



Adopted Budget for FY 2016

And

The Four Year Financial Plan FY 2017-2020

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Transmittal page 1



Transmittal page 2



Transmittal page 3

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to New York City Housing Authority, New York for its annual budget for fiscal year beginning January 1, 2015. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as communication device.



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New York City Housing Authority

New York

For the Fiscal Year Beginning

January 1, 2015



Executive Director



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Summary



The Fiscal Year (FY) 2016 budget along with a multi-year financial plan reflects the Authority's efforts to achieve long-term fiscal stability. This plan consists of actions within NYCHA's control to address the realities of sharply diminishing federal subsidies, escalating non-discretionary costs and limited State aid to operate Public Housing.

In 2016, NYCHA faces a large budget deficit as a result of the continued diminishment of federal operating funding and the limited amount of new aid provided by Washington and Albany. Therefore, the NYCHA Board is taking the steps within its control to achieve long-term fiscal stability. Despite the actions in this budget, deficits still remain. The Board is committed in taking the additional steps necessary to close these, and future year gaps, if Albany and Washington do not provide additional resources.

This budget provides a summary of key data, which includes expenditure detail, financial summary tables, and narrative overviews related to NYCHA's operations, programs, and financial policies and procedures.

Public Housing

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

NYCHA's conventional Public Housing program is the largest in the nation. As of January 1, 2016 (Preliminary Data) it comprises of 177,657 apartments in 328 developments, and houses 175,818 families with 403,275 authorized residents. Of the population served, 27% of NYCHA residents are under age 18, and over 19% are 62 or older. The average household income is \$23,672, and their average rent is \$483/month. (See Fact Sheet on page 198)

Currently there are 86,610 Section 8 apartments rented through the Leased Housing Program, serving 205,700 individuals. There are a total of 27,230 landlords who participate in the Section 8 Program. Units in the Section 8 Program average \$1,340/month rent, with the resident ("Tenant Share") paying an average of \$300/month and the voucher ("NYCHA Share") pays \$980/month. The average annual income of Section 8 residents is \$15,600. The combined Public Housing and Section 8 Programs occupy 12.0% of the City's rental apartments and serve 7.3% of the City population. This would rank NYCHA as the thirtieth largest city in the United States.



Diminished Federal Operating Assistance

Since FY 2001, NYCHA has been forced to utilize its reserves to fund \$1.211 billion of expenses as a result of an insufficient federal funding level. In FY 2015, for example, NYCHA received only 85% of the funding based on the U.S. Department of Housing and Urban Development's (HUD) allocation formula.

FY 2016 also assumes last year's proration at 85% will continue with an expected loss of approximately \$159 million.

Capital Assistance

The Federal Public Housing Capital Fund is the primary source of dollars for major capital improvements. Funding for capital repairs continues to be reduced. In FY 2001, NYCHA received \$420 million in capital assistance. For FY 2016, the Authority anticipates an allocation of \$306 million or 27% less than it received 15 years ago.

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

Section 8 Housing Choice Voucher

The Housing Choice Voucher (HCV) Program, generally referred to as Section 8, assists low-income families in obtaining safe, decent, and affordable housing in the private market by providing rental subsidy. NYCHA administers the largest Section 8 program in the nation with approximately 90,000 families served through a network of over 28,124 participating landlords.

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

HUD establishes the total number of authorized vouchers for a Public Housing authority. Annual HAP subsidies are determined by the number of vouchers under lease and housing assistance payments made the prior year, adjusted for inflation and congressional appropriations. Rental

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

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

Administration of the HCV Program requires prudent stewardship over annual funding resources and program reserves.

FY 2016 Initiatives

Within this document a number of initiatives for FY 2016 are explained, including service modifications to increase efficiencies and reduce costs. The following initiatives specifically address the FY 2016 deficit:

- Next Generation NYCHA (NextGenNYCHA)
 - Right Sizing Initiative
 - Housing Homeless Veterans
 - Housing Homeless Subsidy
 - Extended Hours – NYCHA sponsored Community Centers
 - MAP Community Center Repairs
- Exterior Lights
- Brick & Roof Work
- Comprehensive Initiatives
- State Asset Forfeiture Funds
- Heating and Plumbing
- Paint
- Superstorm Sandy Projects
- City Capital
- Capital Fund Bond Issue
- Randolph Houses Mixed Finance Renovation
- Information and Technology Initiatives



Budget Overview

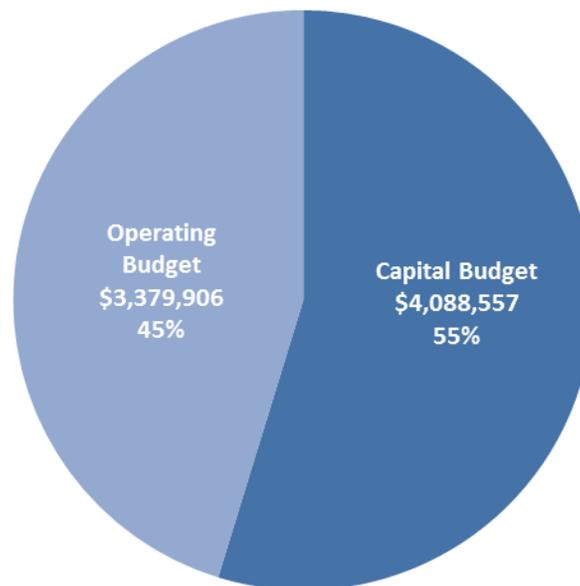


FY 2016 Budget and Financial Plan

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

NYCHA's FY 2016 adopted budget is \$7.5 billion which consists of two major components: Operating and Capital. The Operating Budget is \$3.38 billion and the Capital Budget is \$4.09 billion.

