## **DEPARTMENT OF POLICY & PROGRAM DEVELOPMENT**

### **Overview/Mission Statement**

The Department is responsible for providing grant services, operational analyses and procedural support to NYCHA's Executives and departmental managers.

### **Responsibilities**

- Perform organizational studies and produce: workflows, descriptions, recommendations for process improvements and new handbooks and issue reports and develop informational pamphlets;
- Conduct cost/benefit analyses and recommend maximizing efficiencies including the elimination of ineffectual, uneconomical and/or duplicated activities;
- Produce formal procedures to be incorporated into appropriate NYCHA Manuals (e.g., Standard Procedures, Management, Accounting, Emergency Procedures, Human Resources, and Housing Applications) as well as GMs and ADGMs;
- Develop new procedures, rewrite existing procedures, or update/revise aspects of existing materials to reflect current policies and procedures; and
- Identify, review and summarize grant opportunities, process grant applications and report on grants to funders.

### **Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
	H/C	Actuals	H/C	Current Modified Budget	H/C	Budget	H/C	Budget
<b>PS</b>								
Salary F/T	27	1,616	28	1,700	27	1,683	(1)	(18)
Salary P/T		-		-		-		-
Seasonal		6		-		-		-
Overtime		-		-		-		-
Shift Differential		-		-		-		-
Retro		34		9		-		(9)
Other		25		18		18		-
<b>Subtotal PS</b>	<b>27</b>	<b>\$ 1,681</b>	<b>28</b>	<b>\$ 1,726</b>	<b>27</b>	<b>\$ 1,700</b>	<b>(1)</b>	<b>\$ (26)</b>
<b>OTPS</b>								
Supplies		5		5		7		2
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		1		1		-
OTPS Other		-		1		1		-
<b>Subtotal OTPS</b>		<b>\$ 5</b>		<b>\$ 7</b>		<b>\$ 9</b>		<b>\$ 2</b>
<b>Total</b>	<b>27</b>	<b>\$ 1,686</b>	<b>28</b>	<b>\$ 1,733</b>	<b>27</b>	<b>\$ 1,709</b>	<b>(1)</b>	<b>\$ (24)</b>

### **Financial Review**

The FY 2007 operating expense budget for PPD is \$1.7 million, of which \$1.7 million is for PS and \$0.01 million is for OTPS.

The PS budget reflects a net decrease of \$0.026 million due to:

- A vacancy reduction resulting in a decrease of \$0.128 million;
- Collective bargaining increases for various unions were added to the full-time budget; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.009 million.

## **DEPARTMENT OF RESEARCH & MANAGEMENT ANALYSIS**

### **Overview/Mission Statement**

The Department is responsible for providing analytic and research support to NYCHA's Executives as well as for producing HUD-mandated plans and reports.

### **Responsibilities**

- Coordinate Authority Productivity Tracking System (APTS) activities, a bi-monthly review of key indicators by NYCHA's Board and senior-level managers of data and reports in order to assess operations and target areas that require greater efficiency;
- Conduct site visits prior to PHAS inspections to identify and address deficiencies which may seriously impact a Development's score;
- Work with Borough Management personnel, development managers, superintendents, skilled-trades personnel and others to ensure success on the assessment scoring;
- Maintains historical data files on NYCHA residents and developments;
- Provide descriptive statistical analyses of tenant-related data files, development data, waiting list attributes, crime statistics, NYC Housing and Vacancy Survey Data, and Census Data;
- Prepare NYCHA's Tenant Data Book, Development Data Book, Property Directory, and Official Map; and
- Coordinate and prepare narrative and data included in NYCHA's Annual and Five Year Plans, the Bi-Annual Mayor's Management Reports, and the Department of City Planning's Annual Consolidated Plan Symposiums and Public Hearings.

### **Financial Overview**

Expenditures by Account Type (\$000)

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
	H/C	Actuals	H/C	Current Modified Budget	H/C	Budget	H/C	Budget
<b>PS</b>								
Salary F/T	31	2,032	33	2,180	30	2,031	(3)	(149)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		1		1		-
Shift Differential		-		-		-		-
Retro		41		14		-		(14)
Other		21		17		17		-
<b>Subtotal PS</b>	<b>31</b>	<b>\$ 2,094</b>	<b>33</b>	<b>\$ 2,212</b>	<b>30</b>	<b>\$ 2,049</b>	<b>(3)</b>	<b>\$ (162)</b>
<b>OTPS</b>								
Supplies		8		14		11		(3)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		32		2		18		16
OTPS Other		4		21		2		(19)
<b>Subtotal OTPS</b>		<b>\$ 44</b>		<b>\$ 37</b>		<b>\$ 31</b>		<b>\$ (5)</b>
<b>Total</b>	<b>31</b>	<b>\$ 2,137</b>	<b>33</b>	<b>\$ 2,249</b>	<b>30</b>	<b>\$ 2,080</b>	<b>(3)</b>	<b>\$ (168)</b>

### **Financial Review**

The FY 2007 operating expense budget for Research and Management Analysis is \$2.1 million, of which \$2.0 million is for PS and \$0.03 million is for OTPS.

The PS budget reflects a net decrease of \$0.2 million due to:

- A vacancy reduction resulting in a decrease of \$0.115 million;
- Collective bargaining increases for various unions were added to the full-time budget; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.014 million.

## **DGM FOR COMMUNITY OPERATIONS**

### **Overview/Mission Statement**

The DGM for Community Operations is responsible for providing the residents of NYCHA with social services; vocational, educational, health and recreational programs; and ensuring that residents have a voice in the programs and policies that affect them.

The following Departments report to this DGM:

- Community Operations Borough Offices;
- Resident Support Services;
- Social Services;
- City-Wide Programs;
- Administration; and
- Resident Employment Services.

### **Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
				Current Modified				
<b>PS</b>	<b>H/C</b>	<b>Actuals</b>	<b>H/C</b>	<b>Budget</b>	<b>H/C</b>	<b>Budget</b>	<b>H/C</b>	<b>Budget</b>
Salary F/T	15	1,240	32	2,215	31	2,377	(1)	162
Salary P/T				-		-		-
Seasonal		-		-		-		-
Overtime		3		10		13		3
Shift Differential		-		-		-		-
Retro		39		6		-		(6)
Other		116		96		13		(83)
<b>Subtotal PS</b>	<b>15</b>	<b>\$ 1,398</b>	<b>32</b>	<b>\$ 2,327</b>	<b>31</b>	<b>\$ 2,403</b>	<b>(1)</b>	<b>\$ 76</b>
<b>OTPS</b>								
Supplies		13		15		63		47
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		921		1,038		682		(356)
OTPS Other		222		497		170		(327)
<b>Subtotal OTPS</b>		<b>\$ 1,156</b>		<b>\$ 1,551</b>		<b>\$ 915</b>		<b>\$ (635)</b>
<b>Total</b>	<b>15</b>	<b>\$ 2,554</b>	<b>32</b>	<b>\$ 3,877</b>	<b>31</b>	<b>\$ 3,318</b>	<b>(1)</b>	<b>\$ (559)</b>

### **Financial Review**

The FY 2007 operating expense budget for DGM for Community Operations is \$3.3 million, of which \$2.4 million is for PS and \$0.9 million is for OTPS.

The PS budget reflects a net increase of \$0.08 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.08 million.

The OTPS budget reflects a net decrease of \$0.6 million due to:

- The delay in the opening of new community centers (\$0.6 million).

## **COMMUNITY OPERATIONS BOROUGH OFFICES**

### **Overview/Mission Statement**

City-wide there are over 500 community facilities including: community centers, senior centers, health care centers, day care and Head Start educational centers. Each Borough office is responsible for the operation of the centers within that Borough including operating the NYCHA community and senior centers, and monitoring the sponsored centers within developments. Centers are primarily intended to serve public housing residents; however, programs offered are open to other members of the community.

### **Responsibilities**

- Oversee daily operation of 111 NYCHA Community Centers and 43 Senior Centers;
- Monitor, evaluate and oversee services provided by programs in NYCHA-owned community facilities leased to Head Start, day care, health care and senior center organizations;
- Provide technical assistance to Community and Senior Center Advisory Boards, as well as to residents in structuring their resident associations, facilitating maximum participation in these associations, and help resident associations organize events at their developments; and
- Maintain relationships with community planning boards and other local organizations.

### **Financial Overview**

Expenditures by Account Type (\$000)

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
	HC	Actuals	HC	Current Modified Budget	HC	Budget	HC	Budget
<b>PS</b>								
Salary F/T	678	22,809	726	25,214	721	25,613	(5)	399
Salary P/T		434		140		381		241
Seasonal		-		-		-		-
Overtime		437		363		366		3
Shift Differential		409		646		645		(1)
Retro		825		267		-		(267)
Other		380		246		223		(24)
<b>Subtotal PS</b>	<b>678</b>	<b>\$ 25,294</b>	<b>726</b>	<b>\$ 26,877</b>	<b>721</b>	<b>\$ 27,229</b>	<b>(5)</b>	<b>\$ 352</b>
<b>OTPS</b>								
Supplies		456		934		197		(737)
Equipment		-		-		4		4
Utilities		149		230		230		-
Contracts		72		20		8		(12)
OTPS Other		903		3,067		186		(2,881)
<b>Subtotal OTPS</b>		<b>\$ 1,580</b>		<b>\$ 4,251</b>		<b>\$ 625</b>		<b>\$ (3,626)</b>
<b>Total</b>	<b>678</b>	<b>\$ 26,874</b>	<b>726</b>	<b>\$ 31,127</b>	<b>721</b>	<b>\$ 27,853</b>	<b>(5)</b>	<b>\$ (3,274)</b>

### **Financial Review**

The FY 2007 operating expense budget for the Community Operations Boroughs is \$27.9 million, of which \$27.2 million is for PS and \$0.6 million is for OTPS.

The PS budget reflects a net increase of \$0.4 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.7 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.3 million

The OTPS budget reflects a net decrease of \$3.6 million due to:

- A reduction in funds for supplies of \$0.7 million; and
- Community Operations Boroughs having received one-time \$2.2 million TPA grant and rental revenue in FY 2006 that is not reflected in FY 2007.

## **RESIDENT SUPPORT SERVICES**

### **Overview/Mission**

The Department is responsible for supporting formal resident involvement at NYCHA to enhance their quality of life, and for developing programming to enhance the health of NYCHA residents.

### **Responsibilities**

- Educate residents about the healthcare system and healthcare alternatives and promote programs and activities that maximize enrollment in health insurance plans;
- Promote public health programs, initiatives to reduce illness/disease, and activities to postpone, prevent, or minimize other impairments;
- Facilitate and support the process by which residents, through their duly elected representatives, organize and establish an ongoing program for spending Tenant Participation Activities funds, and support the process by which tenants conduct elections;
- Facilitate and support the activities of the Resident Advisory Board (RAB) as it seeks input from residents and fulfills its responsibilities of making recommendations and providing advice to NYCHA as it develops the Agency Plan, and disseminating information regarding the plan to NYCHA residents; and
- Support the Citywide Council of Presidents (CCOP) as it fulfills its role as the recognized body that advocates, communicates, and facilitates on behalf of residents seeking to improve their quality of life.

### **Financial Overview**

Expenditures by Account Type (\$000)

	FY 2005		FY 2006		FY 2007		Variance	
							FY 06 vs FY 07	
	HC	Actuals	HC	Current Modified Budget	HC	Budget	HC	Budget
<b>PS</b>								
Salary F/T	15	731	11	767	11	755	-	(12)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		2		8		5		(3)
Shift Differential		-		-		-		-
Retro		15		5		-		(5)
Other		10		1		-		(1)
<b>Subtotal PS</b>	<b>15</b>	<b>\$ 758</b>	<b>11</b>	<b>\$ 780</b>	<b>11</b>	<b>\$ 759</b>	<b>-</b>	<b>\$ (21)</b>
<b>OTPS</b>								
Supplies		6		3		6		3
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		61		6		-		(6)
OTPS Other		27		65		20		(45)
<b>Subtotal OTPS</b>		<b>\$ 94</b>		<b>\$ 75</b>		<b>\$ 26</b>		<b>\$ (49)</b>
<b>Total</b>	<b>15</b>	<b>\$ 851</b>	<b>11</b>	<b>\$ 855</b>	<b>11</b>	<b>\$ 785</b>	<b>-</b>	<b>\$ (70)</b>

### **Financial Review**

The FY 2007 operating expense budget for Resident Support Services is \$0.8 million, of which \$0.8 million is for PS and \$0.03 million is for OTPS.

The PS budget reflects a net decrease of \$0.02 million due to:

- A reduction in full-time salaries resulting in a savings of \$0.012 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.005 million.

The OTPS reflects a net decrease of \$0.03 million due to:

- A reduction in contracts and carfare.

## SOCIAL SERVICES

### Overview/Mission

The Department is responsible for providing services necessary for daily living based on referrals received from management, neighbors, family members, other NYCHA departments, or upon direct request from residents themselves.

### Responsibilities

- Conduct home visits, develop service plans, advocate on behalf of clients, and make referrals to appropriate community-based resources and City agencies;
- Provide intensive case management services, often to formerly homeless families, victims of domestic violence (VDV) and Intimidated Witnesses;
- Offer crisis intervention, advocacy, referrals, emergency transfer assessments, home visits, community presentations and police sensitivity training regarding DVD;
- Facilitate the emergency transfer of residents who can document/substantiate that they are victims of domestic violence, intimidated victims or witnesses, or child abuse victims;
- Secure donations of furniture, bedding, clothing, and assorted household items from hotels, motels, and other sources throughout the area to assist NYCHA residents in need; and
- Provide assistance and assign companions to conduct friendly home visits to frail and socially isolated residents.

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
	HC	Actuals	HC	Current Modified Budget	HC	Budget	HC	Budget
<b>PS</b>								
Salary F/T	230	8,399	246	9,383	246	9,333	-	(49)
Salary P/T		21		24		20		(4)
Seasonal		-		-		-		-
Overtime		30		14		21		6
Shift Differential		-		-		-		-
Retro		174		110		-		(110)
Other		275		111		180		69
<b>Total PS</b>	<b>230</b>	<b>\$ 8,899</b>	<b>246</b>	<b>\$ 9,642</b>	<b>246</b>	<b>\$ 9,553</b>	<b>-</b>	<b>\$ (89)</b>
<b>OTPS</b>								
Supplies		69		125		122		(2)
Equipment		-		34		35		1
Utilities		-		-		-		-
Contracts		1,081		1,249		1,281		32
OTPS Other		492		563		387		(176)
<b>Total OTPS</b>		<b>\$ 1,642</b>		<b>\$ 1,971</b>		<b>\$ 1,825</b>		<b>\$ (145)</b>
<b>Total</b>	<b>230</b>	<b>\$ 10,541</b>	<b>246</b>	<b>\$ 11,613</b>	<b>246</b>	<b>\$ 11,379</b>	<b>-</b>	<b>\$ (234)</b>

### Financial Review

The FY 2007 operating expense budget for Social Services \$11.4 million, of which \$9.6 million is for PS and \$1.8 million is for OTPS.

The PS budget reflects a net decrease of \$0.09 million due to:

- A reduction of a grant funding of \$0.053 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.1 million.

The OTPS reflects a net decrease of \$0.145 million due to:

- A reduction of car fare, subscription and travel expenses.

## CITYWIDE PROGRAMS

### Overview/Mission

The Department is responsible for developing and administering programs offered to residents throughout the five Boroughs, in community centers, senior centers and other licensed community facilities.

### Responsibilities

- Provide child care feeding programs to children and teenagers, in accordance with the NYS Department of Health, and the NYS Department of Education;
- Collaborate with City Harvest by providing 200,000 pounds of produce per month to low-income communities;
- Administer various programs that provide educational services through private, non-profit, and government organizations;
- Provide a variety of programs involving the creative arts, including film, theatre, performing arts, visual arts, and music; and
- Meet learning-based objectives through a broad array of recreational activities and competitive sports.

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
				Current Modified				
<b>PS</b>	<b>HC</b>	<b>Actuals</b>	<b>HC</b>	<b>Budget</b>	<b>HC</b>	<b>Budget</b>	<b>HC</b>	<b>Budget</b>
Salary F/T	45	2,004	40	1,662	40	2,062	-	400
Salary P/T		34		115		21		(94)
Seasonal		12		115		31		(84)
Overtime		13		31		31		-
Shift Differential		-		-		-		-
Retro		33		26		-		(26)
Other		43		25		33		8
<b>Subtotal PS</b>	<b>45</b>	<b>\$ 2,139</b>	<b>40</b>	<b>\$ 1,974</b>	<b>40</b>	<b>\$ 2,178</b>	<b>-</b>	<b>\$ 204</b>
<b>OTPS</b>								
Supplies		284		365		75		(290)
Equipment		20		1		-		(1)
Utilities		-		-		-		-
Contracts		1,639		664		808		144
OTPS Other		4,789		6,147		5,804		(343)
<b>Subtotal OTPS</b>		<b>\$ 6,732</b>		<b>\$ 7,177</b>		<b>\$ 6,688</b>		<b>\$ (489)</b>
<b>Total</b>	<b>45</b>	<b>\$ 8,871</b>	<b>40</b>	<b>\$ 9,151</b>	<b>40</b>	<b>\$ 8,866</b>	<b>-</b>	<b>\$ (285)</b>

### Financial Review

The FY 2007 operating expense budget for Citywide is \$8.9 million, of which \$2.2 million is for PS and \$6.7 million is for OTPS.

The PS budget reflects a net increase of \$0.2 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.4 million;
- A reduction in Part time and seasonal program of \$0.18 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.03 million.
- 

The OTPS budget reflects a net decrease of \$0.4 million due to:

- Reduced use of consultants in the Garden, Visual Arts and Performing Arts Programs for a savings of \$0.2 million and other related costs.



## **ADMINISTRATION - COMMUNITY OPERATIONS**

### **Overview/Mission**

The Department is responsible for providing administrative support to all Community Operations Departments as well as to the City-wide Council of Presidents (CCOP), and acts as a liaison to other NYCHA Departments with regard to personnel, facilities, grants, and fiscal matters.

### **Responsibilities**

- Maintain personnel data for approximately 1,200 positions throughout the Community Operations Department, assist in process of hiring about 700 Summer Program workers;
- Liaison to various NYCHA Departments on issues relating to community facility space;
- Maintain leasing data and process lease applications for NYCHA's 513 community facilities;
- Process requests from sponsoring agencies to make alterations to community facilities, and administer NYCHA's cash grant program that provides grants to sponsoring agencies to assist with the operation of their programs;
- Create service provider contracts for all Community Operations Departments, and ensure timely payment to vendors and consultants; and
- Monitor and track grants (including those from elected officials), for Community and Senior Centers and resident associations.

### **Financial Overview**

Expenditures by Account Type (\$000)

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
	HC	Actuals	HC	Current Modified Budget	HC	Budget	HC	Budget
<b>PS</b>								
Salary F/T	30	1,491	31	1,528	32	1,505	1	(24)
Salary P/T		-		-		-		-
Seasonal		1,684		1,531		1,295		(236)
Overtime		-		2		2		-
Shift Differential		3		-		-		-
Retro		65		21		-		(21)
Other		69		20		20		-
<b>Subtotal PS</b>	<b>30</b>	<b>\$ 3,312</b>	<b>31</b>	<b>\$ 3,103</b>	<b>32</b>	<b>\$ 2,822</b>	<b>1</b>	<b>\$ (281)</b>
<b>OTPS</b>								
Supplies		160		202		193		(9)
Equipment		-		2		2		-
Utilities		-		-		-		-
Contracts		-		1,129		-		(1,129)
OTPS Other		2,376		2,657		2,245		(413)
<b>Subtotal OTPS</b>		<b>\$ 2,536</b>		<b>\$ 3,990</b>		<b>\$ 2,439</b>		<b>\$ (1,551)</b>
<b>Total</b>	<b>30</b>	<b>\$ 5,849</b>	<b>31</b>	<b>\$ 7,093</b>	<b>32</b>	<b>\$ 5,261</b>	<b>1</b>	<b>\$ (1,832)</b>

### **Financial Review**

The FY 2007 operating expense budget for Community Operations Administration is \$5.3 million, of which \$2.8 million is for PS and \$2.4 million is for OTPS.