**Table 1: FY 2016 Budget \$7.5 billion
(\$000)**



Operating Budget

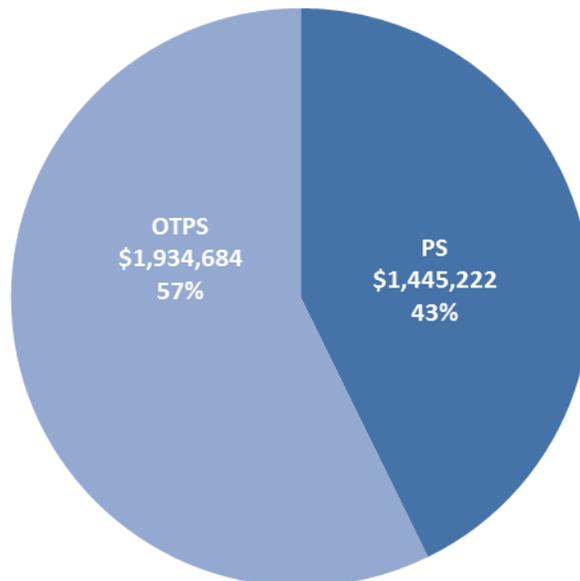
The New York City Housing Authority (NYCHA or the Authority) Board adopted the 2016-2020 Operating Plans on December 23, 2015. The Five Year Plan incorporates initiatives to reduce the financial gap.

The Plan projects an Operating deficit of \$60 million in 2016. NYCHA's Operating Budget is divided into two major areas: Personal Services (PS) and Other Than Personal Services (OTPS). The PS budget, which is \$1.45 billion, pays for salaries and fringe benefits for all of NYCHA's staff. Approximately 11,052 full-time NYCHA employees are responsible for all service delivery within NYCHA developments, including: building maintenance, rent collection, administration of the Section 8 program, annual inspections and certifications, grounds maintenance, community center staffing, social services, and administrative services.

The \$1.93 billion OTPS budget pays for the non-personnel costs of running the Authority, including payments for utilities such as water, electricity, heating fuels, and cooking gas for NYCHA residents; payments to vendors who provide painting, elevator maintenance, fire safety, plumbing and heating services; all insurance costs; consulting services; the purchase of machines and equipment used by development staff to maintain the buildings and grounds; and, payments to private landlords participating in the Section 8 Housing Choice Voucher Program.

Table 2: FY 2016 Operating Budget

(\$000)



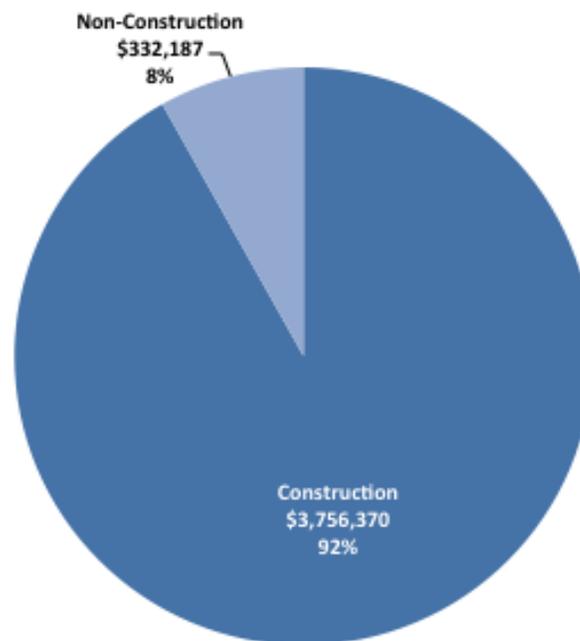
The listing of budgets by Department on pages 41-43, includes the anticipated service reductions and hiring freeze. While revenue is expected to continue to increase as a result of a change in flat rents policy (the 2014 Appropriations Act), NYCHA continues to experience a structural deficit stemming from ongoing federal underfunding, operating of unfunded City/State Public Housing units (approximately 5 thousand units) as well as mounting “uncontrollable” costs such as pension and benefits related expenses.

In FY 2015 despite financial hardship, NYCHA was able to complete several initiatives to help improve safety and service level to the residents. Furthermore, NYCHA remains devoted to exploring opportunities to help enhance residents’ quality of life while examining innovative ways to ensure financial stability.

Capital Budget

NYCHA's Capital Budget of \$5.567 billion provides funding for renovation, new construction and associated services. The Capital Budget consists primarily of two programs: construction and non-construction. Construction programs include roof replacements, brickwork and other major preservation and modernization work. Non-construction programs include information technology initiatives, remediation and code compliance repairs, as well as capital-eligible debt service.

**Table 3: FY 2016 Capital Budget
(\$000)**



NYCHA's 2016 Capital Plan provides approximately \$4.088 billion planned commitments for infrastructure improvements, major modernization, other systemic upgrades, and repair, resiliency, and fortification of developments damaged or impacted by Superstorm Sandy. The Plan is based on the current federal capital funding outlook, funding from local elected officials and the City of New York and the anticipated disaster recovery in the wake of Superstorm Sandy.

The Plan includes \$2.501 billion in expected one-time disaster recovery funds to address the impacts of Super storm Sandy. Overall, of the \$4.217 billion dollars included in this Plan, 33.8% is from Annual Federal Capital Grants, 59.3% is from funds related to disaster recovery, 6.7% come from the City of New York, and .2% comes from other sources.



Budget Gap

Although in 2015 NYCHA was able to achieve structural balance, a number of factors such as reductions in federal funds, implementation delays, and increases in non-discretionary costs have created an Operating deficit of \$60 million in FY2016 and further reduced much needed capital investments.