The PS budget reflects a net decrease of \$0.3 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.6 million;
- A reduction in the seasonal program of \$0.236 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.02 million.

The OTPS budget reflects a net decrease of \$1.6 million due to:

- The TPA grant in FY 2006 of \$1.6 million will not be funded in FY 2007.

## **RESIDENT EMPLOYMENT SERVICES**

### **Overview/Mission**

The Department is responsible for assisting NYCHA's residents in competing and succeeding in today's job market by facilitating residents' training and developing employment options.

### **Responsibilities**

- Conduct outreach and recruitment;
- Provide assessment services;
- Offer job readiness and career Development workshops;
- Provide job Development services and follow-up;
- Refer residents to educational programs, short- and long-term job training programs, and to a broad range of employment opportunities;
- Monitor the Section 3/Resident Employment Program (REP), which requires contractors doing business with the Authority to hire residents; and
- Assist residents seeking to develop or expand their own businesses by having staff mentor them and provide technical assistance in marketing, financing and procurement.

### **Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
	HC	Actuals	HC	Current Modified Budget	HC	Budget	HC	Budget
<b>PS</b>								
Salary F/T	62	2,886	65	2,889	67	3,332	2	443
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		1		6		6		-
Shift Differential		-		-		-		-
Retro		48		32		-		(32)
Other		76		66		66		-
<b>Subtotal PS</b>	<b>62</b>	<b>\$ 3,011</b>	<b>65</b>	<b>\$ 2,993</b>	<b>67</b>	<b>\$ 3,404</b>	<b>2</b>	<b>\$ 411</b>
<b>OTPS</b>								
Supplies		36		33		36		3
Equipment		-		2		2		1
Utilities		-		-		-		-
Contracts		586		380		521		141
OTPS Other		14		13		28		15
<b>Subtotal OTPS</b>		<b>\$ 636</b>		<b>\$ 426</b>		<b>\$ 587</b>		<b>\$ 161</b>
<b>Total</b>	<b>62</b>	<b>\$ 3,647</b>	<b>65</b>	<b>\$ 3,419</b>	<b>67</b>	<b>\$ 3,991</b>	<b>2</b>	<b>\$ 572</b>

### **Financial Review**

The FY 2007 operating expense budget for Resident Employment Services \$4.0 million, of which \$3.4 million is for PS and \$0.6 million is for OTPS.

The PS budget reflects a net increase of \$0.4 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.2 million;
- Use of FY 2005 ROSS grant to fund one additional headcount at \$0.03 million;
- One additional headcount will be transferred into RES with a full-time budget of \$0.2 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.03 million.

The OTPS budget reflects a net increase of \$0.2 million due to:

- FY 2005 ROSS grant to establish a computer-literacy program with City College, \$0.2 million.

## **DGM FOR ADMINISTRATION**

### **Overview/Mission Statement**

The DGM for Administration is responsible for the provision of 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 DGM.

The following Departments report to this DGM:

- Human Resources;
- General Services;
- Supply Chain Operations;
- Office of Security;
- Office of Facility Planning & Administration; and
- Staff Development.

### **Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2005		FY 2006		FY 2007		Variance	
							FY 06 vs FY 07	
<u>PS</u>	<u>HC</u>	<u>Actuals</u>	<u>HC</u>	<u>Current Modified Budget</u>	<u>HC</u>	<u>Budget</u>	<u>HC</u>	<u>Budget</u>
Salary F/T	4	360	5	823	4	364	(1)	(459)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		1		2		2		-
Shift Differential		1		-		-		-
Retro		7		1		-		(1)
Other		6		8		8		-
<b>Subtotal PS</b>	<b>4</b>	<b>\$ 374</b>	<b>5</b>	<b>\$ 834</b>	<b>4</b>	<b>\$ 374</b>	<b>(1)</b>	<b>\$ (460)</b>
<u>OTPS</u>								
Supplies		-		1		1		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		112		-		-		-
OTPS Other		-		-		-		-
<b>Subtotal OTPS</b>		<b>\$ 112</b>		<b>\$ 1</b>		<b>\$ 1</b>		<b>\$ -</b>
<b>Total</b>	<b>4</b>	<b>\$ 487</b>	<b>5</b>	<b>\$ 835</b>	<b>4</b>	<b>\$ 375</b>	<b>(1)</b>	<b>\$ (460)</b>

### **Financial Review**

The FY 2007 operating expense budget for the DGM of Administration is \$0.4 million, of which \$.4 million is for PS and \$0.001 million is for OTPS.

The PS budget reflects a net decrease of \$0.5 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.02 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.001 million.

## **HUMAN RESOURCES**

### **Overview/Mission Statement**

The Human Resources Department is responsible for recruiting and providing all Authority locations with qualified employees. The Department advises on personnel development, policy, and issues. Together with the Executive Department, it oversees NYCHA's labor relations and represents the agency with the Civil Service Commission, the NYC Department of Citywide Administrative Services (DCAS) and the NYC Office of Labor Relations (OLR).

### **Responsibilities**

- Interview, investigate, qualify and process all applicants for appointment and promotion;
- Liaison with DCAS for issues regarding job titles, job qualifications and requirements, salary structures, processing civil service appointments and on matters relating to City exams;
- Process health insurance and Management Benefits Fund (MBF) enrollments, changes and terminations, including payment of all MBF and retirees 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 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
	HC	Actuals	HC	Current Modified Budget	HC	Budget	HC	Budget
<b>PS</b>								
Salary F/T	160	7,499	158	7,735	151	7,711	(7)	(24)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		40		57		57		-
Shift Differential		6		1		1		-
Retro		380		69		-		(69)
Other		520		251		251		-
<b>Subtotal PS</b>	<b>160</b>	<b>\$ 8,445</b>	<b>158</b>	<b>\$ 8,114</b>	<b>151</b>	<b>\$ 8,020</b>	<b>(7)</b>	<b>\$ (93)</b>
<b>OTPS</b>								
Supplies		40		66		36		(29)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		320		390		258		(132)
OTPS Other		95		181		62		(119)
<b>Subtotal OTPS</b>		<b>\$ 455</b>		<b>\$ 637</b>		<b>\$ 356</b>		<b>\$ (280)</b>
<b>Total</b>	<b>160</b>	<b>\$ 8,900</b>	<b>158</b>	<b>\$ 8,750</b>	<b>151</b>	<b>\$ 8,377</b>	<b>(7)</b>	<b>\$ (373)</b>

### **Financial Review**

The FY 2007 operating expense budget for Human Resources is \$8.4 million, of which \$8.0 million is for PS and \$0.4 million is for OTPS.

The PS budget reflects a net decrease of \$0.09 million due to:

- A decrease in the funds necessary for salaries; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.07 million.

The OTPS budget reflects a net decrease of \$0.3 million due to:

- A reduction in supplies of \$0.29 million, contracts of \$0.01 million and other services of \$0.01 million.

## GENERAL SERVICES

### Overview/Mission

The Department is responsible for oversight and administration of NYCHA's vehicles, mail, and print operations, and other administrative support services. It serves as one of the procurement groups.

### Responsibilities

- Assess NYCHA's vehicle and horticultural equipment needs, determine specifications for their purchase, provide maintenance and repair services, oversee refueling procedures, and coordinate agency motor pool operations;
- Receive, sort, weigh, scan, stamp, and distribute all mail for Central Office and field;
- Provide in-house printing service, approximately 70 million documents annually;
- Select, acquire, and maintain NYCHA's office equipment, administer the digital pager program, manage the employee parking sticker program, oversee Telephone Switchboard Operators, and monitor incoming and outgoing telephone activity at select locations; and
- Serve as the Buying Group for the 26 Central Office Departments.

### Financial Overview

Expenditures by Account Type (\$000)

		FY 2005		FY 2006		FY 2007		Variance	
								FY 06 vs FY 07	
				Current Modified					
PS	HC	Actuals	HC	Budget	HC	Budget	HC	Budget	
Salary F/T	122	5,088	123	5,021	123	5,147	-	126	
Salary P/T		-		-		-		-	
Seasonal		-		-		-		-	
Overtime		156		90		90		-	
Shift Differential		11		11		11		-	
Retro		135		50		-		(50)	
Other		126		119		119		-	
Subtotal PS	122	\$ 5,516	123	\$ 5,291	123	\$ 5,367	-	\$ 76	
OTPS									
Supplies		2,016		2,216		2,204		(12)	
Equipment		1,000		811		500		(311)	
Utilities		-		-		-		-	
Contracts		5,058		5,404		4,793		(611)	
OTPS Other		2,085		2,188		1,906		(282)	
Subtotal OTPS		\$ 10,159		\$ 10,619		\$ 9,403		\$ (1,216)	
Total	122	\$ 15,675	123	\$ 15,910	123	\$ 14,770	-	\$ (1,140)	

## **SUPPLY CHAIN OPERATIONS (SCO)**

### **Overview/Mission**

The Department is responsible for the timely, cost-efficient procurement and delivery of all materials and supplies to NYCHA's Departments.

### **Responsibilities**

- Order all materials and supplies needed to respond to requests from NYCHA staff;
- Plan, create and assess RFPs used to contract for required materials and supplies;
- Receive, order and stock, at appropriate min/max levels, all the inventory maintained by the Authority;
- Deliver or coordinate the timely delivery of all materials;
- Work with NYCHA's Information Technology area to develop reports/management tools, new programs, and initiatives to reduce supply chain cost and improve service to customers.

### **Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
				Current Modified				
<b>PS</b>	<b>HC</b>	<b>Actuals</b>	<b>HC</b>	<b>Budget</b>	<b>HC</b>	<b>Budget</b>	<b>HC</b>	<b>Budget</b>
Salary F/T	156	7,064	155	7,236	149	6,900	(6)	(336)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		51		77		77		-
Shift Differential		10		2		2		-
Retro		410		41		-		(41)
Other		130		109		105		(3)
<b>Subtotal PS</b>	<b>156</b>	<b>\$ 7,665</b>	<b>155</b>	<b>\$ 7,464</b>	<b>149</b>	<b>\$ 7,083</b>	<b>(6)</b>	<b>\$ (381)</b>
<b>OTPS</b>								
Supplies		58		264		179		(85)
Equipment		-		1		21		20
Utilities		-		-		-		-
Contracts		186		461		18		(443)
Inventory				1,590				(1,590)
OTPS Other		14		7		5		(3)
<b>Subtotal OTPS</b>		<b>\$ 258</b>		<b>\$ 2,323</b>		<b>\$ 223</b>		<b>\$ (2,100)</b>
<b>Total</b>	<b>156</b>	<b>\$ 7,923</b>	<b>155</b>	<b>\$ 9,788</b>	<b>149</b>	<b>\$ 7,306</b>	<b>(6)</b>	<b>\$ (2,481)</b>

### **Financial Review**

The FY 2007 operating expense budget for Supply Chain Operations is \$7.3 million, of which \$7.1 million is for PS and \$0.2 million is for OTPS.

The PS budget reflects a net decrease of \$0.4 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.1 million;
- A vacancy reduction of 6 headcount resulted in a decrease of \$0.7 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.04 million.

The OTPS budget reflects a net decrease of \$2.1 million due to:

- An inventory float not rolled into FY 2007 of \$1.5 million;
- \$0.4 million in contract cost for consultants to study inventory and warehousing issues was needed in FY 2006 and will not be needed in FY 2007; and
- A reduction of supplies of \$0.085 million.

## OFFICE OF SECURITY

### Overview/Mission

This Office ensures compliance with security policies and procedures, administers security access systems, and responds to security and safety matters at NYCHA. These responsibilities include administration of all security guard contracts and security operations at over 80 locations throughout the City.

### 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.

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
	HC	Actuals	HC	Current Modified Budget	HC	Budget	HC	Budget
<b>PS</b>								
Salary F/T	28	704	29	1,141	29	1,189	-	48
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		27		56		56		-
Shift Differential		15		-		-		-
Retro		72		12		-		(12)
Other		10		-		-		-
<b>Subtotal PS</b>	<b>28</b>	<b>\$ 828</b>	<b>29</b>	<b>\$ 1,209</b>	<b>29</b>	<b>\$ 1,245</b>	<b>-</b>	<b>\$ 36</b>
<b>OTPS</b>								
Supplies		7		29		25		(3)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		3,491		4,716		4,313		(403)
OTPS Other		13		2		-		(2)
<b>Subtotal OTPS</b>		<b>\$ 3,511</b>		<b>\$ 4,746</b>		<b>\$ 4,338</b>		<b>\$ (408)</b>
<b>Total</b>	<b>28</b>	<b>\$ 4,339</b>	<b>29</b>	<b>\$ 5,955</b>	<b>29</b>	<b>\$ 5,583</b>	<b>-</b>	<b>\$ (372)</b>

### Financial Review

The FY 2007 operating expense budget for the Office of Security is \$5.6 million, of which \$1.2 million is for PS and \$4.3 million is for OTPS.

The PS budget reflects a net increase of \$0.04 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.05 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.01 million.

The OTPS budget reflects a net decrease of \$0.4 million due to:

- Security contracts reduction of \$0.4 million.

## OFFICE OF FACILITY PLANNING & ADMINISTRATION

### Overview/Mission

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 by negotiating leases with private landlords.

### Responsibilities

- Plan, design, and coordinate the construction and furnishing of all Central Office facilities;
- Establish standards for space allocation, furniture and furnishings, and work with client Departments to cost effectively meet their office and support space needs;
- Provide maintenance and skilled-trades services at Central Office facilities, and coordinate fire safety training with private building management; and
- Negotiate and administer all leases for Central Office facilities and negotiate lease terms, assignments, surrender agreements and related real estate matters covering commercial retail space within NYCHA's Developments.

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2005		FY 2006		FY 2007		Variance	
							FY 06 vs FY 07	
	HC	Actuals	HC	Current Modified Budget	HC	Budget	HC	Budget
<b>PS</b>								
Salary F/T	47	2,420	48	2,670	49	2,698	1	28
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		62		116		116		-
Shift Differential		-		8		8		-
Retro		194		44		-		(44)
Other		48		87		87		-
<b>Subtotal PS</b>	<b>47</b>	<b>\$ 2,724</b>	<b>48</b>	<b>\$ 2,925</b>	<b>49</b>	<b>\$ 2,909</b>	<b>1</b>	<b>\$ (15)</b>
<b>OTPS</b>								
Leases		33,186		33,872		33,962		90
Supplies		32		123		28		(95)
Equipment		-		-		44		44
Utilities		-		-		-		-
Contracts		152		53		112		59
OTPS Other		4		201		203		2
<b>Subtotal OTPS</b>		<b>\$ 33,374</b>		<b>\$ 34,249</b>		<b>\$ 34,349</b>		<b>\$ 100</b>
<b>Total</b>	<b>47</b>	<b>\$ 36,098</b>	<b>48</b>	<b>\$ 37,174</b>	<b>49</b>	<b>\$ 37,259</b>	<b>1</b>	<b>\$ 85</b>

### Financial Review

The FY 2007 operating expense budget for the Office of Facility Planning and Administration is \$37.3 million, of which \$2.9 million is for PS and \$34.3 million is for OTPS.

The PS budget reflects a net decrease of \$.02 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.1 million;
- An expected increase in 1 headcount resulted in an increase in the full-time budget of \$0.03; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.4 million.

The OTPS budget reflects a net increase of \$0.1 million due to:

- An increase in lease cost of \$0.09 million; and
- An increase of \$0.1 million in equipment and contracts.



## STAFF DEVELOPMENT

### Overview/Mission

The Department provides training to NYCHA managers, supervisors, and employees in order to upgrade skills and performance, enhance capabilities to achieve goals, improve service to residents, and facilitate and participate in beneficial organizational changes.

### Responsibilities

- Design and conduct training programs based on needs analyses, in response to NYCHA initiatives, or as the result of requests from other Departments;
- Maintain a current catalog of training programs on the Department's website, circulate flyers announcing scheduled course dates; and
- Provide training courses in various areas including: Computer Use, Community Center Programs, Heating Plant Operations, Janitorial, Grounds, and Storeroom Operations, Maintenance Skills, Management and Professional Development, Safety and Health Regulations, and various Administrative Support training in critical areas (i.e. timekeeping, personnel, procurement, contracts, and budget).

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
	HC	Actuals	HC	Current Modified Budget	HC	Budget	HC	Budget
<b>PS</b>								
Salary F/T	64	3,563	64	3,729	63	3,629	(1)	(100)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		22		29		20		(9)
Shift Differential		-		-		-		-
Retro		168		22		-		(22)
Other		102		70		70		-
<b>Subtotal PS</b>	<b>64</b>	<b>\$ 3,856</b>	<b>64</b>	<b>\$ 3,849</b>	<b>63</b>	<b>\$ 3,718</b>	<b>(1)</b>	<b>\$ (131)</b>
<b>OTPS</b>								
Supplies		64		71		37		(35)
Equipment		-		-		10		10
Utilities		-		-		-		-
Contracts		17		251		565		313
OTPS Other		30		73		6		(67)
<b>Subtotal OTPS</b>		<b>\$ 111</b>		<b>\$ 395</b>		<b>\$ 617</b>		<b>\$ 222</b>
<b>Total</b>	<b>64</b>	<b>\$ 3,967</b>	<b>64</b>	<b>\$ 4,245</b>	<b>63</b>	<b>\$ 4,336</b>	<b>(1)</b>	<b>\$ 91</b>

### Financial Review

The FY 2007 operating expense budget for Staff Development is \$4.3 million, of which \$3.7 million is for PS and \$0.6 million is for OTPS.

The PS budget reflects a net decrease of \$0.1 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.1 million;
- A vacancy reduction of 1 headcount resulted in a decrease of \$0.04 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.02 million.
- 

The OTPS budget reflects a net increase of \$0.2 million due to:

- The continuation of the Leadership Development and Fire Safety Training program at \$0.5 million.

## **DGM FOR FINANCE/CHIEF FINANCIAL OFFICER (CFO)**

### **Overview/Mission Statement**

The DGM for Finance is NYCHA's Chief Financial Officer and is responsible for all the budgeting, accounting, financial planning, and risk management for NYCHA. The DGM has fiduciary responsibility for the Authority.

The following Departments report to this DGM:

- Budget & Financial Planning;
- Accounting & Fiscal Services;
- Office of Business & Revenue Development;
- Energy; and
- Risk Finance.

### **Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
<b>PS</b>	<b>H/C</b>	<b>Actuals</b>	<b>H/C</b>	<b>Current Modified Budget</b>	<b>H/C</b>	<b>Budget</b>	<b>H/C</b>	<b>Budget</b>
Salary F/T	3	321	5	363	5	448	-	84
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Shift Differential		-		-		-		-
Retro		7		2		-		(2)
Other		10		6		6		-
<b>Subtotal PS</b>	<b>3</b>	<b>\$ 338</b>	<b>5</b>	<b>\$ 371</b>	<b>5</b>	<b>\$ 454</b>	<b>-</b>	<b>\$ 83</b>
<b>OTPS</b>								
Supplies		1		4		1		(3)
Equipment		-		-		1		1
Utilities		-		-		-		-
Contracts		126		51		499		449
OTPS Other		176		163		71		(92)
<b>Subtotal OTPS</b>		<b>\$ 303</b>		<b>\$ 217</b>		<b>\$ 573</b>		<b>\$ 355</b>
<b>Total</b>	<b>3</b>	<b>\$ 641</b>	<b>5</b>	<b>\$ 589</b>	<b>5</b>	<b>\$ 1,027</b>	<b>-</b>	<b>\$ 438</b>

### **Financial Review**

The FY 2007 operating expense budget for the DGM for Finance is \$1.0 million, of which \$0.5 million is for PS and \$0.6 million is for OTPS.

The PS budget reflects a net increase of \$0.08 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.02 million;
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.002 million; and
- An expected increase in one position resulted in an increase in the full-time budget of \$0.1 million, while a vacancy reduction of one headcount resulted in a decrease of \$0.02 million.