Federal Funding Decline

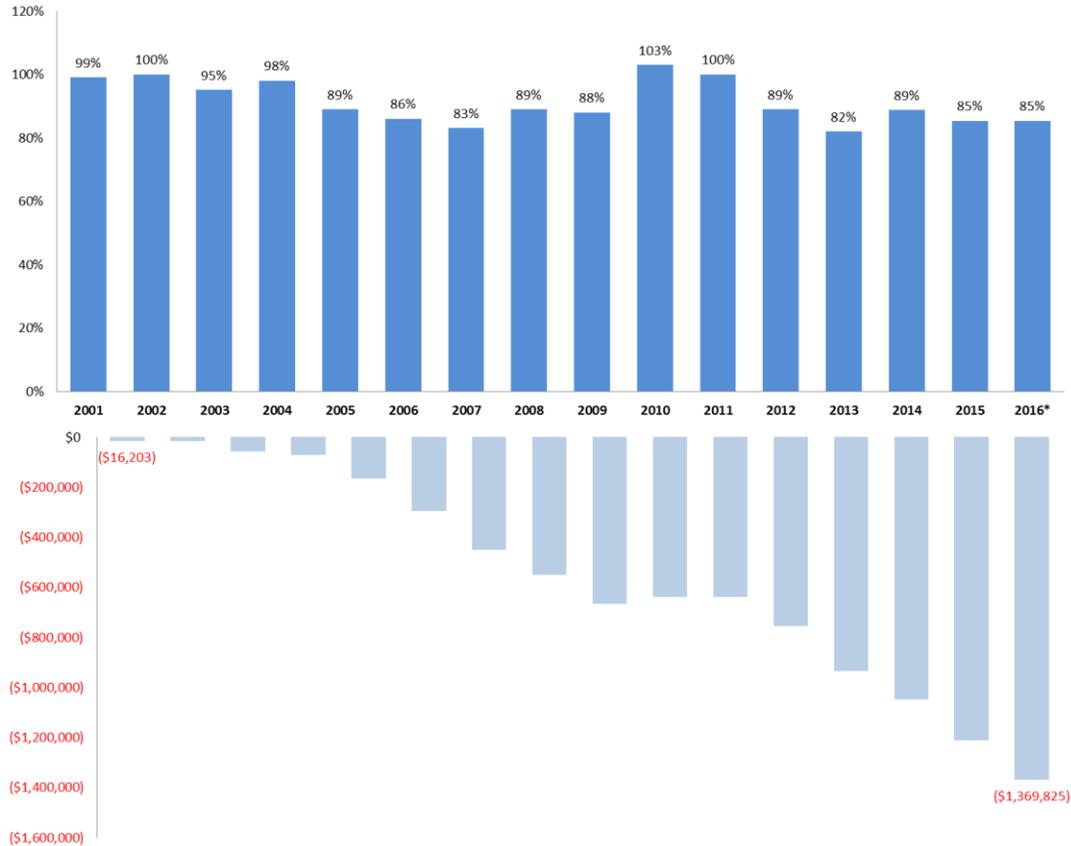
Adding to the deficit this year is a funding shortfall by the Federal Government. Funding for the operating subsidy is based on congressional appropriation. Over the past five years, national appropriations have been insufficient to meet actual needs. Furthermore, NYCHA has experienced a cumulative federal capital grant funding loss of \$1.27 billion and operating funding loss of \$1.37 billion since 2001.

As discussed in NYCHA's 2016-2020 Five Year Capital Plan, federal capital grants for infrastructure improvements and major rehabilitation declined steadily over the last ten years and jeopardizing the preservation of the Public Housing asset. Moreover, as capital needs of aging buildings remain unmet, operating costs such as maintenance and repair increase have placed further strain on the operating budget.

Federal Operating Funding Loss

HUD's Public Housing operating fund provides subsidies to Public Housing authorities nationwide to operate and maintain Public Housing in local communities. Federal subsidies account for nearly 44% of NYCHA's General Fund revenues (with the remaining balance primarily tenant rents) and 98% of NYCHA's Section 8 HCV Program revenues. If NYCHA were to be awarded 100% of total eligibility, there would be no operating deficit in 2016. In fact, NYCHA would have additional resources for critically needed frontline staff, such as maintenance workers, caretakers, and skilled trade persons to support the residents' needs. However, appropriations have generally fallen short of the funding levels required to fully fund Public Housing operations in accordance with HUD's eligibility formula. Additionally, while HUD's formula takes location into account, New York City has long advocated that the system is inequitable when one considers the City's uniquely high construction and employment costs in comparison to authorities across the US.

Table 4: FY 2016 Operating Subsidy Proration and Cumulative Loss (\$'000)



* FY 2016 figures is an estimate based on FY 2015 actuals

Capital Operating Funding Loss

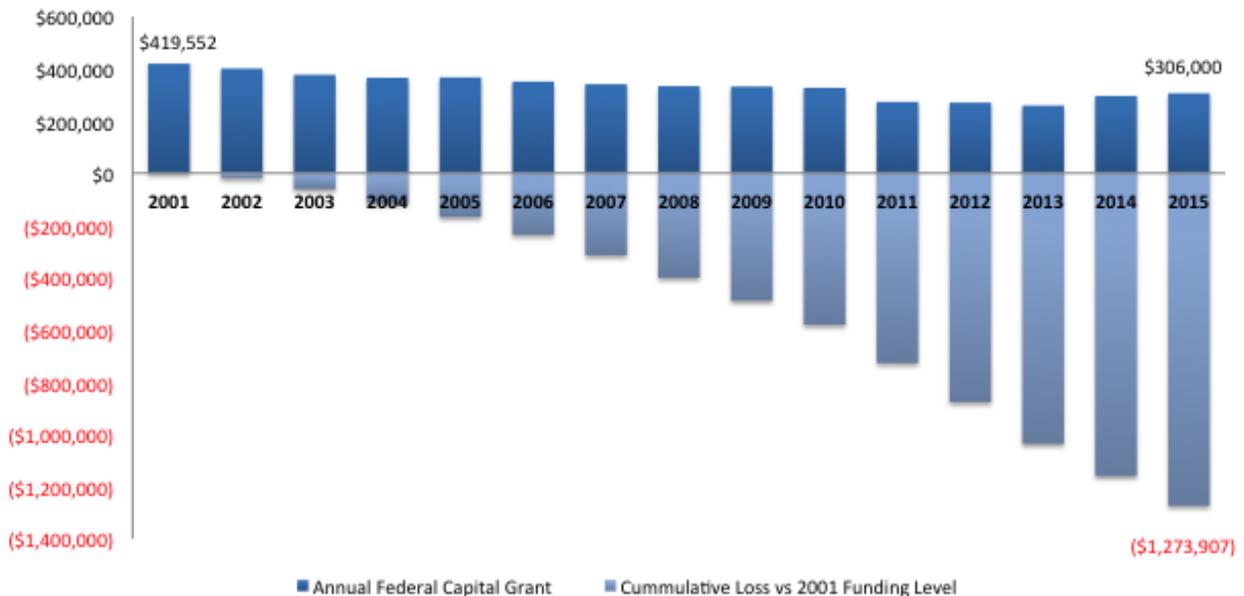
NYCHA's aging housing stock requires far more capital investment than has been available from Federal, State, and City grants. Of NYCHA's 2,596 residential buildings 75% are more than 40 years old and have over \$16.5 billion dollars in unfunded capital needs.

Funding available to NYCHA for capital improvements has not only failed to keep pace with needs, but has dramatically declined. From 2001 to 2015, annual federal capital grants have declined \$114 million, or 27%, from \$420 million to \$306 million. As a result, NYCHA has experienced a cumulative federal capital grant funding loss of \$1.274 billion since 2001. Even in the years of steady appropriations to the Capital Fund, rising costs have resulted in very real cuts to the program. This chronic funding gap severely constrains NYCHA's ability to make necessary repairs and upgrades to brickwork, roofs, elevators, building systems (such as heating and plumbing systems), and apartment interiors.



NYCHA has experienced a cumulative federal capital grant funding loss of \$1.274 billion since 2001. Funding shortfalls have meant that only \$1.5 billion has been invested in capital improvements during the last five years.

Table 5: FY 2016 Capital Federal Funding and Cumulative Loss (\$000)



Delayed Implementations

The current funding mechanism has resulted in chronic underfunding, and jeopardizing NYCHA’s long-term fiscal stability. NYCHA continues to explore options to help ease the financial burden caused by the declining Federal revenues.

Implementation of Rent Equity Policy and the New Flat Rent Provision

As of the beginning of 2013, over 47,000 of NYCHA’s 175,000 Public Housing households pay less than 30 % of family income towards rent, as generally required by Public Housing regulations. These households are referred to as “flat rent” households. The NYHA Board approved changes to increase flat rent to 30 % of family income subject to the maximum HUD-established affordable housing rent guidelines.

On January 17, 2014, the President signed the Department of Housing and Urban Development Appropriations Act, 2014 requiring PHAs to establish flat rents at no less than 80 % of the fair market rent (FMR) effective June 1, 2014. However, the statute limits annual flat rent increases to 35 % of the existing flat rent amount.



These changes in rent are expected to yield an average annual .7 % compound growth rate in projected Dwelling Rent over the Plan period, from \$997 million in 2016 to \$1.024 billion in 2020.

Support for Unsubsidized Units

NYCHA owns and operates 21 developments originally built by the City and State of New York (City/State Developments) with approximately 20,100 housing units that have been historically unfunded. NYCHA was able to secure funding for nearly 12,000 of these units via Federalization. In addition, HUD authorized the conversion of 8,400 units into Project-Based Section 8 funded units through the 2008 Voluntary Conversion Plan (VCP). Out of the 8,400 units covered by the VCP, nearly 3,551 units will be converted into the Section 8 funding model by the end of 2015.

Current Plan assumes NYCHA continues its conversion efforts for the remaining units (approximately 5 thousand) by transitioning an additional 300 units annually for 2016-2020. It is expected that revenue will increase approximately \$52 million in 2016 to \$68 million in 2020, as shown in the Section 8 Phased Conversion budget line.

Contract-Based Section 8 Properties

By leveraging tax-exempt bond financing provided through HDC and Low Income Housing Tax Credit (LIHTC) equity, the Authority will be able to invest approximately \$100 million in capital work at the six project-based Section 8 properties, bringing them up to a good state of repair and adding other elements such as new interior apartment renovations, resiliency measures and energy efficiency. Additionally, the transaction generated a return to NYCHA of approximately \$158 million in 2014 and another \$114 million is expected in 2016 to help reduce the funding gap and invest in capital work throughout the Public Housing portfolio.