The OTPS budget reflects a net increase of \$0.4 million due to:

- A need for additional contract services.

## **DEPARTMENT OF BUDGET AND FINANCIAL PLANNING (DBFP)**

### **Overview/Mission Statement**

The Department is responsible for providing the financial information/expertise required by NYCHA's Executives to make decisions about the allocation of resources for services and capital improvements. Support is provided to other Departments to analyze their budgets, monitor their expenses, and implement budget adjustments, thereby maintaining the integrity of NYCHA's various financial systems.

### **Responsibilities**

- Produce, manage and maintain a balanced five-year financial plan;
- 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 adjustments as needed;
- Monitor the obligations and expenditures of capital grants ensuring timely utilization of appropriated funds; and
- 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.

### **Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
				Current Modified				
<b>PS</b>	<b>H/C</b>	<b>Actuals</b>	<b>H/C</b>	<b>Budget</b>	<b>H/C</b>	<b>Budget</b>	<b>H/C</b>	<b>Budget</b>
Salary F/T	50	2,931	58	3,752	58	3,860	-	108
Salary P/T		-		124		157		33
Seasonal		-		-		-		-
Overtime		12		189		190		1
Shift Differential		-		-		-		-
Retro		959		16		-		(16)
Other		105		129		129		(0)
<b>Subtotal PS</b>	<b>50</b>	<b>\$ 4,007</b>	<b>58</b>	<b>\$ 4,211</b>	<b>58</b>	<b>\$ 4,336</b>	<b>-</b>	<b>\$ 125</b>
<b>OTPS</b>								
Supplies		9		29		10		(19)
Equipment		-		2		32		31
Utilities		-		-		-		-
Contracts		-		736		1,390		653
OTPS Other		19		20		14		(6)
<b>Subtotal OTPS</b>		<b>\$ 28</b>		<b>\$ 787</b>		<b>\$ 1,446</b>		<b>\$ 660</b>
<b>Total</b>	<b>50</b>	<b>\$ 4,035</b>	<b>58</b>	<b>\$ 4,997</b>	<b>58</b>	<b>\$ 5,782</b>	<b>-</b>	<b>\$ 785</b>

### **Financial Review**

The FY 2007 operating expense budget for the Department of Budget and Financial Planning is \$5.8 million, of which \$4.3 million is for PS and \$1.4 million is for OTPS.

The PS budget reflects a net increase of \$0.1 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.08 million;
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.02 million.

The OTPS budget reflects a net increase \$0.6 million due to:

- An increase of \$0.6 million to funds a contract with the Office of Labor Relations to pay for tracking of health insurance payments.

## ACCOUNTING AND FISCAL SERVICES

### Overview/Mission

The Department is responsible for safeguarding NYCHA's assets from loss, theft or misuse, and ensuring that NYCHA's financial statements conform to generally accepted accounting principles in the U.S.

### 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 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
	H/C	Actuals	H/C	Current Modified Budget	H/C	Budget	H/C	Budget
<b>PS</b>								
Salary F/T	123	10,135	207	10,182	208	10,778	1	596
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		1		53		53		-
Shift Differential		-		-		-		-
Retro		702		102		-		(102)
Other		684		611		583		(28)
<b>Subtotal PS</b>	<b>123</b>	<b>\$ 11,523</b>	<b>207</b>	<b>\$ 10,948</b>	<b>208</b>	<b>\$ 11,413</b>	<b>1</b>	<b>\$ 465</b>
<b>OTPS</b>								
Supplies		114		92		57		(35)
Equipment		-		23		5		(18)
Utilities		-		-		-		-
Contracts		2,269		2,005		2,382		377
Debt Service		3,754		3,258		2,801		(456)
OTPS Other		550		707		533		(174)
<b>Subtotal OTPS</b>		<b>\$ 6,687</b>		<b>\$ 6,085</b>		<b>\$ 5,778</b>		<b>\$ (307)</b>
<b>Total</b>	<b>123</b>	<b>\$ 18,210</b>	<b>207</b>	<b>\$ 17,034</b>	<b>208</b>	<b>\$ 17,191</b>	<b>1</b>	<b>\$ 158</b>

### Financial Review

The FY 2007 operating expense budget for Accounting and Fiscal Services is \$17.2 million, of which \$11.4 million is for PS and \$5.8 million is for OTPS.

The PS budget reflects a net increase of \$0.5 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.4 million;
- An expected increase in 1 headcount resulted in an increase in the full-time budget of \$0.2 million, while a vacancy reduction of 2 headcount resulted in a decrease of \$.07 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.1 million.

The OTPS budget reflects a net decrease of \$0.3 million due to:

- A reduction of \$0.02 million in supplies and equipment;
- A reduction of \$0.4 million in debt service payments; and
- An increase \$0.3 million in contracts to pay for additional costs of printing documents.

## **ENERGY DEPARTMENT**

### **Overview/Mission**

The Department is responsible for developing programs to keep NYCHA's energy costs as low as possible by: reducing energy consumption through implementation of conservation programs; introducing new energy-efficient technologies; improving field operational productivity; and contracting for NYCHA's energy needs in the most cost-effective manner.

### **Responsibilities**

- Negotiate with suppliers for the purchase of heating/cooking gas, and manage payment of monthly invoices relating to use of electricity, cooking gas, heating gas and fuel oil;
- Conduct assessments and evaluations, monitor energy systems and investigate new energy initiatives to conserve energy;
- Test energy options at developments of various sizes with differing energy needs;
- Develop performance contracts to leverage third-party financing for the installation of energy conservation measures;
- Plan and implement building technologies that reduce energy consumption;
- Collect, organize and interpret monthly data and cumulative expenditure reports on utility payments involving gas, oil, electricity, steam; and
- Examine trend analysis, cost payback and consumption patterns and provides data entry of monthly fuel oil consumption and price into NYCHA's Energy Management Information System.

### **Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
				Current Modified				
<b>PS</b>	<b>H/C</b>	<b>Actuals</b>	<b>H/C</b>	<b>Budget</b>	<b>H/C</b>	<b>Budget</b>	<b>H/C</b>	<b>Budget</b>
Salary F/T	39	1,931	36	2,182	36	2,116	-	(67)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		60		44		44		-
Shift Differential		-		-		-		-
Retro		64		16		-		(16)
Other		123		42		42		-
<b>Subtotal PS</b>	<b>39</b>	<b>\$ 2,178</b>	<b>36</b>	<b>\$ 2,284</b>	<b>36</b>	<b>\$ 2,201</b>	<b>-</b>	<b>\$ (83)</b>
<b>OTPS</b>								
Supplies		9		16		27		10
Equipment		4,426		10,882		7		(10,875)
Utilities		3,153		5,143		3,125		(2,018)
Contracts		4,294		3,352		3,084		(268)
OTPS Other		5		8		3		(5)
<b>Subtotal OTPS</b>		<b>\$ 11,887</b>		<b>\$ 19,401</b>		<b>\$ 6,246</b>		<b>\$ (13,155)</b>
<b>Total</b>	<b>39</b>	<b>\$ 14,065</b>	<b>36</b>	<b>\$ 21,686</b>	<b>36</b>	<b>\$ 8,447</b>	<b>-</b>	<b>\$ (13,238)</b>

### **Financial Review**

The FY 2007 operating expense budget for the Energy Department is \$8.4 million, of which \$2.2 million is for PS and \$6.2 million is for OTPS.

The PS budget reflects a net decrease of \$0.08 million due to:

- A decrease in the funds needed for salaries; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.01 million.

The OTPS budget reflects a net decrease of \$13.1 million due to:

- A reduction of \$10.8 million in equipment reflects a payment to close out a refrigerator debt.
- A reduction of \$2.2 million reflects the decentralization of centrally managed costs to the developments.

## **RISK FINANCE**

### **Overview/Mission**

This Division is responsible for NYCHA's loss control activities, including managing the self-insurance programs.

### **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 tort legal fee invoices 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 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
	H/C	Actuals	H/C	Current Modified Budget	H/C	Budget	H/C	Budget
<b>PS</b>								
Salary F/T	9	470	10	558	10	597	-	39
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Shift Differential		-		-		-		-
Retro		9		3		-		(3)
Other		11		1		-		(1)
<b>Subtotal PS</b>	<b>9</b>	<b>\$ 489</b>	<b>10</b>	<b>\$ 562</b>	<b>10</b>	<b>\$ 597</b>	<b>-</b>	<b>\$ 35</b>
<b>OTPS</b>								
Supplies		6		7		15		8
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		10		-		(10)
Insurance		44,924		43,735		30,083		(13,652)
OTPS Other		12		5		13,662		13,657
<b>Subtotal OTPS</b>		<b>\$ 44,942</b>		<b>\$ 43,757</b>		<b>\$ 43,759</b>		<b>\$ 2</b>
<b>Total</b>	<b>9</b>	<b>\$ 45,431</b>	<b>10</b>	<b>\$ 44,319</b>	<b>10</b>	<b>\$ 44,356</b>	<b>-</b>	<b>\$ 37</b>

### **Financial Review**

The FY 2007 operating expense budget for Risk Finance is \$44.4 million, of which \$0.6 million is for PS and \$43.8 million is for OTPS.

The PS budget reflects a net increase of \$0.04 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.03 million;
- Risk Finance will also re-align salaries for \$0.005 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.003 million.

**DGM FOR INFORMATION TECHNOLOGY (IT)/  
CHIEF INFORMATION OFFICER (CIO)**

**Overview/Mission Statement**

The DGM 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 DGM:

- Application Development;
- Business Enterprise Systems Transformation (BEST);
- Information Management; and
- IT Infrastructure.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
				Current Modified				
<b>PS</b>	<b>H/C</b>	<b>Actuals</b>	<b>H/C</b>	<b>Budget</b>	<b>H/C</b>	<b>Budget</b>	<b>H/C</b>	<b>Budget</b>
Salary F/T	12	940	14	1,206	14	1,276	-	71
Salary P/T		-		-		-		-
Seasonal		4		-		-		-
Overtime		10		16		1		(15)
Shift Differential		-		-		-		-
Retro		22		6		-		(6)
Other		7		33		33		-
<b>Subtotal PS</b>	<b>12</b>	<b>\$ 983</b>	<b>14</b>	<b>\$ 1,260</b>	<b>14</b>	<b>\$ 1,310</b>	<b>-</b>	<b>\$ 50</b>
<b><u>OTPS</u></b>								
Supplies		27		24		27		3
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		53		40		47		7
OTPS Other		320		131		130		(1)
<b>Subtotal OTPS</b>		<b>\$ 400</b>		<b>\$ 195</b>		<b>\$ 204</b>		<b>\$ 9</b>
<b>Total</b>	<b>12</b>	<b>\$ 1,383</b>	<b>14</b>	<b>\$ 1,455</b>	<b>14</b>	<b>\$ 1,514</b>	<b>-</b>	<b>\$ 59</b>

**Financial Review**

The FY 2007 operating expense budget for DGM for Information Technology is \$1.5 million, of which \$1.3 million is for PS and \$0.2 million is for OTPS.

The PS budget reflects a net increase of \$0.05 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.07 million;
- Transfer of \$0.02 million from Applications to the CIO's budget in FY 2006 that will not occur in FY 2007 resulting in a lower overtime budget for FY 2007; and.
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$.006 million.

## **APPLICATION DEVELOPMENT DEPARTMENT**

### **Overview/Mission Statement**

The Department is responsible for developing products and solutions that support NYCHA's business and for providing key information reports, and analyses to support decision making by senior management. The Department researches new tools and best practices to help the Authority operate as efficiently as possible, and defines the strategic direction and technical platforms required for current and future needs.

### **Responsibilities**

- Implement new functional enhancements to support business or regulatory changes, assist end-users in designing new working routines and business processes, and assist users with technical support for applications such as PIMS and UNIX Work Tickets;
- Track business performance indicators such as dwelling unit inventory, rent delinquency, and unit turnaround performance, and report on select indicators under HUD's Management Assessment Subsystem (MASS) of the Public Housing Assessment System (PHAS); and
- Create, analyze and distribute reports related to apartment vacancy, apartments off the rent-roll, rent delinquency and other data (ad hoc reports including: FOIL requests and informational requests from other NYCHA Departments).

### **Financial Overview**

Expenditures by Account Type (\$000)

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
	H/C	Actuals	H/C	Current Modified Budget	H/C	Budget	H/C	Budget
<b>PS</b>								
Salary F/T	74	5,443	90	6,321	85	6,574	(5)	253
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		28		107		122		15
Shift Differential		-		-		-		-
Retro		89		53		-		(53)
Other		224		47		47		-
<b>Subtotal PS</b>	<b>74</b>	<b>\$ 5,784</b>	<b>90</b>	<b>\$ 6,529</b>	<b>85</b>	<b>\$ 6,744</b>	<b>(5)</b>	<b>\$ 215</b>
<b>OTPS</b>								
Supplies		9		31		13		(18)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		31		34		64		30
OTPS Other		11		13		7		(6)
<b>Subtotal OTPS</b>		<b>\$ 51</b>		<b>\$ 79</b>		<b>\$ 84</b>		<b>\$ 6</b>
<b>Total</b>	<b>74</b>	<b>\$ 5,835</b>	<b>90</b>	<b>\$ 6,608</b>	<b>85</b>	<b>\$ 6,828</b>	<b>(5)</b>	<b>\$ 220</b>

### **Financial Review**

The FY 2007 operating expense budget for Application Development is \$6.8 million, of which \$6.7 million is for PS and \$0.08 million is for OTPS.

The PS budget reflects a net increase of \$0.2 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.3 million;
- The transfer of eight positions from the merger of Operations Services with Technical Services will be fully implemented in FY 2007 resulting in an incremental increase in the full-time budget of \$0.2 million, while a vacancy reduction of four positions will result in a full-time decrease of \$0.3 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.05 million.



## **BUSINESS ENTERPRISE SYSTEMS TRANSFORMATION DEPARTMENT (BEST)**

### **Overview/Mission Statement**

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.

### **Responsibilities**

- Facilitate the documentation of current and new business processes, and coordinate the design and implementation of strategies to address these changes;
- Engage Subject Matter Experts (SMEs) throughout the Authority and ensure that they participate in the process;
- Maintain and provide technical assistance for enterprise-wide financial management and procurement system that currently provides uniform data and purchasing/contract management throughout the Authority; and
- Ensure necessary enterprise-wide communications, courseware, and end-user training.

### **Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
	H/C	Actuals	H/C	Current Modified Budget	H/C	Budget	H/C	Budget
<b>PS</b>								
Salary F/T	5	426	5	393	4	320	(1)	(74)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		9		9		-
Shift Differential		-		-		-		-
Retro		11		1		-		(1)
Other		2		19		19		-
<b>Subtotal PS</b>	<b>5</b>	<b>\$ 438</b>	<b>5</b>	<b>\$ 422</b>	<b>4</b>	<b>\$ 348</b>	<b>(1)</b>	<b>\$ (75)</b>
<b>OTPS</b>								
Supplies		14		7		6		(1)
Equipment		-		1		1		-
Utilities		-		-		-		-
Contracts		14		1		1		-
OTPS Other		-		3		8		5
<b>Subtotal OTPS</b>		<b>\$ 28</b>		<b>\$ 12</b>		<b>\$ 15</b>		<b>\$ 4</b>
<b>Total</b>	<b>5</b>	<b>\$ 466</b>	<b>5</b>	<b>\$ 434</b>	<b>4</b>	<b>\$ 363</b>	<b>(1)</b>	<b>\$ (71)</b>

### **Financial Review**

The FY 2007 operating expense budget for BEST is \$0.4 million, of which \$0.3 million is for PS and \$0.02 million is for OTPS.

The PS budget reflects a net decrease of \$0.07 million due to:

- A headcount reduction of \$0.074 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$.001 million.

## **INFORMATION MANAGEMENT DEPARTMENT**

### **Overview/Mission Statement**

The Department is responsible for ensuring that NYCHA's records and information are maintained in a fashion that meets all legal and operational requirements.

### **Responsibilities**

- Convert existing forms to e-Forms thus optimizing efficiencies by eliminating paper and allowing forms that can be electronically submitted, tracked and processed over NYCHA's network;
- Conduct document searches (retrieve documents needed for litigation, to respond to subpoenas and requests made under New York State's Freedom of Information Law and as part of both internal and external audits);
- Support NYCHA's Business Continuity Plan, establish and maintain a Vital Records policy, and ensure that Vital Records are identified, protected and accessible in the event of a disaster;
- Convert to microfilm inactive paper documents which require long-term retention;
- Maintain a central library and reading room, with a computerized index and printing and digitizing capabilities (Long Island City facility); and
- Store inactive Authority records which have short retention periods (Long Island City facility); transfer and store records pursuant to Records Retention and Disposal Schedules.

### **Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
	H/C	Actuals	H/C	Current Modified Budget	H/C	Budget	H/C	Budget
<b>PS</b>								
Salary F/T	42	1,773	46	1,932	46	1,990	-	58
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Shift Differential		-		-		-		-
Retro		35		19		-		(19)
Other		51		2		2		-
<b>Subtotal PS</b>	<b>42</b>	<b>\$ 1,859</b>	<b>46</b>	<b>\$ 1,953</b>	<b>46</b>	<b>\$ 1,992</b>	<b>-</b>	<b>\$ 40</b>
<b>OTPS</b>								
Supplies		24		27		35		8
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		8		3		(5)
OTPS Other		3		10		15		5
<b>Subtotal OTPS</b>		<b>\$ 27</b>		<b>\$ 46</b>		<b>\$ 53</b>		<b>\$ 8</b>
<b>Total</b>	<b>42</b>	<b>\$ 1,886</b>	<b>46</b>	<b>\$ 1,998</b>	<b>46</b>	<b>\$ 2,046</b>	<b>-</b>	<b>\$ 48</b>

### **Financial Review**

The FY 2007 operating expense budget for Information Management is \$2.0 million, of which \$2.0 million is for PS and \$0.05 million is for OTPS.

The PS budget reflects a net increase of \$0.04 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.05 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.01 million.

## **INFRASTRUCTURE DEPARTMENT**

### **Overview/Mission Statement**

The Department is responsible for ensuring NYCHA has the necessary computer infrastructure for all of its operations. This includes maintaining and operating the mainframe, midrange, and micro (servers and desktops) computers and their associated peripheral equipment; planning, implementing and maintaining NYCHA's data communications network (including the Internet); installing computer system software; and supporting operating systems, desktop computers and mobile systems.

### **Responsibilities**

- Maintain and support the LAN/WAN network;
- Provide UNIX (hardware and operating system) administrative support and maintenance for all SUN Microsystems platforms;
- Provide the Authority with data processing services (including operating printers and tape drives and preparing computer-generated reports) to support its daily business functions;
- Meet the Authority's computer needs through capacity planning (e.g. monitoring the use of disk space) and perform hardware research and analysis (hardware evaluations, hardware configuration) and related planning;
- Administer the Authority's Business Resilience Plan and ensure that critical mainframe, mid-range and network applications are resumed in the event of a major disaster; and
- Research and recommend the most cost-effective and efficient delivery of computer systems and services to support the Authority's daily business functions.

### **Financial Overview**

Expenditures by Account Type (\$000)

	FY 2005		FY 2006		FY 2007		Variance FY 06 vs FY 07	
				Current Modified				
<b>PS</b>	<b>H/C</b>	<b>Actuals</b>	<b>H/C</b>	<b>Budget</b>	<b>H/C</b>	<b>Budget</b>	<b>H/C</b>	<b>Budget</b>
Salary F/T	129	7,671	134	8,076	129	8,070	(5)	(6)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		114		216		216		-
Shift Differential		45		54		54		-
Retro		143		89		-		(89)
Other		395		112		112		-
<b>Subtotal PS</b>	<b>129</b>	<b>\$ 8,369</b>	<b>134</b>	<b>\$ 8,547</b>	<b>129</b>	<b>\$ 8,452</b>	<b>(5)</b>	<b>\$ (95)</b>
<b>OTPS</b>								
Supplies		181		232		168		(64)
Equipment		400		276		456		180
Utilities		-		-		-		-
Contracts		13,548		15,017		13,733		(1,285)
OTPS Other		18		8		5		(3)
<b>Subtotal OTPS</b>		<b>\$ 14,146</b>		<b>\$ 15,534</b>		<b>\$ 14,361</b>		<b>\$ (1,172)</b>
<b>Total</b>	<b>129</b>	<b>\$ 22,515</b>	<b>134</b>	<b>\$ 24,081</b>	<b>129</b>	<b>\$ 22,813</b>	<b>(5)</b>	<b>\$ (1,268)</b>

### **Financial Review**

The FY 2007 operating expense budget for Infrastructure is \$22.8 million, of which \$8.5 million is for PS and \$14.4 million is for OTPS.