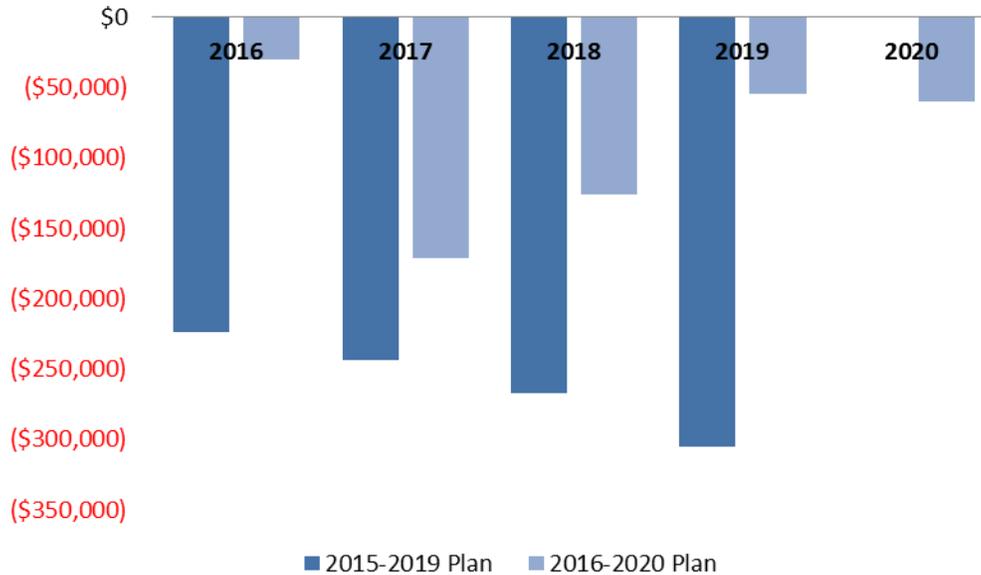
Gap Closing Measures

With continued reduction in revenues and increases in costs (especially benefit-related expenses), NYCHA faces challenges in ensuring its core functions and delivering essential service to residents.

The 2016 Plan forecasts the General Fund deficit in 2016-2020 will be reduced to \$31 million – 61 million, which is a significant improvement when compared to the prior operating plan, with the projected deficits of \$224-306 million in years from 2015-2019. The 2016 Plan assumes a number of initiatives and reflects an improved revenue outlook. However without significant financial support, NYCHA will continue to be fiscally challenged in the years to come.



**Table 6: General Fund Deficit (Prior vs. Current Plan)
(\$000)**



NYCHA anticipates that the current deficit will be offset with a combination sources. NYCHA is expecting to receive forgiveness of payments of \$1 million from the New York City Office of Payroll Administration and will receive additional funding from HUD for Section 8 HAP payments and Administrative Fees. Based on 2015 trends, NYCHA is expecting to realize savings from lower utility rate. Lastly, as part of NextGen NYCHA, the Authority is implementing new strategies to increase collection of rental revenue.

**Table 7: FY 2016 Gap Closing Measures
(\$000)**

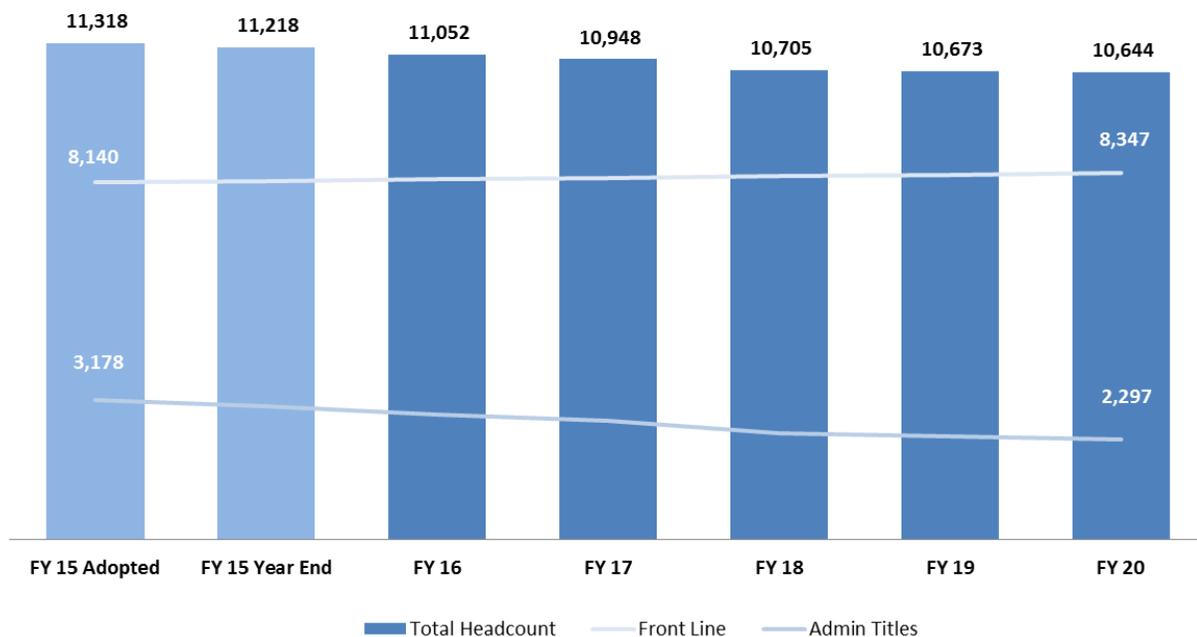
	FY 2016	Comments
Operating Deficit	\$ (59,974.31)	2016 Adopted Budget
I. Changes due to Federal Funding Notices		
a. Proration change		
Section 8 HAP Payment	\$18,048	Increase in Proration from 98% to 99.582
Section 8 Administrative Payment	\$1,950	Increase in Proration from 79% to 80%
II. Gap Closing Initiatives		
a. Rent Collection	\$15,000	Increase in Rental Revenue via improved collection effort
b. OPA Payment Waiver	\$1,000	Waiver of payment to OPA (Payroll Contract)
c. Reduction in Utility Payment	\$20,000	Anticipated reduction in utility rate
e. S8 Withdraw from Reserve	\$17,000	Section 8 Program fund its deficit, using its HUD Reserves.
Total Closing Measures	\$72,998	
Adjusted Net Surplus/(Deficit)	\$13,023.29	Assumes all initiatives and HUD changes are realized.

Workforce and Salary

The Plan reflects ongoing efforts to streamline operations at its central office cost centers (COCC) with an emphasis on increasing efficiencies of its support functions. These efficiencies will be realized gradually over the five year period through a combination of natural attrition with selective back-fills, active performance management, and the transition of employees to other City Agencies. The frontline staffing level will be maintained, ensuring NYCHA’s ongoing commitment to provide service to its residents.

Full-time salaries are budgeted for \$630 million in 2016, decreasing to \$600 million in 2020.

Table 8: Planned Headcount Reduction



Initiatives

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



Ongoing initiatives from FY 2015;

NextGeneration (NextGen) NYCHA

May 2015, NYCHA launched NextGeneration (NextGen) NYCHA. NextGen NYCHA is a multi-faceted, long-term, strategic investment and planning process that will explore creative ways of how public housing can be sustained for the next generation of New Yorkers. It intends to be an inclusive process that will seek input from NYCHA residents, administrators and managers, and community partners. This year, NYCHA rolled out targeted strategies. The following transpired during this program's first year:

Achieve short-term financial stability and diversify funding

NYCHA's immediate goals are to increase financial sustainability to continue to provide proper services to our residents. We intend to do this by reducing our costs and by looking for ways to increase current and new revenue sources.

Improving Rent Collection Performance

Since the release of the NextGen NYCHA plan NYCHA launched several initiatives aimed at improving rent collection, such as automated rent-payment reminder notices and calls. NYCHA is also working closely with the Human Resources Administration to provide rental assistance as part of the eviction intervention. Other efforts will include partnerships with community based organizations to provide financial education and coaching services to prevent rent delinquency.

Reduce Central Office Costs

As part of NYCHA's efforts to eliminate its structural operating deficit, it must reduce central office costs. It will do so by transferring responsibility for certain central office functions, as well as some NYCHA staff and job titles, to the City agencies that perform similar functions. The efficiencies that result from that City-NYCHA integration along with realignment of operations will allow NYCHA to reduce its central office staff further by attrition. Neither the transfers nor the attrition will impact service levels at the frontline to ensure service quality to residents.

In June of 2015, NYCHA transitioned 24 Community Centers along with 56 staff to the Department of Youth & Community Development (DYCD). NYCHA is also looking for ways to reduce our current operating costs through supplies and contracts reductions. The 2016 plan includes a 2% reduction across all central office departments' discretionary contracts and supplies, where possible. Through these cumulative strategies, NYCHA hopes to achieve \$90 million in savings annually.

Housing Grant

In support of the City's efforts to combat homelessness, NYCHA has been setting aside public housing units and Section 8 vouchers for NYC homeless families. In 2014, NYCHA provided 865 public housing units and 291 Section 8 project based units to homeless families – a total of 1,156 families and 3,589 total residents. From January through October 2015, NYCHA issued



keys to 1,650 additional homeless families. Starting in 2016, NYCHA will set aside an additional 750 public housing units for homeless families in each of the next five years.

Combined with the Authority's existing commitment to place 750 homeless families in public housing and 500 families through voucher programs, this will result in 2,000 total homeless placements each year. In exchange for the 750 additional units, the City will provide NYCHA with grant funds to house homeless families. Each unit will be funded for 5 years with a monthly grant of \$1,000, with a 2% inflator annually. This will bring NYCHA an additional \$142 million between 2016- 2020.

(Re)Build

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

Increase Affordable Housing

In July, NYCHA and HPD released a "Request for Proposal" (RFP) for potential developers to expand 100 % affordable housing opportunities. at three NYCHA developments, including Ingersoll (Fort Greene, Brooklyn), Van Dyke (Brownsville, Brooklyn) and Mill Brook (Mott Haven, the Bronx.) The plan to create affordable senior and family housing on underused NYCHA property was the outcome of an extensive and meaningful planning process with hundreds of residents and community advocates. NYCHA intends to retain rights to the land developed through a long term ground lease and provide critical oversight to the project. NYCHA also stipulated that the developers are to train, hire, and engage NYCHA residents on a regular basis as the project progresses and give residents preference for 25 % of the units.

Reinvest

The NextGen Neighborhoods initiative was formed to generate revenue to reinvest into developments, and across NYCHA, by leveraging a 50-50 split of market- rate and affordable units built on underutilized NYCHA lands. In September, residents and stakeholders engagements started NextGen Neighborhoods at the Holmes Towers and Wyckoff Gardens developments.

Operate as an efficient landlord

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

Localize decision-making

Enacted in January 2015, the Authority's Optimal Property Management Operating Model (OPMOM) is empowering property managers at 18 developments spanning 22,386 units to build their own budgets, hire their own staff, and purchase materials from the central office. The



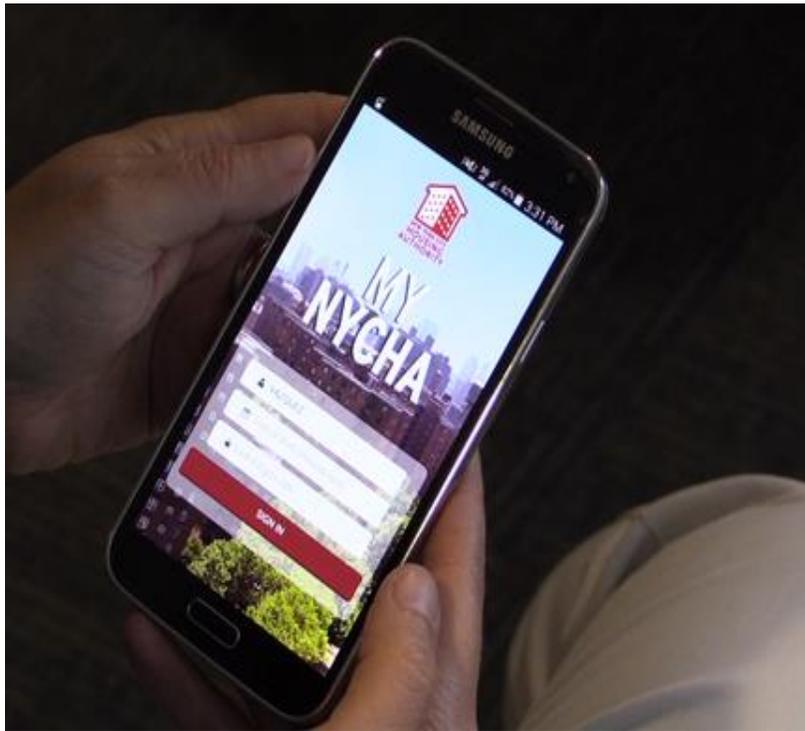
program aims to maximize customer service through efficiency and quality of service. The pilot is an effort to move away from a one-size-fits-all approach toward a localization of control at the property level, in which property managers are empowered to make customized, data-driven, real-time decisions. OPMOM property managers have received enhanced training and support to provide better service to residents. This program has been successful in reducing work order repair times which continue to trend downward. Between January and December of 2015, the maintenance work orders average completion time improved from 21 days to 8 days, a decrease of 63 %. Current participating developments include: Howard, Seth Low, Langston Hughes, Unity Plaza, Van Dyke, Brownsville, Tilden, Woodson, East River, Jefferson, Wagner, Lincoln, Wilson, Mill Brook, Patterson, Mott Haven, Mitchel, and Melrose Houses.