The PS budget reflects a net decrease of \$0.1 million due to:

- Collective bargaining increases for various unions were added to the full-time budget in the amount of \$0.4 million; and
- In FY 2007, it is not expected that retroactive collective bargaining payments will be paid out as in FY 2006, resulting in a decrease in the retro budget by \$0.1 million.

The OTPS budget reflects a net decrease of \$1.1 million due to:

- A reduction of \$1.2 million in contract services.

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# **CAPITAL PROJECTS BY DEVELOPMENT**

As capital projects may span multiple years, the budgets in this section detail modernization work and corresponding budgets by development for FY 2007-FY 2011. Capital budget information by development is arranged by borough.

The table below provides a summary of capital projects by borough.

<b>Borough</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Brooklyn	159,519	10,387	21,400	38,093	46,975
Bronx	85,149	9,206	36,915	31,010	11,072
Manhattan	141,243	61,190	17,739	26,901	64,238
Queens	80,811	45	3,895	3,932	1,200
Staten Island	4,307	4,500	3,000	1,282	500
<b>NYCHA Total</b>	<b>\$ 471,029</b>	<b>\$ 85,328</b>	<b>\$ 82,949</b>	<b>\$ 101,218</b>	<b>\$ 123,985</b>

**Table 1: Capital Projects By Development  
(\$000)**

<b>Brooklyn</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>104-14 Tapscott St</b>						
Bathrooms/ Kitchens	0	0	0	0	239	239
Heating/ Plumbing	0	0	0	0	148	148
<b>Total for 104-14 Tapscott Street</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$387</b>	<b>\$387</b>
<b>303 Vernon Avenue</b>						
Electrical/ Lighting	99	0	0	0	0	99
Roofs	1,368	0	0	0	0	1,368
<b>Total for 303 Vernon Avenue</b>	<b>\$1,466</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,466</b>
<b>33-35 Saratoga Avenue</b>						
Heating/ Plumbing	0	0	0	1,100	0	1,100
Roofs	3,500	0	0	0	0	3,500
<b>Total for 33-35 Saratoga Avenue</b>	<b>\$3,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,100</b>	<b>\$0</b>	<b>\$4,600</b>
<b>Albany</b>						
Brickwork/ Concrete	17,200	0	0	0	0	17,200
<b>Total for Albany</b>	<b>\$17,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$17,200</b>
<b>Atlantic Terminal Site 4B</b>						
Electrical/ Lighting	0	0	0	2,000	0	2,000
<b>Total for Atlantic Terminal Site 4B</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$2,000</b>
<b>Bayview</b>						
Bathrooms/ Kitchens	0	0	0	400	0	400
Elevators	0	0	0	0	2,500	2,500
General Construction	475	0	0	0	0	475
Heating/ Plumbing	0	1,500	2,600	0	0	4,100
Windows	0	1,687	0	0	0	1,687
<b>Total for Bayview</b>	<b>\$475</b>	<b>\$3,187</b>	<b>\$2,600</b>	<b>\$400</b>	<b>\$2,500</b>	<b>\$9,162</b>
<b>Belmont - Sutter Area</b>						
Grounds	250	0	0	0	0	250
Heating/ Plumbing	130	0	0	0	0	130
<b>Total for Belmont - Sutter Area</b>	<b>\$380</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$380</b>
<b>Borinquen Plaza I</b>						
Garbage Disposal	0	0	0	291	0	291
<b>Total for Borinquen Plaza I</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$291</b>	<b>\$0</b>	<b>\$291</b>

**Table 1: Capital Projects By Development  
(\$000)**

<b>Brooklyn</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>Boulevard</b>						
Bathrooms/ Kitchens	0	0	0	0	6,870	6,870
Heating/ Plumbing	0	0	110	400	2,250	2,760
Roofs	0	0	0	2,001	0	2,001
<b>Total for Boulevard</b>	<b>\$0</b>	<b>\$0</b>	<b>\$110</b>	<b>\$2,401</b>	<b>\$9,120</b>	<b>\$11,631</b>
<b>Breukelen</b>						
Roofs	0	0	0	10,000	0	10,000
<b>Total for Breukelen</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$10,000</b>
<b>Breukelen Community Center</b>						
Heating/ Plumbing	0	0	0	3	0	3
<b>Total for Breukelen Community Center</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3</b>	<b>\$0</b>	<b>\$3</b>
<b>Brevoort</b>						
Heating/ Plumbing	63	0	0	0	0	63
<b>Total for Brevoort</b>	<b>\$63</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$63</b>
<b>Bushwick/Hylan</b>						
Heating/ Plumbing	0	0	0	100	0	100
<b>Total for Bushwick/Hylan</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100</b>	<b>\$0</b>	<b>\$100</b>
<b>Carey Gardens</b>						
Roofs	5,720	0	0	0	0	5,720
<b>Total for Carey Gardens</b>	<b>\$5,720</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,720</b>
<b>Coney Island (Site 8)</b>						
Garbage Disposal	0	0	0	0	176	176
<b>Total for Coney Island (Site 8)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$176</b>	<b>\$176</b>
<b>Coney Island I (Sites 4 &amp; 5)</b>						
Garbage Disposal	0	0	0	0	186	186
Grounds	39	0	100	0	0	139
<b>Total for Coney Island I (Sites 4 &amp; 5)</b>	<b>\$39</b>	<b>\$0</b>	<b>\$100</b>	<b>\$0</b>	<b>\$186</b>	<b>\$325</b>
<b>Coney Island/Haber</b>						
General Construction	0	0	0	0	250	250
Heating/ Plumbing	0	0	150	0	0	150
<b>Total for Coney Island/Haber</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150</b>	<b>\$0</b>	<b>\$250</b>	<b>\$400</b>

**Table 1: Capital Projects By Development  
(\$000)**

<b>Brooklyn</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>Crown Heights</b>						
Windows	0	0	0	0	1,619	1,619
<b>Total for Crown Heights</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,619</b>	<b>\$1,619</b>
<b>East New York City Line</b>						
Roofs	0	0	0	0	750	750
<b>Total for East New York City Line</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$750</b>	<b>\$750</b>
<b>Florentino Plaza</b>						
Grounds	650	0	0	0	0	650
<b>Total for Florentino Plaza</b>	<b>\$650</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$650</b>
<b>Garvey (Group A)</b>						
Roofs	3,000	0	0	0	0	3,000
<b>Total for Garvey (Group A)</b>	<b>\$3,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,000</b>
<b>Glenwood</b>						
General Construction	0	0	0	0	150	150
Intercoms/ Security	425	0	0	0	0	425
<b>Total for Glenwood</b>	<b>\$425</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150</b>	<b>\$575</b>
<b>Gowanus Houses</b>						
Heating/ Plumbing	0	0	0	6,976	0	6,976
Intercoms/ Security	300	0	0	0	0	300
<b>Total for Gowanus Houses</b>	<b>\$300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,976</b>	<b>\$0</b>	<b>\$7,276</b>
<b>Haber</b>						
Roofs	2,199	0	0	0	0	2,199
<b>Total for Haber</b>	<b>\$2,199</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,199</b>
<b>Hope Gardens</b>						
General Construction	27	0	0	0	0	27
<b>Total for Hope Gardens</b>	<b>\$27</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$27</b>
<b>Hope Gardens Community Center</b>						
Community Center Construction	100	0	0	0	0	100
<b>Total for Hope Gardens Community Center</b>	<b>\$100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100</b>



**Table 1: Capital Projects By Development  
(\$000)**

<b>Brooklyn</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>Howard</b>						
Heating/ Plumbing	585	0	0	0	0	585
Roofs	6,500	0	0	10,000	0	16,500
<b>Total for Howard</b>	<b>\$7,085</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$17,085</b>
<b>Howard Avenue</b>						
Roofs	2,500	0	0	0	0	2,500
<b>Total for Howard Avenue</b>	<b>\$2,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,500</b>
<b>Independence Towers</b>						
Heating/ Plumbing	0	0	0	95	0	95
<b>Total for Independence Towers</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$95</b>	<b>\$0</b>	<b>\$95</b>
<b>Ingersoll</b>						
Garbage Disposal	78	0	0	0	0	78
<b>Total for Ingersoll</b>	<b>\$78</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$78</b>
<b>Kingsboro</b>						
Heating/ Plumbing	0	3,200	0	0	0	3,200
<b>Total for Kingsboro</b>	<b>\$0</b>	<b>\$3,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,200</b>
<b>Langston Hughes</b>						
Elevators	0	0	0	0	1,220	1,220
Garbage Disposal	68	0	0	0	0	68
<b>Total for Langston Hughes</b>	<b>\$68</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,220</b>	<b>\$1,288</b>
<b>Lenox Road- Rockaway Parkway</b>						
Heating/ Plumbing	0	0	0	0	800	800
<b>Total for Lenox Road-Rockaway Parkway</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$800</b>	<b>\$800</b>
<b>Linden Houses</b>						
Bathrooms/ Kitchens	0	0	0	0	7,547	7,547
Garbage Disposal	0	0	0	350	0	350
Heating/ Plumbing	0	0	0	40	2,250	2,290
Roofs	0	0	0	287	0	287
<b>Total for Linden Houses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$677</b>	<b>\$9,797</b>	<b>\$10,474</b>

**Table 1: Capital Projects By Development  
(\$000)**

<b>Brooklyn</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>Marcy Houses</b>						
Heating/ Plumbing	0	0	3,150	0	0	3,150
<b>Total for Marcy Houses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,150</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,150</b>
<b>Marlboro</b>						
Brickwork/ Concrete	13,400	0	0	0	0	13,400
<b>Total for Marlboro</b>	<b>\$13,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,400</b>
<b>Ocean Hill - Brownsville</b>						
Roofs	5,500	0	0	0	0	5,500
<b>Total for Ocean Hill - Brownsville</b>	<b>\$5,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,500</b>
<b>Ocean Hill Apartments</b>						
Brickwork/ Concrete	8,034	0	0	0	0	8,034
Heating/ Plumbing	0	0	1,400	0	0	1,400
<b>Total for Ocean Hill Apartments</b>	<b>\$8,034</b>	<b>\$0</b>	<b>\$1,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,434</b>
<b>Ocean Hill/Saratoga</b>						
Floors	0	0	0	1,600	0	1,600
<b>Total for Ocean Hill/Saratoga</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,600</b>	<b>\$0</b>	<b>\$1,600</b>
<b>Ocean Hill/Saratoga Community Center</b>						
Intercoms/ Security	650	0	0	0	0	650
<b>Total for Ocean Hill/Saratoga Community Center</b>	<b>\$650</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$650</b>
<b>O'Dwyer Gardens</b>						
Electrical/ Lighting	0	0	0	0	400	400
Roofs	0	0	0	2,600	0	2,600
<b>Total for O'Dwyer Gardens</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,600</b>	<b>\$400</b>	<b>\$3,000</b>
<b>Palmetto Gardens</b>						
Heating/ Plumbing	0	0	900	0	0	900
<b>Total for Palmetto Gardens</b>	<b>\$0</b>	<b>\$0</b>	<b>\$900</b>	<b>\$0</b>	<b>\$0</b>	<b>\$900</b>
<b>Pennsylvania/Wortman</b>						
Elevators	0	0	0	0	230	230
Fire Safety	0	0	0	55	0	55
<b>Total for Pennsylvania/Wortman</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$55</b>	<b>\$230</b>	<b>\$285</b>

**Table 1: Capital Projects By Development  
(\$000)**

<b>Brooklyn</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>Prospect Plaza</b>						
Major Renovations	37,903	4,000	0	0	0	41,903
<b>Total for Prospect Plaza</b>	<b>\$37,903</b>	<b>\$4,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$41,903</b>
<b>Red Hook East</b>						
Brickwork/ Concrete	2,000	0	0	0	0	2,000
Floors	569	0	0	0	0	569
Roofs	11,500	0	0	0	0	11,500
<b>Total for Red Hook East</b>	<b>\$14,069</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,069</b>
<b>Reid Apartments</b>						
Garbage Disposal	0	0	0	0	36	36
<b>Total for Reid Apartments</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$36</b>	<b>\$36</b>
<b>Reverend Brown</b>						
Electrical/ Lighting	0	0	0	0	250	250
Windows	464	0	0	0	0	464
<b>Total for Reverend Brown</b>	<b>\$464</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250</b>	<b>\$714</b>
<b>Sheepshead/Nostrand</b>						
Roofs	0	0	0	0	11,385	11,385
<b>Total for Sheepshead/Nostrand</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,385</b>	<b>\$11,385</b>
<b>Sheepshead/Nostrand Community Center</b>						
Fire Safety	0	0	0	260	0	260
<b>Total for Sheepshead/Nostrand Community Center</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$260</b>	<b>\$0</b>	<b>\$260</b>
<b>Buffalo)</b>						
General Construction	0	0	0	0	250	250
<b>(Sterling - Buffalo)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250</b>	<b>\$250</b>
<b>Surfside Gardens</b>						
Electrical/ Lighting	0	0	268	0	0	268
Heating/ Plumbing	3,500	0	0	0	0	3,500
<b>Total for Surfside Gardens</b>	<b>\$3,500</b>	<b>\$0</b>	<b>\$268</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,768</b>
<b>Tapscott Street Rehab</b>						
Roofs	6,100	0	0	0	0	6,100
<b>Total for Tapscott Street Rehab</b>	<b>\$6,100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,100</b>

**Table 1: Capital Projects By Development  
(\$000)**

<b>Brooklyn</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>Taylor/Wythe</b>						
Elevators	0	0	3,400	0	0	3,400
Heating/ Plumbing	25	0	264	0	0	289
<b>Total for Taylor/Wythe</b>	<b>\$25</b>	<b>\$0</b>	<b>\$3,664</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,689</b>
<b>Tilden Houses</b>						
Garbage Disposal	117	0	0	0	0	117
General Construction	0	0	0	0	240	240
<b>Total for Tilden Houses</b>	<b>\$117</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$240</b>	<b>\$357</b>
<b>Tompkins Houses</b>						
Electrical/ Lighting	0	0	0	0	4,000	4,000
<b>Total for Tompkins Houses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,000</b>	<b>\$4,000</b>
<b>Unity Plaza (Sites 17, 24, 25A)</b>						
Roofs	3,260	0	0	0	0	3,260
<b>Total for Unity Plaza (Sites 17, 24, 25A)</b>	<b>\$3,260</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,260</b>
<b>Unity Plaza (Sites 4,5A,6,7,9,11,12,27)</b>						
Bathrooms/ Kitchens	0	0	0	0	2,248	2,248
Roofs	6,016	0	0	0	0	6,016
<b>Total for Unity Plaza (Sites 4,5A,6,7,9,11,12,27)</b>	<b>\$6,016</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,248</b>	<b>\$8,264</b>
<b>Van Dyke Houses</b>						
General Construction	59	0	0	0	0	59
<b>Total for Van Dyke Houses</b>	<b>\$59</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$59</b>
<b>Van Dyke I</b>						
Garbage Disposal	117	0	0	0	0	117
<b>Total for Van Dyke I</b>	<b>\$117</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$117</b>
<b>Van Dyke II</b>						
Bathrooms/ Kitchens	0	0	0	560	0	560
Roofs	1,800	0	0	0	0	1,800
<b>Total for Van Dyke II</b>	<b>\$1,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$560</b>	<b>\$0</b>	<b>\$2,360</b>
<b>Weeksville Gardens</b>						
General Construction	0	0	0	0	1,300	1,300
Roofs	0	0	0	1,600	0	1,600
<b>Total for Weeksville Gardens</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,600</b>	<b>\$1,300</b>	<b>\$2,900</b>

**Table 1: Capital Projects By Development  
(\$000)**

<b>Brooklyn</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>Whitman Houses</b>						
Elevators	16,000	0	0	0	0	16,000
Garbage Disposal	74	0	0	0	0	74
Major Renovations	13,000	0	9,058	0	0	22,058
<b>Total for Whitman Houses</b>	<b>\$29,074</b>	<b>\$0</b>	<b>\$9,058</b>	<b>\$0</b>	<b>\$0</b>	<b>\$38,132</b>
<b>Williams Plaza</b>						
Fire Safety	0	0	0	75	0	75
Heating/ Plumbing	0	0	0	0	68	68
<b>Total for Williams Plaza</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$75</b>	<b>\$68</b>	<b>\$143</b>
<b>Woodson Houses</b>						
Electrical/ Lighting	780	0	0	0	0	780
Heating/ Plumbing	1,142	0	0	0	0	1,142
<b>Total for Woodson Houses</b>	<b>\$1,922</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,922</b>
<b>Wyckoff Gardens</b>						
Intercoms/ Security	300	0	0	0	0	300
Roofs	4,100	0	0	0	0	4,100
<b>Total for Wyckoff Gardens</b>	<b>\$4,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,400</b>
<b>Total for Brooklyn</b>	<b>\$159,519</b>	<b>\$10,387</b>	<b>\$21,400</b>	<b>\$38,093</b>	<b>\$46,975</b>	<b>\$276,374</b>

**Table 1: Capital Projects By Development  
(\$000)**

<b>Bronx</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>1162-1176 Washington Avenue</b>						
Heating/ Plumbing	25	0	0	0	0	25
<b>Total for 1162-1176 Washington Avenue</b>	<b>\$25</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25</b>
<b>Adams Houses</b>						
Roofs	5,000	0	0	0	0	5,000
<b>Total for Adams Houses</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>
<b>Bailey Ave - West 193<sup>rd</sup> Street</b>						
Bathrooms/ Kitchens	0	0	0	0	1,274	1,274
<b>Total for Bailey Ave - West 193<sup>rd</sup> Street</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,274</b>	<b>\$1,274</b>
<b>Baychester</b>						
Electrical/ Lighting	0	0	0	1,825	0	1,825
<b>Total for Baychester</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,825</b>	<b>\$0</b>	<b>\$1,825</b>
<b>Betances</b>						
General Construction	0	0	0	0	3,000	3,000
<b>Total for Betances</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,000</b>	<b>\$3,000</b>
<b>Boston Road Plaza</b>						
Intercoms/ Security	100	0	0	0	0	100
<b>Total for Boston Road Plaza</b>	<b>\$100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100</b>
<b>Boston Secor</b>						
Heating/ Plumbing	195	0	0	1,000	0	1,195
Roofs	3,415	0	0	0	0	3,415
<b>Total for Boston Secor</b>	<b>\$3,610</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000</b>	<b>\$0</b>	<b>\$4,610</b>
<b>Boynton Ave Rehab</b>						
Bathrooms/ Kitchens	0	0	1,100	0	0	1,100
<b>Total for Boynton Ave Rehab</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,100</b>
<b>Bronxchester</b>						
Heating/ Plumbing	0	0	0	1,100	0	1,100
<b>Total for Bronxchester</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,100</b>	<b>\$0</b>	<b>\$1,100</b>
<b>Bronxdale Houses</b>						
Grounds	278	0	0	0	0	278
<b>Total for Bronxdale Houses</b>	<b>\$278</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$278</b>