Transparency and Metrics

NYCHA has increased transparency by updating its webpage, to include NYCHA's Metrics (showcasing Service levels and vacancy rates by development), summaries of buildings' existing conditions (Physical Needs Assessment), contract disclosures (details on all open capital construction contracts), and the publicizing of award results (seen on pgs. 200-209). In June, NYCHA also implemented an initiative to improve its inventory management and procurement systems. The Supply Chain & Inventory overhaul identified \$114 thousand worth of window guards and window balances collected from warehouses. NYCHA distributed 65 % (or \$75 thousand) of the stock to the developments for use. In July 2015, in order to continue improving the Authority's Inventory Control System, NYCHA formed an external group, which includes participation from NYCHA, The U.S. Department Housing and Urban Development (HUD), the NYC Comptroller's Office, and independent supply chain experts.

MyNycha App

NYCHA's digital transformation will allow the Authority to increase administrative efficiency and reduce costs while providing public housing residents, with improved customer service and better access to their data. In September, NYCHA launched a mobile app, named MyNYCHA, for residents to create, submit, track, and update maintenance service requests. This app improves customer service by allowing NYCHA residents to view alerts, outages, and schedule inspections at any time. The mobile app, available to residents twenty four hours a day, seven days a week, helps reduce the need to call NYCHA's Customer Contact Center (CCC) for questions or services requests. More than 3,300 residents subscribed for NYCHA alerts within its first thirty days going live.



My NYCHA mobile app

Improve Residents Safety

In 2014, The Mayor's Action Plan (MAP) for Neighborhood Safety, a multi-agency effort, was launched to reduce crime and strengthen neighborhoods of 15 NYCHA developments with the highest violent crime rates in public housing. 15 developments account for nearly 20 % of all violent crime in public housing: Boulevard, Brownsville, Bushwick, Butler, Castle Hill, Ingersoll, Patterson, Polo Grounds, Queensbridge, Red Hook, St. Nicholas, Stapleton, Tompkins, Van Dyke, and Wagner.

In collaborating with the City of New York's plan to improve safety, temporary exterior lighting was installed at 15 MAP developments with the highest violent crime rate beginning in July 2014. The current plan has 184 temporary light towers at 19 locations.

On March 1, 2016, in conjunction with the Mayor's Office of Criminal Justice (MOCJ), and the Office of Management and Budget (OMB), NYCHA will initiate a light study to assess the impact of lighting on crime in NYCHA developments. NYCHA will be responsible for installing and maintaining the temporary light towers, and submitting light tower data to the Crime Lab at the University of Chicago. A total of 400 towers will be installed at 40 NYCHA developments.

Additionally, Building upon MAP, in December 2014, Manhattan District Attorney Cyrus Vance directed \$89 million of bank forfeiture funds for security improvements in those same 15 NYCHA developments. These resources support camera installations with connection to the NYPD network, exterior lighting, new doors, layered access, and additional public safety programming.

Thus far, permanent exterior lighting has been installed at the Polo Grounds development. The total program is expected to be completed in 2018.



Bedford Stuyvesant, Brooklyn NY 11206 - Temporary lights September, 2014

One-Call Initiative

In August, five NYCHA development sites were enabled to use the “one call” pilot program. This program will allow residents and property managers to schedule necessary components of repair projects with one call, instead of making multiple calls for one repair. As of the result of the pilot, approximately 350 units have had an average of 70 multi-skilled trade jobs scheduled. The pilot intends to improve customer service and shorten the time to complete repairs, and avoid unnecessary delays between open and closed work tickets related to a project.

Recycling Program

The Recycling Program is an initiative launched in April 2015 to improve sustainability and reduce NYCHA’s carbon footprint: by providing adequate bins, signage and storage area for recyclables at every development. As of February 1st 2016, recycling stations have been installed at 107 developments by the Maintenance & Skilled Trades Department. NYCHA’s Resident Engagement Department also contributed to the initial success of the program by conducting resident outreach meetings to discuss the importance of recycling. As of late November 2015, approximately 39 developments had held these outreach meetings.



Linden Houses, Brooklyn NY 11207 - Recycling Bins April, 2015

Safety and Service Level

With more than 600,000 New Yorkers served by NYCHA's public housing, and Section 8 Programs, the Authority is dedicated to ensuring that its essential functions can continue in any event and every situation.

One way to achieve this is through the creation of a plan known as a Continuity of Operations Plan (COOP). It defines the actions, resources, and procedures a unit or department will need to ensure the execution of essential functions. COOP preparation helps NYCHA to maintain its critical operations after any emergency or major disruption to its work space or infrastructure.