**Table 1: Capital Projects By Development  
(\$000)**

<b>Bronx</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>Castle Hill Houses</b>						
Heating/ Plumbing	0	76	0	3,150	3,150	6,376
<b>Total for Castle Hill Houses</b>	<b>\$0</b>	<b>\$76</b>	<b>\$0</b>	<b>\$3,150</b>	<b>\$3,150</b>	<b>\$6,376</b>
<b>Claremont Rehab Group 3</b>						
Brickwork/ Concrete	0	0	0	0	2,000	2,000
Brickwork/ Concrete	0	0	0	0	750	750
<b>Total for Claremont Rehab Group 3</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$750</b>	<b>\$750</b>
<b>Eagle Ave - East 163<sup>rd</sup> Street</b>						
Roofs	1,270	0	0	0	0	1,270
<b>Total for Eagle Ave - East 163<sup>rd</sup> Street</b>	<b>\$1,270</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,270</b>
<b>East 173<sup>rd</sup> Street- Vyse Avenue</b>						
Doors/ Entrances	546	0	0	0	0	546
<b>Total for East 173<sup>rd</sup> Street- Vyse Avenue</b>	<b>\$546</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$546</b>
<b>East 180<sup>th</sup> Street- Monterey Avenue</b>						
Heating/ Plumbing	0	0	0	1,100	0	1,100
<b>Total for East 180<sup>th</sup> Street- Monterey Avenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,100</b>	<b>\$0</b>	<b>\$1,100</b>
<b>Eastchester Gardens</b>						
Brickwork/ Concrete	5,050	0	0	0	0	5,050
General Construction	0	0	0	0	1,294	1,294
<b>Total for Eastchester Gardens</b>	<b>\$5,050</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,294</b>	<b>\$6,344</b>
<b>Edenwald</b>						
Bathrooms/ Kitchens	10,920	0	0	0	0	10,920
Heating/ Plumbing	0	3,500	0	6,600	0	10,100
<b>Total for Edenwald</b>	<b>\$10,920</b>	<b>\$3,500</b>	<b>\$0</b>	<b>\$6,600</b>	<b>\$0</b>	<b>\$21,020</b>
<b>Edenwald Community Center</b>						
Community Center Construction	200	0	0	0	0	200
<b>Total for Edenwald Community Center</b>	<b>\$200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200</b>

**Table 1: Capital Projects By Development  
(\$000)**

<b>Bronx</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>Forest Houses</b>						
Heating/ Plumbing	98	0	0	0	0	98
<b>Total for Forest Houses</b>	<b>\$98</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$98</b>
<b>Highbridge Rehabs (Nelson)</b>						
Brickwork/ Concrete	6,200	0	0	0	0	6,200
<b>Total for Highbridge Rehabs (Nelson)</b>	<b>\$6,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,200</b>
<b>Jackson</b>						
Elevators	0	0	2,600	0	0	2,600
<b>Total for Jackson</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,600</b>
<b>Longfellow Avenue Rehab</b>						
Windows	0	0	0	0	900	900
<b>Total for Longfellow Avenue Rehab</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$900</b>	<b>\$900</b>
<b>Marble Hill Houses</b>						
Fire Safety	20	0	0	0	0	20
Heating/ Plumbing	0	2,100	870	0	0	2,970
Intercoms/ Security	371	0	0	0	0	371
Roofs	14,000	0	0	0	0	14,000
Windows	0	0	2,382	0	0	2,382
<b>Total for Marble Hill Houses</b>	<b>\$14,391</b>	<b>\$2,100</b>	<b>\$3,252</b>	<b>\$0</b>	<b>\$0</b>	<b>\$19,743</b>
<b>McKinley Houses</b>						
Heating/ Plumbing	0	0	0	160	0	160
<b>Total for McKinley Houses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$160</b>	<b>\$0</b>	<b>\$160</b>
<b>Middletown Plaza</b>						
Brickwork/ Concrete	5,000	0	0	0	0	5,000
<b>Total for Middletown Plaza</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>
<b>Mitchel Houses</b>						
General Construction	0	0	0	0	300	300
Roofs	904	0	0	0	0	904
<b>Total for Mitchel Houses</b>	<b>\$904</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300</b>	<b>\$1,204</b>



**Table 1: Capital Projects By Development  
(\$000)**

<b>Bronx</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>Monroe</b>						
Fire Safety	35	0	0	0	0	35
Electrical/ Lighting	0	0	0	1,468	0	1,468
<b>Total for Monroe</b>	<b>\$35</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,468</b>	<b>\$0</b>	<b>\$1,503</b>
<b>Morris I</b>						
Heating/ Plumbing	0	0	0	1,000	0	1,000
<b>Total for Morris I</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000</b>	<b>\$0</b>	<b>\$1,000</b>
<b>Morrisania Air Rights</b>						
General Construction	10,000	0	0	0	0	10,000
Heating/ Plumbing	0	0	0	0	174	174
<b>Total for Morrisania Air Rights</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$174</b>	<b>\$10,174</b>
<b>Murphy Consolidation</b>						
Roofs	0	0	500	0	0	500
<b>Total for Murphy Consolidation</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500</b>
<b>Parkside Houses</b>						
Heating/ Plumbing	0	0	0	1,600	0	1,600
<b>Total for Parkside Houses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,600</b>	<b>\$0</b>	<b>\$1,600</b>
<b>Patterson</b>						
Fire Safety	39	0	0	0	0	39
Grounds	65	0	0	0	0	65
Heating/ Plumbing	0	0	0	8,000	0	8,000
<b>Total for Patterson</b>	<b>\$104</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,000</b>	<b>\$0</b>	<b>\$8,104</b>
<b>Pelham Parkway Houses Senior Center</b>						
Community Center Construction	150	0	0	0	0	150
<b>Total for Pelham Parkway Houses Senior Center</b>	<b>\$150</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150</b>
<b>Sedgwick</b>						
Fire Safety	23	0	0	0	0	23
Heating/ Plumbing	\$0	\$0	\$0	\$1,007	\$0	\$1,007
<b>Total for Sedgwick</b>	<b>\$23</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,007</b>	<b>\$0</b>	<b>\$1,030</b>

**Table 1: Capital Projects By Development  
(\$000)**

<b>Bronx</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>St Mary's/Moore</b>						
Doors/ Entrances	0	0	0	0	170	170
Electrical/ Lighting	0	3,416	0	0	0	3,416
Elevators	0	0	0	3,000	0	3,000
Garbage Disposal	0	114	0	0	0	114
Roofs	3,000	0	1,359	0	0	4,359
<b>Total for St Mary's/Moore</b>	<b>\$3,000</b>	<b>\$3,530</b>	<b>\$1,359</b>	<b>\$3,000</b>	<b>\$170</b>	<b>\$11,059</b>
<b>St Mary's/Moore Community Center</b>						
Electrical/ Lighting	75	0	0	0	0	75
<b>Total for St Mary's/Moore Community Center</b>	<b>\$75</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$75</b>
<b>Throggs Neck Addition</b>						
Intercoms/ Security	75	0	0	0	0	75
<b>Total for Throggs Neck Addition</b>	<b>\$75</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$75</b>
<b>Throggs Neck Houses</b>						
Brickwork/ Concrete	12,600	0	27,804	0	0	40,404
Garbage Disposal	0	0	0	0	60	60
<b>Total for Throggs Neck Houses</b>	<b>\$12,600</b>	<b>\$0</b>	<b>\$27,804</b>	<b>\$0</b>	<b>\$60</b>	<b>\$40,464</b>
<b>Throggs Neck Houses Community Center</b>						
Community Center Construction	100	0	0	0	0	100
<b>Total for Throggs Neck Houses Community Center</b>	<b>\$100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100</b>
<b>Union Ave Consolidation Community Center</b>						
Community Center Construction	150	0	0	0	0	150
<b>Total for Union Ave Consolidation Community Center</b>	<b>\$150</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150</b>
<b>University Ave Rehab</b>						
Brickwork/ Concrete	4,000	0	0	0	0	4,000
Elevators	0	0	300	0	0	300
<b>Total for University Ave Rehab</b>	<b>\$4,000</b>	<b>\$0</b>	<b>\$300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,300</b>
<b>University Consolidation Community Center</b>						
Community Center Construction	500	0	0	0	0	500
<b>Total for University Consolidation Community Center</b>	<b>\$500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500</b>
<b>Bronx</b>						
<b>Webster</b>						
Garbage Disposal	99	0	0	0	0	99
<b>Total for Webster</b>	<b>\$99</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$99</b>
<b>West Farms Square (MHOP)</b>						
Roofs	646	0	0	0	0	646
<b>Total for West Farms Square (MHOP)</b>	<b>\$646</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$646</b>
<b>Total for Bronx</b>	<b>\$85,149</b>	<b>\$9,206</b>	<b>\$36,915</b>	<b>\$31,010</b>	<b>\$11,072</b>	<b>\$173,352</b>

**Table 1: Capital Projects By Development  
(\$000)**

<b>Manhattan</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>344 East 28th Street</b>						
Electrical/ Lighting	0	272	0	1,600	800	2,672
Elevators	0	0	0	1,500	0	1,500
<b>Total for 344 East 28th Street</b>	<b>\$0</b>	<b>\$272</b>	<b>\$0</b>	<b>\$3,100</b>	<b>\$800</b>	<b>\$4,172</b>
<b>830 Amsterdam Avenue</b>						
Brickwork/ Concrete	500	0	0	0	0	500
Doors/ Entrances	0	0	0	0	500	500
Elevators	0	0	0	1,000	0	1,000
<b>Total for 830 Amsterdam Avenue</b>	<b>\$500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000</b>	<b>\$500</b>	<b>\$2,000</b>
<b>Amsterdam</b>						
Brickwork/ Concrete	500	0	0	0	0	500
Roofs	0	0	0	0	400	400
<b>Total for Amsterdam</b>	<b>\$500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$400</b>	<b>\$900</b>
<b>Amsterdam &amp; Addition</b>						
Roofs	5,642	0	0	0	0	5,642
<b>Total for Amsterdam &amp; Addition</b>	<b>\$5,642</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,642</b>
<b>Audubon Apartments</b>						
Brickwork/ Concrete	90	0	0	0	0	90
Roofs	1,250	0	0	0	0	1,250
<b>Total for Audubon Apartments</b>	<b>\$1,340</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,340</b>
<b>Baruch</b>						
Doors/ Entrances	0	0	0	0	2,000	2,000
Garbage Disposal	0	0	0	400	0	400
Heating/ Plumbing	0	3,200	0	0	0	3,200
<b>Total for Doors/ Entrances</b>	<b>\$0</b>	<b>\$3,200</b>	<b>\$0</b>	<b>\$400</b>	<b>\$2,000</b>	<b>\$5,600</b>
<b>Bracetti Plaza</b>						
General Construction	0	0	0	0	108	108
Doors/ Entrances	0	0	0	0	1,000	1,000
<b>Total for Bracetti Plaza</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,108</b>	<b>\$1,108</b>

**Table 1: Capital Projects By Development  
(\$000)**

<b>Manhattan</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>Campos Plaza II</b>						
Garbage Disposal	0	0	0	300	0	300
<b>Total for Campos Plaza II</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300</b>	<b>\$0</b>	<b>\$300</b>
<b>Carver</b>						
Fire Safety	34	0	0	0	0	34
Roofs	0	0	0	0	1,100	1,100
<b>Total for Carver</b>	<b>\$34</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,100</b>	<b>\$1,134</b>
<b>Chelsea Addition</b>						
Doors/ Entrances	0	0	0	150	0	150
Roofs	1,100	0	0	0	0	1,100
<b>Total for Chelsea Addition</b>	<b>\$1,100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150</b>	<b>\$0</b>	<b>\$1,250</b>
<b>Douglass Houses</b>						
Fire Safety	31	0	0	0	0	31
Heating/ Plumbing	0	0	0	380	0	380
<b>Total for Douglass Houses</b>	<b>\$31</b>	<b>\$0</b>	<b>\$0</b>	<b>\$380</b>	<b>\$0</b>	<b>\$411</b>
<b>Drew/Hamilton Houses</b>						
Brickwork/ Concrete	0	0	6,000	0	0	6,000
Elevators	0	0	0	3,950	0	3,950
<b>Total for Drew/Hamilton Houses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,000</b>	<b>\$3,950</b>	<b>\$0</b>	<b>\$9,950</b>
<b>Dyckman Houses</b>						
Brickwork/ Concrete	0	0	0	0	500	500
Heating/ Plumbing	0	0	0	485	0	485
<b>Total for Dyckman Houses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$485</b>	<b>\$500</b>	<b>\$985</b>
<b>East River Houses</b>						
Garbage Disposal	0	0	0	403	0	403
<b>Total for East River Houses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$403</b>	<b>\$0</b>	<b>\$403</b>
<b>Elliot</b>						
Heating/ Plumbing	2,100	0	0	0	0	2,100
<b>Total for Elliot</b>	<b>\$2,100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,100</b>

**Table 1: Capital Projects By Development  
(\$000)**

<b>Manhattan</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>Elliott/Chelsea Houses</b>						
Electrical/ Lighting	0	1,628	0	0	0	1,628
Grounds	0	0	0	0	140	140
<b>Total for Elliott/Chelsea Houses</b>	<b>\$0</b>	<b>\$1,628</b>	<b>\$0</b>	<b>\$0</b>	<b>\$140</b>	<b>\$1,768</b>
<b>Fort Washington Ave Rehab</b>						
Roofs	5,200	0	0	0	0	5,200
<b>Total for Fort Washington Ave Rehab</b>	<b>\$5,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,200</b>
<b>Frederick E Samuel Apartments</b>						
Doors/ Entrances	0	0	1,218	0	0	1,218
<b>Total for Frederick E Samuel Apartments</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,218</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,218</b>
<b>Frederick Samuels Community Center</b>						
Roofs	1,750	0	0	0	0	1,750
<b>Total for Frederick Samuels Community Center</b>	<b>\$1,750</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,750</b>
<b>Fulton</b>						
Community Center Construction	200	0	0	0	0	200
Electrical/ Lighting	402	0	0	0	0	402
<b>Total for Fulton</b>	<b>\$602</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$602</b>
<b>Grant Houses</b>						
Garbage Disposal	0	0	0	255	0	255
Heating/ Plumbing	155	0	0	0	0	155
<b>Total for Grant Houses</b>	<b>\$155</b>	<b>\$0</b>	<b>\$0</b>	<b>\$255</b>	<b>\$0</b>	<b>\$410</b>
<b>Harborview Terrace</b>						
Windows	0	0	2,800	0	0	2,800
<b>Total for Harborview Terrace</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,800</b>
<b>Harlem River Houses</b>						
Brickwork/ Concrete	7,800	0	0	0	0	7,800
<b>Total for Harlem River Houses</b>	<b>\$7,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,800</b>
<b>Holmes Towers</b>						
General Construction	0	0	0	500	0	500
<b>Total for Holmes Towers</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500</b>	<b>\$0</b>	<b>\$500</b>

**Table 1: Capital Projects By Development  
(\$000)**

<b>Manhattan</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>Jackie Robinson</b>						
Roofs	3,016	0	0	0	0	3,016
<b>Total for Jackie Robinson</b>	<b>\$3,016</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,016</b>
<b>Jefferson Houses</b>						
Bathrooms/ Kitchens	0	0	0	0	24,130	24,130
General Construction	0	0	0	0	939	939
<b>Total for Jefferson Houses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,069</b>	<b>\$25,069</b>
<b>Johnson</b>						
Brickwork/ Concrete	60,000	0	0	0	0	60,000
Electrical/ Lighting	0	0	0	0	11,000	11,000
Heating/ Plumbing	150	400	0	0	0	550
<b>Total for Johnson</b>	<b>\$60,150</b>	<b>\$400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,000</b>	<b>\$71,550</b>
<b>King Towers</b>						
Heating/ Plumbing	207	0	0	0	0	207
<b>Total for King Towers</b>	<b>\$207</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$207</b>
<b>LaGuardia Houses</b>						
Brickwork/ Concrete	6,000	0	0	0	0	6,000
General Construction	0	0	0	0	50	50
<b>Total for LaGuardia Houses</b>	<b>\$6,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50</b>	<b>\$6,050</b>
<b>Lehman Village</b>						
Garbage Disposal	0	0	0	350	0	350
Heating/ Plumbing	0	0	511	0	0	511
<b>Total for Lehman Village</b>	<b>\$0</b>	<b>\$0</b>	<b>\$511</b>	<b>\$350</b>	<b>\$0</b>	<b>\$861</b>
<b>Lexington</b>						
Heating/ Plumbing	0	2,100	0	0	0	2,100
<b>Total for Lexington</b>	<b>\$0</b>	<b>\$2,100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,100</b>
<b>Lower East Side II</b>						
Bathrooms/ Kitchens	0	0	0	940	0	940
Roofs	902	0	0	0	0	902
<b>Total for Lower East Side II</b>	<b>\$902</b>	<b>\$0</b>	<b>\$0</b>	<b>\$940</b>	<b>\$0</b>	<b>\$1,842</b>

**Table 1: Capital Projects By Development  
(\$000)**

<b>Manhattan</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>Lower East Side Rehab (Group 5)</b>						
Roofs	828	0	0	0	0	828
<b>Total for Lower East Side Rehab (Group 5)</b>	<b>\$828</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$828</b>
<b>Manhattanville Houses</b>						
Garbage Disposal	180	0	0	0	0	180
Grounds	14	0	2,850	2,450	2,450	7,764
<b>Total for Manhattanville Houses</b>	<b>\$194</b>	<b>\$0</b>	<b>\$2,850</b>	<b>\$2,450</b>	<b>\$2,450</b>	<b>\$7,944</b>
<b>Manhattanville Rehab (Group 3)</b>						
Roofs	750	0	0	0	0	750
<b>Total for Manhattanville Rehab (Group 3)</b>	<b>\$750</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$750</b>
<b>Metro North Plaza</b>						
Heating/ Plumbing	78	0	0	0	0	78
Bathrooms/ Kitchens	0	0	0	0	3,209	3,209
<b>Total for Metro North Plaza</b>	<b>\$78</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,209</b>	<b>\$3,287</b>
<b>Park Ave - East 122<sup>nd</sup> , East 123<sup>rd</sup> Street</b>						
Roofs	4,016	0	0	0	0	4,016
<b>Total for Park Ave - East 122<sup>nd</sup> , East 123<sup>rd</sup> Street</b>	<b>\$4,016</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,016</b>
<b>Polo Grounds Towers</b>						
Brickwork/ Concrete	4,555	0	0	0	0	4,555
Fire Safety	0	0	0	25	0	25
Floors	31	0	0	0	0	31
Garbage Disposal	0	0	0	300	0	300
<b>Total for Polo Grounds Tower</b>	<b>\$4,585</b>	<b>\$0</b>	<b>\$0</b>	<b>\$325</b>	<b>\$0</b>	<b>\$4,910</b>
<b>Public School 139 (Conversion)</b>						
Elevators	0	0	0	200	0	200
<b>Total for Public School 139 (Conversion)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200</b>	<b>\$0</b>	<b>\$200</b>
<b>Randolph</b>						
Major Renovations	0	53,000	0	0	0	53,000
<b>Total for Randolph</b>	<b>\$0</b>	<b>\$53,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$53,000</b>

**Table 1: Capital Projects By Development  
(\$000)**

<b>Manhattan</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>Rangel Houses</b>						
Brickwork/ Concrete	8,500	0	1,000	0	0	9,500
Heating/ Plumbing	0	0	0	3,500	0	3,500
<b>Total for Rangel Houses</b>	<b>\$8,500</b>	<b>\$0</b>	<b>\$1,000</b>	<b>\$3,500</b>	<b>\$0</b>	<b>\$13,000</b>
<b>Riis Houses</b>						
Brickwork/ Concrete	3,000	0	0	0	0	3,000
<b>Total for Riis Houses</b>	<b>\$3,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,000</b>
<b>Riis I</b>						
Bathrooms/ Kitchens	0	0	0	0	15,000	15,000
Heating/ Plumbing	0	0	1,060	400	0	1,460
<b>Total for Riis I</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,060</b>	<b>\$400</b>	<b>\$15,000</b>	<b>\$16,460</b>
<b>Robbins Plaza</b>						
Community Center Construction	318	0	0	0	0	318
<b>Total for Robbins Plaza</b>	<b>\$318</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$318</b>
<b>Rutgers</b>						
Roofs	4,500	0	0	0	0	4,500
<b>Total for Rutgers</b>	<b>\$4,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,500</b>
<b>Samuel, Frederick (MHOP) I</b>						
Brickwork/ Concrete	0	0	0	2,550	0	2,550
Roofs	0	340	0	0	0	340
<b>Total for Samuel, Frederick (MHOP) I</b>	<b>\$0</b>	<b>\$340</b>	<b>\$0</b>	<b>\$2,550</b>	<b>\$0</b>	<b>\$2,890</b>
<b>St Nicholas Houses</b>						
Bathrooms/ Kitchens	156	0	0	0	0	156
Heating/ Plumbing	0	0	1,300	0	0	1,300
<b>Total for St Nicholas Houses</b>	<b>\$156</b>	<b>\$0</b>	<b>\$1,300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,456</b>
<b>St. Nicholas</b>						
Community Center Construction	86	0	0	0	0	86
<b>Total for St. Nicholas</b>	<b>\$86</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$86</b>



**Table 1: Capital Projects By Development  
(\$000)**

<b>Manhattan</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>Straus</b>						
Brickwork/ Concrete	6,977	0	0	0	0	6,977
General Construction	66	0	0	0	0	66
Roofs	2,750	0	0	0	0	2,750
<b>Total for Straus</b>	<b>\$9,793</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,793</b>
<b>Taft Houses</b>						
Brickwork/ Concrete	1,500	0	0	0	0	1,500
<b>Total for Taft Houses</b>	<b>\$1,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,500</b>
<b>Thurgood Marshall Plaza</b>						
Elevators	0	0	0	550	0	550
Roofs	600	0	0	0	0	600
<b>Total for Thurgood Marshall Plaza</b>	<b>\$600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$550</b>	<b>\$0</b>	<b>\$1,150</b>
<b>Upaca Urban Renewal (Site 5)</b>						
Roofs	2,000	0	0	0	0	2,000
<b>Total for Upaca Urban Renewal (Site 5)</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000</b>
<b>Vladeck I</b>						
Garbage Disposal	0	0	0	160	0	160
Heating/ Plumbing	0	0	1,000	0	0	1,000
<b>Total for Vladeck I</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000</b>	<b>\$160</b>	<b>\$0</b>	<b>\$1,160</b>
<b>W S U R (Brownstones)</b>						
Floors	1,482	0	0	0	0	1,482
<b>Total for W S U R (Brownstones)</b>	<b>\$1,482</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,482</b>
<b>Wagner Houses</b>						
Doors/ Entrances	0	0	0	0	50	50
Heating/ Plumbing	0	250	0	0	0	250
Roofs	0	0	0	0	612	612
<b>Total for Wagner Houses</b>	<b>\$0</b>	<b>\$250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$662</b>	<b>\$912</b>
<b>Washington</b>						
Doors/ Entrances	0	0	0	0	250	250
Heating/ Plumbing	0	0	0	4,500	0	4,500
<b>Total for Washington</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,500</b>	<b>\$250</b>	<b>\$4,750</b>

**Table 1: Capital Projects By Development  
(\$000)**

<b>Manhattan</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>Washington Heights Rehab Phase IV (C)</b>						
Roofs	750	0	0	0	0	750
<b>Total for Washington Heights Rehab Phase IV (C)</b>	<b>\$750</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$750</b>
<b>Washington Heights Rehab Phase IV (D)</b>						
Roofs	1,000	0	0	0	0	1,000
<b>Total for Washington Heights Rehab Phase IV (D)</b>	<b>\$1,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000</b>
<b>Wilson</b>						
Heating/ Plumbing	77	0	0	0	0	77
<b>Total for Wilson</b>	<b>\$77</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$77</b>
<b>Wise Towers</b>						
Fire Safety	0	0	0	53	0	53
<b>Total for Wise Towers</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$53</b>	<b>\$0</b>	<b>\$53</b>
<b>Total for Manhattan</b>	<b>\$141,243</b>	<b>\$61,190</b>	<b>\$17,739</b>	<b>\$26,901</b>	<b>\$64,238</b>	<b>\$311,311</b>

**Table 1: Capital Projects By Development  
(\$000)**

<b>Queens</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>Astoria</b>						
Elevators	0	0	3,000	0	0	3,000
Roofs	15,500	0	0	0	0	15,500
<b>Total for Astoria</b>	<b>\$15,500</b>	<b>\$0</b>	<b>\$3,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$18,500</b>
<b>Baisley Park</b>						
General Construction	78	0	0	1,300	0	1,378
Roofs	5,014	0	0	0	0	5,014
<b>Total for Baisley Park</b>	<b>\$5,092</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,300</b>	<b>\$0</b>	<b>\$6,392</b>
<b>Beach 41st Street/Beach Channel Drive</b>						
Electrical/ Lighting	0	0	0	900	0	900
Garbage Disposal	117	0	0	0	0	117
Heating/ Plumbing	0	0	895	0	0	895
Intercoms/ Security	0	0	0	95	0	95
Roofs	8,140	0	0	0	0	8,140
<b>Total for Beach 41<sup>st</sup> Street/Beach Channel Drive</b>	<b>\$8,257</b>	<b>\$0</b>	<b>\$895</b>	<b>\$995</b>	<b>\$0</b>	<b>\$10,147</b>
<b>Bland</b>						
Garbage Disposal	0	0	0	108	0	108
<b>Total for Bland</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$108</b>	<b>\$0</b>	<b>\$108</b>
<b>Carleton Manor</b>						
Elevators	31	0	0	0	0	31
<b>Total for Carleton Manor</b>	<b>\$31</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$31</b>
<b>Conlon Lihfe Towers</b>						
Roofs	1,039	0	0	0	0	1,039
Windows	107	0	0	0	0	107
<b>Total for Conlon Lihfe Towers</b>	<b>\$1,146</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,146</b>
<b>Hammel</b>						
Heating/ Plumbing	3,476	0	0	0	0	3,476
<b>Total for Hammel</b>	<b>\$3,476</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,476</b>
<b>Leavitt Street – 34<sup>th</sup> Avenue</b>						
Roofs	1,000	0	0	0	0	1,000
<b>Total for Leavitt Street – 34<sup>th</sup> Avenue</b>	<b>\$1,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000</b>

**Table 1: Capital Projects By Development  
(\$000)**

<b>Queens</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>Ocean Bay (Oceanside) Formerly Arverne</b>						
Major Renovations	12,516	0	0	0	0	12,516
<b>Total for Ocean Bay (Oceanside) Formerly Arverne</b>	<b>\$12,516</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,516</b>
<b>Queensbridge North Community Center</b>						
Garbage Disposal	0	0	0	500	0	500
General Construction	0	0	0	44	0	44
<b>Total for Queensbridge North Community Center</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$544</b>	<b>\$0</b>	<b>\$544</b>
<b>Queensbridge South</b>						
Garbage Disposal	0	0	0	500	0	500
Heating/ Plumbing	15,000	0	0	0	0	15,000
<b>Total for Queensbridge South</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500</b>	<b>\$0</b>	<b>\$15,500</b>
<b>Rehab Program (College Point)</b>						
Roofs	2,239	0	0	0	0	2,239
<b>Total for Rehab Program (College Point)</b>	<b>\$2,239</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,239</b>
<b>Shelton House</b>						
Roofs	1,378	0	0	0	0	1,378
<b>Total for Shelton House</b>	<b>\$1,378</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,378</b>
<b>South Jamaica II</b>						
Heating/ Plumbing	0	0	0	485	0	485
<b>Total for South Jamaica II</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$485</b>	<b>\$0</b>	<b>\$485</b>
<b>Woodside</b>						
Bathrooms/ Kitchens	0	0	0	0	1,200	1,200
Brickwork/ Concrete	15,000	0	0	0	0	15,000
Fire Safety	0	45	0	0	0	45
Garbage Disposal	176	0	0	0	0	176
<b>Total for Woodside</b>	<b>\$15,176</b>	<b>\$45</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,200</b>	<b>\$16,421</b>
<b>Total for Queens</b>	<b>\$80,811</b>	<b>\$45</b>	<b>\$3,895</b>	<b>\$3,932</b>	<b>\$1,200</b>	<b>\$89,883</b>

**Table 1: Capital Projects By Development  
(\$000)**

<b>Staten Island</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>Berry</b>						
Intercoms/ Security	800	0	0	0	0	800
<b>Total for Berry</b>	<b>\$800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$800</b>
<b>Cassidy - Lafayette</b>						
Doors/ Entrances	0	0	0	500	0	500
<b>Total for Cassidy - Lafayette</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500</b>	<b>\$0</b>	<b>\$500</b>
<b>Mariners Harbor</b>						
Bathrooms/ Kitchens	0	0	2,400	0	0	2,400
Heating/ Plumbing	780	0	0	450	0	1,230
<b>Total for Mariners Harbor</b>	<b>\$780</b>	<b>\$0</b>	<b>\$2,400</b>	<b>\$450</b>	<b>\$0</b>	<b>\$3,630</b>
<b>Markham Gardens</b>						
A&E / CM Fees	15	0	0	0	0	15
<b>Total for Markham Gardens</b>	<b>\$15</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15</b>
<b>Richmond Terrace</b>						
Roofs	2,712	0	0	0	0	2,712
<b>Total for Richmond Terrace</b>	<b>\$2,712</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,712</b>
<b>South Beach</b>						
Garbage Disposal	0	0	0	175	0	175
Heating/ Plumbing	0	0	0	0	500	500
<b>Total for South Beach</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$175</b>	<b>\$500</b>	<b>\$675</b>
<b>Stapleton</b>						
Roofs	0	4,500	0	0	0	4,500
<b>Total for Stapleton</b>	<b>\$0</b>	<b>\$4,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,500</b>
<b>Stapleton Community Center</b>						
General Construction	0	0	0	157	0	157
<b>Total for Stapleton Community Center</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$157</b>	<b>\$0</b>	<b>\$157</b>
<b>Staten Island</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>West Brighton II</b>						
Major Renovations	0	0	600	0	0	600
<b>Total for West Brighton II</b>	<b>\$0</b>	<b>\$0</b>	<b>\$600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$600</b>
<b>Total for Staten Island</b>	<b>\$4,307</b>	<b>\$4,500</b>	<b>\$3,000</b>	<b>\$1,282</b>	<b>\$500</b>	<b>\$13,589</b>
<b>NYCHA Total</b>	<b>\$471,029</b>	<b>\$85,328</b>	<b>\$82,949</b>	<b>\$101,218</b>	<b>\$123,985</b>	<b>\$864,509</b>

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# **FINANCIAL MANAGEMENT POLICIES**

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 Finance; and
- Contract Registration.

### ***Budget***

#### **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 Budget 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 Deputy General Manager for Policy, Planning, and Management Analysis.

#### Audit Committee

In mid-June 2003, the Authority's Board approved the establishment of a five-member Audit Committee. Current membership includes the Authority's Vice Chairman (who serves as the Committee's Chair), the Authority's Chief of Staff, the Authority's General Counsel and two independent, non-Authority employee members, one of whom possesses the skills and experience of an audit committee expert as defined by the federal Sarbanes-Oxley Act of 2004 regarding corporate accountability.

Having an Audit Committee makes the Authority unique among the nation's public housing authorities and underscores the Board's commitment to the importance of accountability in its operations. Per its Board-approved Charter, the Audit Committee is charged with assisting the Board in overseeing the (1) integrity of financial reporting, (2) adequacy of internal controls, and (3) compliance with statutory and regulatory requirements.

The Audit Committee has been a catalyst for enhancing both the timeliness and transparency of the Authority's reporting. The Audit Committee also has been active in promoting the strengthening of internal controls over the Authority's operations.

In response to an Audit Committee recommendation to the Chief Financial Officer and the Authority's independent auditors, the Authority issued its audited financial statements for the fiscal year ended December 31, 2004, and accompanying Single Audit Report by April 20, 2005, almost five months earlier than the issue dates prior to the Audit Committee's establishment. This new timelier issuance afforded the Authority the opportunity to compete for the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting.

The Audit Committee has stressed the importance of executive management taking full and timely corrective action in response to audit findings. In addition, the Audit Committee has requested the Authority's Internal Audit Department to conduct additional compliance audits. Further, in line with setting the proper tone at the top, the Board, acting on an Audit Committee recommendation, has directed that all senior managers take a refresher course on the importance of effective internal controls to ensure compliance with procedures, to further reduce the potential for fraud and waste, and to contribute to more efficient and effective operations.

#### 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.

As a participant in HUD's Capital Fund Financing Program (CFFP), NYCHA borrowed the proceeds of a \$300 million issuance of New York City Housing Development Corporation (HDC) Capital Fund Program Revenue Bonds, Series 2005A, which were issued to the public on May 10, 2005. The bond proceeds will be used to accelerate the modernization of the Authority's public housing stock, in accordance with a capital expenditure program established for this purpose, over a period of four years. In the interim, the proceeds of this bond issue are being maintained in a series of fiscal agent trustee accounts at the Bank of New York (the "Trustee") and will be drawn upon as expenditures are incurred. As of December 31, 2005, \$18.5 million of the outstanding bonds for this program were used to finance capital assets.

**Table 1: Bonds Payable  
(\$000)**

<u>DESCRIPTION OF BOND</u>	<u>2005</u>	<u>Add (Retire)</u>	<u>2004</u>	<u>Add(Retire)</u>	<u>2003</u>
State Guaranteed Certificates of Indebtedness Outstanding (incorporated into the Federal Housing Program), 21 issues bearing interest from 1.0% to 7.0% per annum, maturing annually through October 2024	\$ 15,400	\$ (2,277)	\$ 17,677	\$ (2,277)	\$ 19,954
State Guaranteed Certificates of Indebtedness Outstanding (State Program), ten issues bearing interest from 2.0% to 7.0% per annum, maturing annually through October 2024	56,207	(5,195)	61,402	(5,196)	66,598
City Guaranteed Bonds payable (City Program), five issues bearing interest from 2.25% to 6.0% per annum, maturing annually through January 2010	5,227	(1,664)	6,891	(1,599)	8,490
Multifamily Housing Refunding Bonds payable, principal and interest at 4.1% to 5.65% per annum, maturing annually through July 2010	14,125	(2,395)	16,520	(2,275)	18,795
NYC Housing Development Corporation (HDC) Capital Fund Program Revenue Bonds, Series 2005A, principal and interest at 3% to 5% per annum, maturing annually through July 2025	281,610	281,610	-	-	-
<b>TOTAL BONDS PAYABLE (before Premium)</b>	<b>372,569</b>	<b>270,079</b>	<b>102,490</b>	<b>(11,347)</b>	<b>113,837</b>
Add Premium on Series 2005A HDC Revenue Bonds	17,316	17,316	-	-	-
<b>TOTAL BONDS PAYABLE</b>	<b>389,885</b>	<b>287,395</b>	<b>102,490</b>	<b>(11,347)</b>	<b>113,837</b>
Less current portion (see details below)	(18,539)	(7,008)	(11,531)	(184)	(11,347)
<b>LONG TERM BONDS PAYABLE</b>	<b>\$ 371,346</b>	<b>\$ 280,387</b>	<b>\$ 90,959</b>	<b>\$ (11,531)</b>	<b>\$ 102,490</b>
<b><u>Current portion (in other current liabilities):</u></b>					
State Guaranteed Certificates of Indebtedness Outstanding (incorporated into the Federal Housing Program), 21 issues bearing interest from 1.0% to 7.0% per annum, maturing annually through October 2024	\$ (2,277)		\$ (2,276)		\$ (2,277)
State Guaranteed Certificates of Indebtedness Outstanding (State Program), ten issues bearing interest from 2.0% to 7.0% per annum, maturing annually through October 2024	(5,196)		(5,196)		(5,196)
City Guaranteed Bonds payable (City Program), five issues bearing interest from 2.25% to 6.0% per annum, maturing annually through January 2010	(1,731)		(1,664)		(1,599)
Multifamily Housing Refunding Bonds payable, principal and interest at 4.1% to 5.65% per annum, maturing annually through July 2010	(2,520)		(2,395)		(2,275)
NYC Housing Development Corporation (HDC) Capital Fund Program Revenue Bonds, Series 2005A, principal and interest at 3% to 5% per annum, maturing annually through July 2025	(6,815)		-		-
<b>Total of current portion of bonds payable</b>	<b>\$ (18,539)</b>		<b>\$ (11,531)</b>		<b>\$ (11,347)</b>

**Table 2: Future Principal and Interest Repayments  
(\$000)**

	<u>Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Current portion	2006	\$ 18,539	\$ 18,897	\$ 37,436
	2007	19,937	16,288	36,225
	2008	20,250	15,512	35,762
	2009	20,514	14,590	35,104
	2010	20,462	13,674	34,136
	2011 - 2015	81,857	57,058	138,915
	2016 - 2020	87,214	38,181	125,395
	2021 - 2025	103,796	15,591	119,387
Total long-term Bonds payable		<u>354,030</u>	<u>170,894</u>	<u>524,924</u>
<b>Total</b>		<b><u>\$ 372,569</u></b>	<b><u>\$ 189,791</u></b>	<b><u>\$ 562,360</u></b>

The City and State of New York provides the Authority with funds to finance the construction of City- and State-aided developments from proceeds of State Housing Bonds issued. NYCHA acknowledges its indebtedness for such loans by issuance of Certificates of Indebtedness. Debt service requirements are met by funds provided by HUD, the State of New York, and the City of New York.

Effective with the 1999 Financial Statements, HUD authorized the reclassification of HUD guaranteed debt and HUD held debt to equity. As of December, 31, 1999, the fixed liabilities transferred to equity totaled \$358.9 million. The basis of the reclassification is, simply, that the Authority is not liable for the debt of which it was the beneficiary. The debt proceeds were, in substance, contributions to the Authority. The debt was carried on the books of the Authority through memorandum entries meant to provide disclosure of the amount of debt obligation to HUD on behalf of the Authority.

NYCHA also reclassified HUD Advance Notes principal and interest payable debt recorded on its books. The Authority incurred the debt; however Public Law 99-272 shielded it from being required to make repayment. Proceeds of the Advance Notes issued were recognized as long-term debt when received and through a series of accounting transactions were reclassified to equity. The 1999 reclassification recognized the HUD debt as "guaranteed" and the Advance Notes and accrued interest transferred to equity totaled \$990.0 million and \$434.2 million respectively.

### Investments

Investments, stated at fair value in accordance with GASB Statement No. 31, consisted of the following at December 31, 2005 and 2004 (in thousands):

**Table 3: FY 2005 and FY 2004 Investments  
(\$000)**

	2005		2004	
	Fair Value	Cost	Fair Value	Cost
U.S. Government Agency Notes	<u>\$ 517,655</u>	<u>\$ 531,501</u>	<u>\$ 548,252</u>	<u>\$ 550,679</u>
Total nonfiscal agent investments	<u>\$ 517,655</u>	<u>\$ 531,501</u>	<u>\$ 548,252</u>	<u>\$ 550,679</u>

These amounts represent funds from HUD, the City and State of New York. Such funds are available for expected future expenditures for the various Authority programs. The U.S. Government Agency Notes balance is comprised mostly of obligations issued by the Federal Home Loan Mortgage Corporation, the Federal Home Loan Bank, and the Federal National Mortgage Association. As of December 31, 2005 and 2004, \$264.9 million and \$289.8 million, respectively, of the Authority's long-term investments were designated to fund amounts to be paid with respect to the Authority's self-insurance programs. The remaining portion of anticipated obligations under the self-insurance program was invested in repurchase agreements.

The Authority's investment policies comply with HUD's, the State's, and the City'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 market value was based on published quoted values. Accrued interest receivable on investments was \$7.4 million and \$7.2 million at December 31, 2005 and 2004, respectively, and is included in accounts receivable.

### **Cash Management**

The Authority invests all of its funds in compliance with HUD, State of New York, and City of New York guidelines. These policies restrict the Authority's investments to obligations of the U.S. Treasury, U.S. government agencies and their instrumentalities.

Cash primarily consists of investments in repurchase agreements with maturities of less than 30 days when purchased and certificates of deposit for tenant security deposits.

The Authority segregates its investments into Operating and Fiscal agent portfolios. The operating investment portfolio is made up entirely of U.S. Agency Notes. The Fiscal Agent investment portfolio includes U.S. Treasury Bills and Guaranteed Investment Contracts.

## **Risk Finance**

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.

## **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.

## **Capital Eligibility Policy**

The Capital Eligibility Policy is used by departments as a guide for determining whether certain projects or requests for funding can or should be funded with capital dollars. Although the specific eligibility requirements set forth by the grantors for NYCHA's three capital budgets (Federal, State, and City) are different, NYCHA's policy seeks to standardize the means by which funding decisions are made by the organization. This internal set of guidelines for departments participating in NYCHA's semi-annual budget exercises assists them in determining if a project should be submitted for capital or operating budget consideration.

In this policy broad categories of projects and other expenditure items are presented and examples of commonly encountered situations are provided. Generally speaking, expenditures are capitally eligible if they meet the following criteria:

- Minimum useful life of five years;
- Minimum cost of \$0.025 million and;
- The investment in infrastructure will result in a reduction in long-term operating costs.

Expenditures for consumable items, maintenance, and repairs are not capitally eligible.

The descriptions and examples offered below are illustrative but not exhaustive. In some cases, the Department of Budget and Financial Planning will be required to evaluate capital budget eligibility.

### **Categories and Examples**

- **Building Structural – Renovations:** Should materially extend the useful life of a building or increase its value, or both. A replacement may qualify if the new item/part is of significantly improved quality and higher value compared to the old item/part.

#### Examples of Eligible Activities

- Installation or upgrade of wall or ceiling coverings, tiles, paneling or parquet;
- Structural changes such as reinforcement of floors or walls, installation or replacement of beams, joists, steel grids, or other interior framing;
- Installation or upgrade of window or door frames, upgrading of windows or doors;
- Interior renovations associated with casings, baseboards, light fixtures, ceiling trim, etc.;
- Exterior renovations such as installation/replacement of siding, roofing, masonry, etc.;
- Initial outfitting for comprehensive renovations;
- Relocation costs when necessary; or
- Architectural, engineering, or construction fees.

#### Examples of Ineligible Activities:

- Preventive maintenance;
- On-going compactor maintenance, even if the maintenance is part of a compactor installation contract; or
- Repairs.

- Building Structural – New Construction: Construction of a new building or addition to an existing building and costs related to the construction.

#### Examples of Eligible Activities:

- Construction of a new community center, a day care center or a new residential facility;
- Construction of structures attached to buildings, such as garages, enclosed stairwells, covered patios, etc.;
- Remodeling, reconditioning or altering a building to make it ready for the purpose for which it was acquired;
- Initial outfitting including furniture and equipment for up to six months of construction;
- Environmental compliance;
- Accessibility compliance;
- Professional fees (legal, architectural, inspections, title searches, construction management staffing and service fees, etc.); or
- Other costs required to render the building operational.

- Major Environmental Remediation Activities

#### Examples of Eligible Activities:

- Lead abatement;
- Asbestos abatement; or
- Oil spill remediation.

- Building Systems: A network of interrelated parts necessary for the functioning of a single building or collection of buildings.

#### Examples of Eligible Activities:

- Installation or upgrade of heating and cooling systems (including fans and vents), plumbing and electrical systems (including risers and transformers);

- Installation or upgrade of communication and security systems such as telephone systems, closed circuit TVs, and intercoms including networks, fiber optic cables, or other wiring required for equipment that will remain in the building;
- Fire safety systems, such as sprinklers, standpipes and alarms;
- Mechanical systems, such as elevators (including maintenance associated with elevator replacements and upgrades) and garbage disposals; or
- Architectural, engineering, or construction fees.

Examples of Ineligible Activities:

- Temporary generators or fuel oil tanks; or
- Repair of a boiler.

- Site Improvements: Assets built, installed or established to enhance the quality or the use of land for a particular purpose.

Examples of Eligible Activities:

- Fencing and gates;
- Landscaping;
- Parking lots, driveways or vehicle barriers;
- Recreation areas, playgrounds and athletic fields (including tennis courts, basketball courts, swimming pools, and bleachers);
- Fountains;
- Plazas and pavilions;
- Retaining walls; or
- Architectural, engineering, or construction fees.

Examples of Ineligible Activities:

- Tree pruning;
- Partial repair of a paved area; or
- Partial replacement of fencing.

- Information Technology - Hardware and software.

Examples of Eligible Activities:

- Cost of purchasing, installing and developing computer networks;
- Cost of quality assurance incurred in connection with a computer system implementation project;
- Cost of establishing a disaster recovery system (subject to minimum cost requirements);
- Cycle replacement of computer equipment over five years old;
- Costs of software during the development phase, such as third-party service and material fees;
- Costs associated with application development such as software configuration, and interfaces, coding, installation of hardware and testing, including parallel processing;
- Costs associated with post-implementation such as training; or
- Costs for software that allows for access or conversion of old data by new information systems.

Examples of Ineligible Activities:

- Planning for a new or replacement system or upgrade;
- Determining system requirements;
- Demonstration of potential systems;
- Vendor and consultant selection;
- Ongoing preventive and/or remedial maintenance costs, including first year costs; or
- Annual fees for disaster recovery services.

- Vehicles and Equipment: Major purchases of heavy-duty vehicles and equipment meeting the threshold:

Examples of Eligible Activities:

- Vans;
- Dump Trucks;
- Tractors;
- Ranges; or
- Refrigerators.

Examples of Ineligible Activities:

- Smaller vehicles such as compact cars; or
- Light equipment such as lawn mowers.

- Land Acquisition: Consists of costs for the purchase of land, and costs for betterments, site preparation and improvements (other than buildings) to property to ready it for its intended use.

Examples of Eligible Activities:

- Purchase price and commissions;
- Professional fees (title searches, legal, appraisal, surveying, environmental assessments, etc.); or
- Other costs incurred in the acquisition of land.

- Leasehold Improvements: Includes construction of new buildings or improvements made to existing structures by the lessee, who has the right to use the leasehold improvements over the term of the lease. These improvements will revert to the property owner following the expiration of the lease. Movable equipment or office furniture that is not attached to the leased property is not considered a leasehold improvement.





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# **BUDGET PROCESS**

## ***Budget***

### ***Annual Budget***

Each year the General Manager shall prepare an annual budget for the forthcoming fiscal year that will be presented to NYCHA's Board. The General Manager will work with the Board in setting strategic objectives, update the Authority's long range planning document, and prepare both an operating and capital budget. The Capital Budget and Operating Budgets shall include proposed expenditures for current operations during the ensuing fiscal year and the method of financing such expenditures.

### ***Budget Process***

The Department of Budget and Financial Planning (DBFP) is designated by NYCHA's Board to be the coordinator of the 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 procedures build on previous budgets by utilizing incremental budgeting and enabling changes to the current budget which are reflected in the financial plan's out-years. This facilitates long-term planning and allows for incremental adjustments to the baseline, which easily demonstrates the effect of spending decisions.

At the conclusion of the budget process, DBFP produces a budget and four-year financial plan that:

- Reflects the priorities and policy of the Board;
- Evaluates Department's budget line item requests;
- Incorporates the balancing of revenues and expenditures; and
- Monitors the implementation of the budget.

The Department of Budget and Financial Planning is also responsible for producing and publishing a Board approved and ratified budget.

NYCHA's fiscal year commences on the first day of January in each year and terminates at midnight on the ensuing thirty first day of December. DBFP initiates the budget process by establishing the budget calendar. The following budget calendar depicts the different activities and dates that are critical to the planning, and development of NYCHA's budget.

As can be seen in the table on the next page, NYCHA conducts two budgeting exercises per year, in spring and fall, with the former resulting in a mid-year update of the Financial Plan and the latter culminating in passage of a new Financial Plan for the upcoming year. The exercises are scheduled with consideration of NYCHA's own fiscal year as well as the appropriation cycles of the agencies that represent NYCHA's funding sources: HUD, New York State and the City of New York.

**Table 1: Budget Calendar**

	Date	Action	Parties Involved
	January	Coordinate Fiscal Year-end Surplus/Need Exercise; Close out prior fiscal year.	Budget Department, BRGs, Accounts Payable, Accounts Receivable and Accounting
	Mid/Late April	Budget Department projects revenue and expenditure estimates; prepares and distributes budget targets to BRGs.	Budget Department
	Early May	Targets due to back from BRGs.	BRGs, Budget Department
	Late May	Preliminary Budget briefings with Executive Management	Executive Management and Budget Department
<b>Spring Budget</b>	<b>Early June</b>	<b>Preliminary Budget released.</b>	<b>Budget Department</b>
	August	HUD releases inflation factors and guidance on completing operating subsidy submission for the coming year.	
	Early November	Budget Department revises revenue projections and expenditure estimates; prepares and distributes budget targets to BRGs.	Budget Department
	Mid November	Targets due back from BRGs.	BRGs, Budget Department
	Late November/ Early December	Adopted Budget briefings with Executive Management	Executive Management and Budget Department
<b>Fall Budget</b>	Late December	HUD releases initial funding award.	Executive Management and Budget Department
	<b>Mid/Late December</b>	<b>Board ratifies Adopted Budget for upcoming fiscal year.</b>	<b>Board</b>

The Spring Budget cycle takes place from the start of the fiscal year, in January, until June, when the mid-year budget adjustments are accepted by the General Manager. With a few months of expenditure data in hand, DBFP adjusts its revenue and expense assumptions and conducts financial analyses to determine changes in the overall financial condition. The result of these analyses is shared with the NYCHA Board. Upon reviewing the Authority's financial outlook the Board will instruct the DBFP to commence with the formulation, by BRG, of financial reductions or funding levels for new needs. This can include PEG initiatives to reduce the financial deficit. The financial targets by BRG are then distributed to each of the Deputy General Managers as well as other executives. Within established deadlines, the BRGs respond to the requested adjustments with submissions to the DBFP. These submissions are analyzed, discussed and eventually presented to the Board for feedback. After the Board is consulted, changes to the budget are reflected in NYCHA's financial system.

The Fall Budget exercise operates between July and December and leads to an update of the current fiscal year's budget and the adoption of NYCHA's Budget and the Four-Year Financial Plan budget for the upcoming years.

With updated forecasts from funding agencies and several months of NYCHA spending history the Budget Department reforecasts NYCHA's financial condition, and provides an update to the Board. The Board again directs adjustments to the BRGs' funding level. Revised financial targets are then distributed and the BRGs develop reduction and new need programs by a set deadline. These submissions are analyzed by DBFP staff and presented to the Board. After the Board is briefed on the programmatic adjustments to the budget and has an opportunity to examine policy implications, the changes are integrated into the Financial Plan and put forth for Board approval.

After the Board has approved the Budget and Financial Plan, a summary document is posted on NYCHA's Web site for public review. A "Budget Book" is produced which provides financial and programmatic details on the Financial Plan.

During the Spring and Fall Budget cycles, there are two underlying sets of processes running; one that maintains the Operating Budget and one that supports the Capital Budget. In each case, the processes can be grouped into three phases:

- Budget Planning, which involves activities around needs assessment, planning and resource estimation/determination, each of which are required to set the stage for the development of the budget;
- Budget Development, including setting the budget calendar, devising BRG instructions, targets, and prioritization of needs, all leading to the approval and adoption of a budget;
- Budget Management, which consists of day-to-day actions 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.

Table 2 depicts the major Operating Budget processes and sub-processes. It also highlights the key processes owners and participants associated with each sub-process.

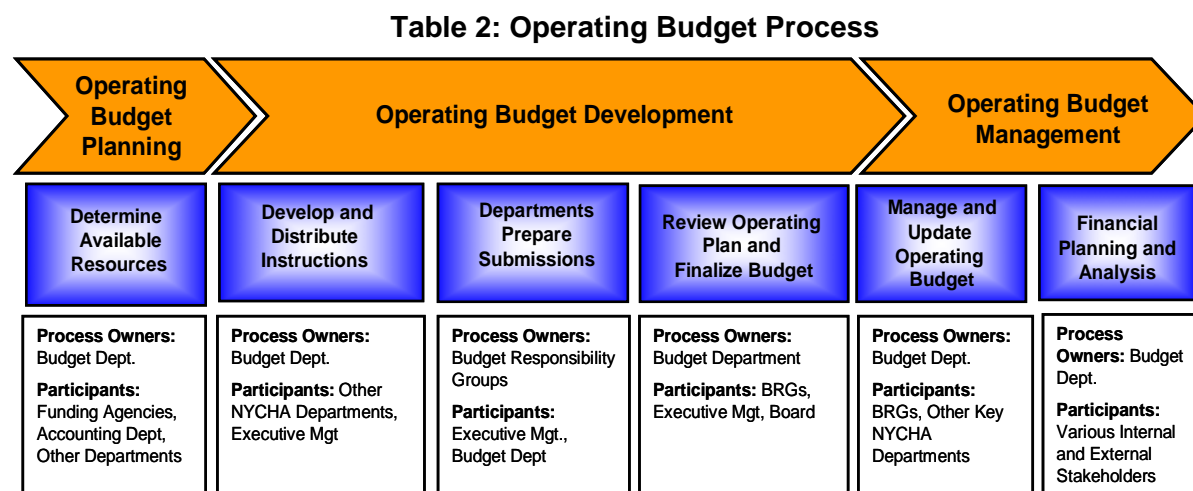
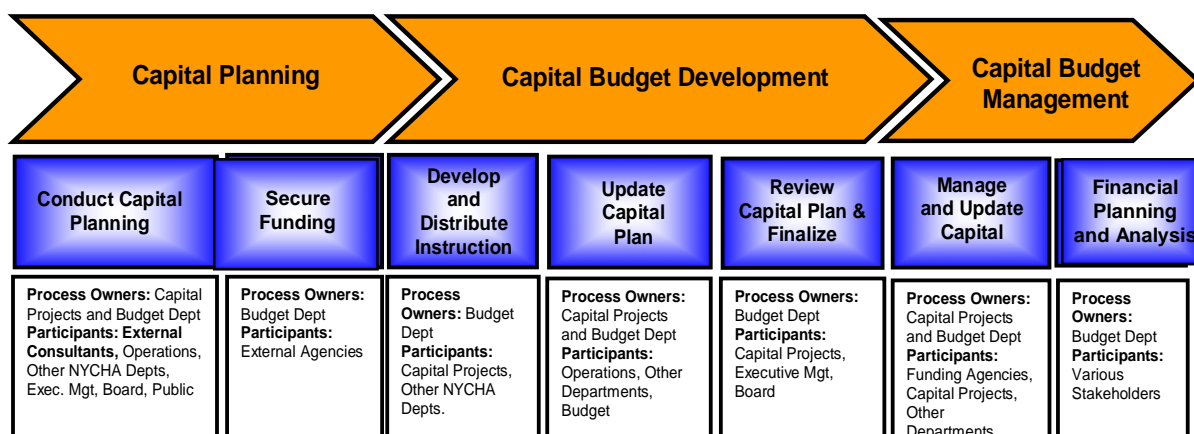


Table 3 portrays the major Capital Budget processes and sub-processes. It also highlights the key process owners and participants associated with each sub-process.

**Table 3: Capital Budget Process**



The Department of Budget and Financial Planning, at the conclusion of each of the semiannual financial plan exercise shall produce and distribute a report informing each department of its authorized budget and headcount. Thereafter, Budget and Financial Planning provide each Department with access to the General Ledger and a Web Obligation Report which highlights Department's spending compared to the Budget.

Based on the approved budget, each department will be required to complete and submit a more detailed plan demonstrating the estimated spending by month. This exercise, referred to as the Spending Plan, will require departments to estimate all personal service costs and will incorporate the anticipated attrition and hiring to maintain the authorized headcount level. This plan will serve to help the department heads to better focus on and manage costs associated with personnel.

#### *Amending the Budget*

After adoption and the update in the Spring, revisions can be made to the budget. During the budget management process, DBFP oversees all budget revision activity. Budget revisions allow BRGs to make adjustments to existing budgets using Oracle Public Sector Budgeting (PSB). Revisions are made to the current year budget only. BRGs can submit budget revision requests for approval and with the proper approving authority, can review, approve or reject a revision request. All approved budget revisions are posted to the Authority's General Ledger.

The table below lists the approval rules required for budget revisions done by BRGs:

**Table 4: Budget Revision Approval**

TYPE OF BUDGET REVISIONS	APPROVAL / INPUT REQUIRED		
	<u>BRG</u>	<u>DGM</u>	<u>BUDGET DEPT.</u>
OTPS to OTPS within same R/C • Example- Supplies to Equipment	Yes	No	No
PS to PS within same R/C • Example- Other Salaries to Overtime	Yes	No	Yes
PS to OTPS within same R/C • Example- Overtime to Equipment	No	No	Yes
OTPS to OTPS Different DGM • Example- Pay IT for a Blackberry	No	No	Yes

The total budget for the Authority cannot change unless there is revenue to support it. For example, grant money may be received between plans. If the BRG is ready to spend these funds, revenues and expenses will be added to the budget at the same time. This will increase the Authority's overall budget, but it will not create a deficit.

When a request is received to increase or decrease the budget, a check is made for proper authorization. Approvals are required from the Budget Director. In the event of his absence, the First Deputy Director will approve these requests.

Staff must adhere to the following procedures:

- Valid Account Code Combinations must exist in the General Ledger and Public Sector Budgeting. If not, an inquiry is made to the requestor and to Revenue Accounting whether new accounts should be created. If new accounts are to be created, a request is made to the Accounting Department to add the account in the General Ledger and to the Budget Control and Coordination Unit to add to the Public Sector Budget;
- A revision is created with: a description justifying the revision, proper account code combinations, period, increase or decrease to the budget, and amounts. The revision must be balanced with total debit equaling total credit;
- After a Revision is created, it is submitted for processing. This procedure requires the relevant DGM/Unit Head's approval, after which, the revision is returned to the Budget Department for final approval. Submissions may fail. When this occurs, the workflow process is checked to ascertain the reason for the failure. Failures must be investigated and corrections made if necessary. The revision must be resubmitted for processing;
- After successful processing of a revision, all relevant parties are notified of the revision number and amounts.

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# 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.

The Enterprise Fund reflects programs that provide services to residents, those used for housing operations and those related to capital improvement activities. The Enterprise Fund is considered a single accounting entity. The operation of this fund is recorded using a separate set of self balancing accounts that comprise assets, liabilities, fund equity, revenues, and expenditures. NYCHA resources are allocated to and accounted for in the Enterprise Fund based upon the purposes for which they will be spent and the means by which spending activity is controlled. The Enterprise Fund is used to account for operations that are financed and operated in a manner similar to private business enterprises. The principal revenue and expense activity primarily includes the administrative and maintenance functions of managing NYCHA's rental properties.

The Authority's accounting system maintains records that conform to the Governmental Accounting Standards Board (GASB) Statement No. 34, Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments for an Enterprise Fund. GASB 34 requires the basic financial statements to be prepared using the economic resources measurement focus and the accrual basis of accounting and requires the presentation of a Statement of Net Assets, a Statement of Revenues, Expenses, and Changes in Net Assets, and a Statement of Cash Flows. GASB 34 also requires the Authority to include management's discussion and analysis as part of the Required Supplementary Information.

The Authority's primary source of non-exchange revenue relates to grants and subsidies. Grants and subsidies revenue is recognized at the time eligible program expenditures occur and/or the Authority has complied with the grant and subsidy requirements, in accordance with GASB Statement No. 33, Accounting and Financial Reporting for Non-exchange Transactions.

In accordance with GASB Statement No. 20, Accounting and Financial Reporting for Proprietary Funds and Other Governmental Activities That Use Proprietary Fund Accounting, the Authority had previously elected not to apply Financial Accounting Standards Board (FASB) statements and interpretations issued after November, 30, 1989.

### Basis of Accounting

The Authority's financial statements are prepared in accordance with GASB No. 34, Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments ("GASB 34"). GASB 34 requires the basic financial statements to be prepared using the economic resources measurement focus and the accrual basis of accounting. Under this method, revenues are recorded when billed and expenses are recorded at the time liabilities occurred.

The Budget does not recognize post-employment benefits earned in accordance with GASB Statement No. 45, "Accounting and Financial Reporting by Employers for Post Employment Benefits Other Than Pensions".

#### Basis of Budgeting

NYCHA's budget is based on an accrual accounting similar to its accounting process. The budget reflects revenue and expenditures on the basis of when they are earned or encumbered. Listed below are differences between the basis of budgeting and accounting:

- Self insurance reserve contributions are recognized as expenditures for budgetary purposes;
- Capital outlays are recorded as assets on a GASB 34 basis and as expenditures for budgetary purposes;
- Depreciation is recorded on a GASB 34 basis and is not recognized for budgetary purposes;
- Allowances for obsolete inventory and tenant receivables are recorded on a GASB 34 basis and is not recognized for budgetary purposes.

The Budget does not include costs for unpaid leave time attributable to services already rendered.

Although the Authority has one Enterprise Fund it covers a number of funding streams which are budgeted and appropriated in the following manner:

- General Fund- includes conventional public housing and Section 8 new construction;
- Section 8;
- Grants.

#### Reporting Entity

The Authority has no component units and is a component unit of The City of New York, based upon GASB criteria for defining the reporting entity.

#### Fund Equity

At the end of FY 2005, the Authority's Net Assets decreased by \$14.5 million from the prior year (a \$319.5 million increase in total liabilities, offset by an increase of \$305.0 million in total assets). This decrease is comprised of a reduction of \$53.9 million in unrestricted Net Assets offset by an increase of \$39.4 million in Capital Assets, net of related debt. This latter increase of \$39.4 million consists of a \$46.5 million increase in Net Capital Assets less a \$7.2 million increase in related debt. The increase of \$46.5 million in Net Capital Assets is made up of \$347.3 million in additions to modernize the Authority's developments, less depreciation expense of \$300.8 million. No summary information is available for FY 2006

**Table 1: Summary of Net Assets**  
**(\$000)**

<b>Assets and Liabilities</b>	<b>December 31, 2005</b>	<b>December 31, 2004</b>	<b>December 31, 2003</b>
Current Assets	\$ 1,178,854	\$ 1,219,365	\$ 1,185,895
Capital Assets (net)	5,021,004	4,974,480	4,877,776
Other Non-current Assets	<u>317,095</u>	<u>18,152</u>	<u>21,137</u>
<b>Total Assets</b>	<b><u>6,516,953</u></b>	<b><u>6,211,997</u></b>	<b><u>6,084,808</u></b>
Current Liabilities	747,990	716,900	709,560
Non-current Liabilities	<u>520,939</u>	<u>232,543</u>	<u>245,866</u>
<b>Total Liabilities</b>	<b><u>1,268,929</u></b>	<b><u>949,443</u></b>	<b><u>955,426</u></b>
<b>Total Net Assets</b>	<b>\$ 5,248,024</b>	<b>\$ 5,262,554</b>	<b>\$ 5,129,382</b>

**Table 2: Net Assets by Type**  
**(\$000)**

<b>Net Assets by Type</b>	<b>December 31, 2005</b>	<b>December 31, 2004</b>	<b>December 31, 2003</b>
Invested in capital assets, net of related debt	\$ 4,911,341	\$ 4,871,990	\$ 4,763,939
Unrestricted	<u>336,683</u>	<u>390,564</u>	<u>365,443</u>
<b>Total Net Assets</b>	<b>\$ 5,248,024</b>	<b>\$ 5,262,554</b>	<b>\$ 5,129,382</b>

## **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, which includes conventional public housing (Federal, State and City units) and NYCHA's Section 8 project-based developments;
- Section 8, which includes revenues and expenses incurred by the administration of this federal program
- Capital Administration Transfer, which includes salary, fringe and OTPS for management of the capital grant. Capital improvements are not included in this budget.
- Other Funding, which includes competitive grants received by NYCHA.

### **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 for each major funding source from FY 2005- FY 2007. Going into FY 2007, NYCHA has a \$51.5 million deficit in its general fund. All other funding sources are balanced.

Table 3 lists headcounts associated by funding sources from FY 2006- FY 2011. Tables 4 - 7 list FY 2005 actuals, FY 2006 and FY 2007 budgets by line item, including variances between FY 2006 and FY 2007.

**Table 3: FY 2006 - FY 2011 Headcount By Funding Source**

	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>
<b>Funding Source</b>						
General Fund	11,365	10,404	10,381	10,514	10,508	10,508
Section 8	775	939	839	679	679	679
Capital Administration	630	610	610	610	610	610
Other	576	595	594	594	593	593
<b>Total</b>	<b>13,346</b>	<b>12,548</b>	<b>12,424</b>	<b>12,397</b>	<b>12,390</b>	<b>12,390</b>

\*General Fund Headcount reflects a reduction of 500 positions for FY 2007-FY 2011.

## Budgets by Funding Source

**Table 4: General Fund Budget  
(\$000)**

	2005	2006	2007	Variance
	<u>Actuals</u>	<u>Current Modified Budget</u>	<u>Budget</u>	<u>FY 06 vs FY 07</u>
<b>Expenditures</b>				
<b>Personal Service:</b>				
Salary F/T	567,121	615,624	598,433	(17,191)
Salary P/T	2,135	1,813	8,412	6,599
Seasonal	3,053	3,610	3,288	(322)
Overtime	43,237	40,701	36,211	(4,490)
Shift Differential	2,181	2,952	2,951	(1)
Fringe	314,306	299,720	386,943	87,223
Retro	59,155	15,747	-	(15,747)
Other	15,881	12,203	13,567	1,364
<b>Subtotal Personal Service</b>	<b>\$ 1,007,069</b>	<b>\$ 992,370</b>	<b>\$ 1,049,805</b>	<b>\$ 57,435</b>
<b>Other Than Personal Service:</b>				
Leases	33,186	33,872	33,962	90
Supplies	31,700	33,147	19,862	(13,285)
Equipment	6,913	13,382	2,294	(11,088)
Utilities	429,899	517,902	533,250	15,348
Contracts	188,580	232,458	233,969	1,511
Insurance	44,924	43,735	43,745	10
Section 8 Payments	737,078	844,194	817,687	(26,507)
Payment in Lieu of Taxes	19,250	25,802	21,585	(4,217)
Debt Service	3,754	3,258	2,801	(457)
Other	12,314	21,997	21,000	(997)
<b>Subtotal OTPS</b>	<b>\$ 1,507,598</b>	<b>\$ 1,769,747</b>	<b>\$ 1,730,155</b>	<b>\$ (39,592)</b>
<b>Service Reductions</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (18,000)</b>	<b>\$ (18,000)</b>
<b>Total Expenditures</b>	<b>\$ 2,514,667</b>	<b>\$ 2,762,117</b>	<b>\$ 2,761,960</b>	<b>\$ (157)</b>
<b>Revenues</b>				
<b>Revenue from Operations:</b>				
Dwelling Rent	651,968	675,093	714,180	39,087
Other Revenue from Operations	9,343	12,507	15,757	3,250
<b>Subtotal Revenue from Operations</b>	<b>\$ 661,311</b>	<b>\$ 687,600</b>	<b>\$ 729,937</b>	<b>\$ 42,337</b>
<b>Other Revenues:</b>				
Federal Subsidies	733,505	799,861	773,194	(26,667)
Section 8 NC	6,002	6,062	6,062	-
Debt Service Subsidies	6,425	2,918	2,490	(428)
Section 8	820,937	893,216	893,216	-
State Subsidy	-	-	3,400	3,400
City Subsidy	-	120,000	-	(120,000)
Section 8 Phased Conversion	-	-	2,235	2,235
Categorical Grants	31,409	35,239	34,112	(1,127)
Capital Admin Transfer	129,394	150,477	177,579	27,102
Interest on Investments	13,860	6,265	6,265	-
Other	21,003	13,590	81,879	68,289
Withdrawal from Reserve	90,821	46,889	-	(46,889)
<b>Subtotal Other Revenues</b>	<b>\$ 1,853,356</b>	<b>\$ 2,074,517</b>	<b>\$ 1,980,432</b>	<b>\$ (94,085)</b>
<b>Total Revenues</b>	<b>\$ 2,514,667</b>	<b>\$ 2,762,117</b>	<b>\$ 2,710,369</b>	<b>\$ (51,748)</b>
<b>Surplus/Deficit</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (51,591)</b>	<b>\$ (51,591)</b>

**Table 5: Section 8 Budget  
(\$000)**

	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>Variance</b>
	<u><b>Actuals</b></u>	<u><b>Current Modified Budget</b></u>	<u><b>Budget</b></u>	<u><b>FY 06 vs. FY07</b></u>
<b>Beginning Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>PS</u></b>				
Salary F/T	27,300	33,812	37,782	3,970
Seasonal	-	1	-	(1)
Overtime	694	1,114	1,087	(27)
Shift Differential	3	2	-	(2)
Fringe	13,535	16,780	16,815	35
Retro	2,187	68	-	(68)
Other	867	1,071	961	(110)
<b>Subtotal PS</b>	<b>\$ 44,586</b>	<b>\$ 52,848</b>	<b>\$ 56,645</b>	<b>\$ 3,797</b>
<b><u>OTPS</u></b>				
Leases	5,283	3,991	-	(3,991)
Supplies	374	709	453	(256)
Equipment	-	119	147	28
Contracts	1,391	10,604	17,993	7,389
Section 8 Payments	733,728	844,194	817,687	(26,507)
OTPS Other	3,970	939	479	(460)
<b>Subtotal OTPS</b>	<b>\$ 744,746</b>	<b>\$ 860,556</b>	<b>\$ 836,759</b>	<b>\$ (23,797)</b>
<b>Total Expenses</b>	<b>\$ 789,332</b>	<b>\$ 913,404</b>	<b>\$ 893,404</b>	<b>\$ (20,000)</b>
<b><u>Revenue</u></b>				
Subsidy	820,937	913,216	893,216	(20,000)
Other	861	188	188	-
Transfer to Reserve	(32,466)	-	-	-
<b>Total for Revenue</b>	<b>\$ 789,332</b>	<b>\$ 913,404</b>	<b>\$ 893,404</b>	<b>\$ (20,000)</b>
<b>Ending Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Table 6: Grants and Other Funding**  
(\$000)

	FY 2005	FY 2006	FY 2007	Variance
	<u>Actuals</u>	<u>Current Modified Budget</u>	<u>Budget</u>	<u>FY 06 vs. FY07</u>
<b>Beginning Balance</b>	\$ -	\$ -	\$ -	\$ -
<b><u>PS</u></b>				
Salary F/T	32,446	16,004	18,331	2,327
Salary P/T	1,463	119	278	159
Seasonal	15	115	31	(84)
Overtime	1,113	1,014	1,141	127
Shift Differential	51	34	38	4
Fringe	11,751	6,861	7,263	402
Retro	1,250	16	-	(16)
Other	594	323	187	(136)
<b>Subtotal PS</b>	<b>\$ 48,683</b>	<b>\$ 24,486</b>	<b>\$ 27,269</b>	<b>\$ 2,783</b>
<b><u>OTPS</u></b>				
Supplies	-	1,006	82	(924)
Equipment	63	34	-	(34)
Contracts	2,565	5,901	2,969	(2,932)
OTPS Other	2,340	9,002	5,016	(3,986)
<b>Subtotal OTPS</b>	<b>\$ 4,968</b>	<b>\$ 15,943</b>	<b>\$ 8,067</b>	<b>\$ (7,876)</b>
<b>Total Expenses</b>	<b>\$ 53,651</b>	<b>\$ 40,429</b>	<b>\$ 35,336</b>	<b>\$ (5,093)</b>
<b><u>Revenue</u></b>				
Categorical Grants	31,409	35,239	34,112	(1,127)
Subsidy	-	3,739	1,224	(2,515)
Other	-	1,451	-	(1,451)
Withdrawal from Reserve	22,242	-	-	-
<b>Total for Revenue</b>	<b>\$ 53,651</b>	<b>\$ 40,429</b>	<b>\$ 35,336</b>	<b>\$ (5,093)</b>
<b>Ending Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Table 7: Capital Administrative Budgets  
(\$000)**

	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>Variance</b>
	<b><u>Actuals</u></b>	<b><u>Current Modified Budget</u></b>	<b><u>Budget</u></b>	<b><u>FY 06 vs. FY07</u></b>
<b>Beginning Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>PS</u></b>				
Salary F/T	37,390	38,385	39,327	942
Overtime	365	371	247	(124)
Fringe	17,444	22,744	22,931	187
Retro	997	388	-	(388)
Other	1,639	1,229	1,230	1
<b>Subtotal PS</b>	<b>\$ 57,835</b>	<b>\$ 63,117</b>	<b>\$ 63,735</b>	<b>\$ 618</b>
<b><u>OTPS</u></b>				
Contracts	-	632	632	-
<b>Subtotal OTPS</b>	<b>\$ -</b>	<b>\$ 632</b>	<b>\$ 632</b>	<b>\$ -</b>
<b>Total Expenses</b>	<b>\$ 57,835</b>	<b>\$ 63,749</b>	<b>\$ 64,367</b>	<b>\$ 618</b>
<b><u>Revenue</u></b>				
Capital Admin Transfer	57,694	63,749	64,367	618
Withdrawal from Reserve	141	-	-	-
<b>Total for Revenue</b>	<b>\$ 57,835</b>	<b>\$ 63,749</b>	<b>\$ 64,367</b>	<b>\$ 618</b>
<b>Ending Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>





## NYCHA FACT SHEET



### WHAT IS NYCHA?

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. To fulfill this mission, NYCHA must preserve its aging housing stock through timely maintenance and modernization of its developments. NYCHA also administers a citywide Section 8 Leased Housing Program in rental apartments. Simultaneously, we work to enhance the quality of life at NYCHA by offering our residents opportunities to participate in a multitude of community, educational and recreational programs, as well as job readiness and training initiatives.

NYCHA was created in 1934. By the end of 1935 NYCHA dedicated First Houses, our first development, located on the Lower East Side of Manhattan.

### THE WAY IT IS TODAY

NYCHA is the largest public housing authority in North America. NYCHA's Conventional Public Housing Program has 178,426 (as of April 3, 2007) apartments in 343 developments throughout the City in 2,653 residential buildings containing 3,334 elevators (as of February 28, 2007). NYCHA has approximately 13,100 employees serving 174,325 families and 408,850 authorized residents (as of January 1, 2007).

- Based upon the 2000 Census, NYCHA Public Housing represents 8.4% of the City's rental apartments and is home to 5.1% of the City's population
- NYCHA residents and Section 8 voucher holders combined occupy 12.3% of the City's rental apartments and comprise 7.8% of New York City's population.

#### Conventional Public Housing (April 3, 2007)

- The Bronx has 98 developments with 44,190 apartments
- Brooklyn has 100 developments with 58,393 apartments
- Manhattan has 103 developments with 53,715 apartments
- Queens has 26 developments with 17,501 apartments
- Staten Island has 10 developments with 4,429 apartments
- Six (6) developments consisting of FHA Acquired Homes are located in more than one borough and total 198 apartments
- 42 developments are for seniors only; 15 seniors-only buildings exist within mixed-population developments
- NYCHA has more than 10,000 apartments designated for seniors only.
- There also are 7,595 retrofitted apartments for families of persons who are mobility impaired as of December 31, 2006.

#### SECTION 8 LEASED HOUSING PROGRAM

- 82,740 apartments were rented as of March 31, 2007
- There are 29,374 participating-private landlords

### HOW AFFORDABLE IS PUBLIC HOUSING?

#### AS OF JANUARY 1, 2007:

- Families in the Conventional and Section 8 programs pay no more than 30% of their family income for rent. The rent difference is subsidized by the federal Department of Housing and Urban Development (HUD)
- Average family income in Conventional Public Housing is \$20,894
- Average monthly rent is \$336
- Working families account for 44.2% of NYCHA families
- 15.8% of NYCHA families receive public assistance
- Social Security, SSI, a pension, Veteran's benefits, etc., support 40.0% of the families
- 34.5% of the households are headed by persons over 62 years-of-age
- 38.7% of the NYCHA population are minors under 21 and 32.2% are minors under 18

## THE WAITING LIST FOR PUBLIC HOUSING

### ON FEBRUARY 28, 2007 THERE WERE:

- 135,154 families on the waiting list for Conventional Public Housing (including 7,436 who are in certification process)
- The Section 8 waiting list reopened on February 12, 2007 and will close on May 14, 2007. Updated Section 8 waiting list numbers will be provided in a future Fact Sheet
- 19,350 applicants on both lists

## HOW THE SELECTION PROCESS WORKS. HOW LONG A WAIT?

NYCHA's computerized Tenant Selection and Assignment Plan (TSAP) impartially chooses the next applicant for an apartment based on need priorities assigned to each applicant family and matches them to available vacancies as they arise. The TSAP system eliminates any and all interference from external entities and guarantees impartial selection of applicants for vacant apartments based strictly on the need priorities

- The turnover rate in calendar year 2006 for NYCHA conventional public housing apartments was 3.62%.
- The vacancy rate of apartments available for occupancy was 0.60% as of February 6, 2007.
- Because of the varied need priorities that comprise a family's TSAP profile and the low turnover and vacancy rates of apartments, it is virtually impossible to establish an average waiting time for a family to enter conventional public housing. Some applicants can be matched up with an available apartment in months, while others often have to wait years

## FOR THE RECORD

- Queensbridge Houses in Queens with 3,142 apartments is the largest development in the City
- Brooklyn's largest development is Red Hook Houses with 2,877 apartments
- Manhattan's largest development is Baruch Houses with 2,391 apartments
- Edenwald Houses in the Bronx is the largest with 2,036 apartments
- Stapleton Houses with 693 apartments is the largest development in Staten Island

New York City's Public Housing is constantly modernized and improved to preserve its availability for future generations. In the past fifteen years, NYCHA has invested nearly \$5.8 billion in preserving our buildings.

- As of March 1, 2007: One development is at least 70 years old; a total of 13 developments are at least 60 years old; there are 60 developments 50 to 59 years old; another 76 developments are 40 to 49 years old, and 91 developments are 30 to 39 years old.

## IT'S MORE THAN JUST A PLACE TO LIVE

NYCHA doesn't just provide a place to live. There are a wide variety of programs offered by NYCHA that are geared specifically to special age or special needs groups such as children, teens, single-parents, seniors, substance abusers, and victims of domestic violence, among others. NYCHA oversees a network of over 400 community facilities that include community centers, senior centers, health care centers, day care and Head Start educational centers.

Programs at many of these centers include sports, photography, painting, literacy classes and general education courses, computer training, arts and crafts, childcare feeding and lunch, and senior companion initiatives.

(Revised on April 27, 2007)

## 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 of time.

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 of time.

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.

Chairman - Appointed by the Mayor, the Chairman 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 of 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 Budget and Financial Planning (DBFP) - The Department of Budget and Financial Planning serves as an Authority-wide resource on functional and technical matters relating to budget planning, development, and management. DBFP 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.

Deputy General Manager (DGM) - The DGMs 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.

Fungibility - 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 DBFP 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 Chairman 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 particular 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 in order 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 Personal Services (OTPS) - The OTPS budget pays for the non-personal 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
<b>PG01</b>	<b>P324000</b>	<b>PFA4000300</b>	<b>PFA</b>

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
<b>PG01</b>	<b>BP00300</b>	<b>P301200000</b>	<b>Parent</b>

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.

Personal Services (PS) - The PS budget includes salaries and fringe benefits for all of 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 PSB tool used between financial planning exercises that allows the modification of the current year budget only.

Risk Management - An organized attempt to protect a government's assets against accidental loss in the most economical method.

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 Chairman (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 Chairman or when the Chairman is absent or unable to act, the Vice-Chair assumes his/her duties and powers.

Worksheet - The PSB tool used in semi-annual financial planning exercises that will allow adjustments to the current and/or out years of the plan.