NYCHA developed its first COOP plan in 2009 and has since explored new practices to strengthen its preparedness and resiliency efforts. NYCHA is excited to roll out a new COOP process. Guidance, built on the results of past efforts and lessons learned, has enabled each department or business unit to create its own continuity plan that supports the continuation of NYCHA's overall essential functions. For example, the Finance team devised procedures to ensure emergency purchases can be made and cash flow occurs in times of crises. Procedures have also been developed with Operations and Human Resources departments to allow for expedited temporary hires during emergencies such as staff hires for snow removal during snow storms.

Commencing in FY 2016;

Right Sizing Initiative

The Right Sizing Pilot Program is expected to launch in May 2016. The Right Sizing Pilot Program is funded by the City of New York to provide supportive services, moving services, and a financial incentive for those households living in NYCHA apartments too large for their family



size. The goal of the program is to expeditiously assist approximately 400 “extremely under-occupied” families with moving into appropriately sized apartments.

NYCHA will contract with a qualified firm to provide various support services to tenants in connection with relocating to a more appropriately sized apartment in their borough of choice in New York City. Costs include apartment preparation, moving expenses, and financial incentives.

Housing Homeless Veterans Program

The City has allocated funding to cover the costs of housing for 57 homeless veterans. NYCHA will expedite the preparation of these apartment units by working overtime and utilizing additional supplies, contracts, and equipment. NYCHA has already begun working with the Department of Homeless Services (DHS) to house veteran candidates and housed 17 veterans as of January 2015.

Housing Homeless Subsidy

As part of the Mayor’s initiative to reduce homelessness, NYCHA agreed to house 750 DHS-referred homeless families in public housing. Based on NYCHA’s annual turnover of less than 5,000 units per year, the maximum number of additional homeless families NYCHA could place in public housing in 2015 is 2,100; however, NYCHA is committing 750 to this initiative. By not committing all available units to homeless families, NYCHA will continue to serve other high need families and limit legal, regulatory, and political challenges.

NYCHA will receive \$1,000 per unit, per month, for additional homeless units. Each new unit will be funded for 5 years. Additionally, subsidy per unit will increase by 2% each year to account for the cost of inflation. In all, there will be 3,750 total units, with a total cumulative funding of \$142 million, between 2016-2020.

Extended Hours

As part of the Mayor's Action Plan (MAP), this program aims to improve safety at NYCHA’s developments during the peak summer crime season. The City is funding NYCHA-operated and sponsor-operated community centers at NYCHA developments to enable them to remain open until 11:00 PM during the summer months (July 7 – August 29). In FY 2016, OMB allocated funding for 27 sites, of which 23 sites opted to participate in the program. NYCHA provides funding to sponsors, which is then paid for by OMB on a reimbursement basis, quarterly. OMB allocated \$2.4 million with an estimated cost per center of \$90 thousand.

MAP Community Center Repair

The City allocated \$1.2 million of city under-run funds to provide needed repairs at MAP development centers. NYCHA is completing physical inspections at 15 applicable centers and is working with the MOCJ to determine which projects to fund. Projects will be determined by the MOCJ after which NYCHA will perform the work and provide invoices to OMB for reimbursement.



Operating Budget



Overview

The operating budget for FY 2016 is \$3.4 billion. This includes a \$7.7 million expense decrease over the FY 2015 current modified budget. The budget provides \$174 million in additional funds to cover the expenses of shifting Central Office position to Operations frontline and skilled trade positions and covering the cost of general wage increases. The FY 2016 budget includes cost savings measures aimed at closing the budget deficit.

Table 1 highlights NYCHA's actual revenues and expenses for FY 2014, the current modified budget for FY 2015 and the FY 2016 budget by account type. It also indicates the variance between the current modified FY 2015 budget and the FY 2016 budget.



Table 1: Comparison FY 2014 - FY 2016

	(\$000)			
	FY 2014	FY 2015	FY 2016	Variance
Expenditures	YTD Actual	Cur. Mod. Budget	Budget	FY 15 vs. FY 16
Personnel Services:				
Salary F/T	611,346	613,149	629,800	16,651
Salary P/T	1,315	1,265	1,263	(2)
Seasonal	1,027	30	325	295
Overtime	85,747	74,550	67,499	(7,051)
Salary Retro	13,907	3,346	4,611	1,265
Shift Differential	2,089	907	1,216	309
Fringe	508,509	562,029	727,344	165,315
Other	12,091	16,245	13,164	(3,081)
Subtotal Personnel Services	1,236,031	1,271,521	1,445,222	173,701
Other Than Personnel Services:				
Leases	38,396	40,576	41,166	590
Supplies	60,332	60,741	70,493	9,752
Utilities	577,472	593,180	600,196	7,016
Equipment	30,831	14,726	21,164	6,438
Contracts	150,303	147,612	162,216	14,604
Insurance	49,216	51,994	55,403	3,409
Section 8 Payments	969,430	955,354	960,993	5,639
Payment in Lieu of Taxes	27,640	33,234	-	(33,234)
Debt Services	593	837	733	(104)
Other OTPS	37,441	44,170	22,320	(21,850)
Subtotal Other Than Personnel Services	1,941,654	1,942,424	1,934,684	(7,740)
Total Expenses	3,177,685	3,213,945	3,379,906	165,961
Revenues				
Revenues from Operations:				
Tenant Rental Revenue	937,541	996,820	997,364	544
Other Revenue from Operations	17,981	18,160	17,896	(264)
Subtotal Revenues from Operations	955,522	1,014,980	1,015,260	280
Other Revenues:				
Federal Subsidies	900,776	898,785	910,035	11,250
Contract Based Section 8 Properties Subsidy	11,616	-	-	-
Debt Services Subsidy	784	525	438	(87)
Section 8 Phased Conversion	45,737	49,773	51,902	2,129
Section 8 Management Fees	-	-	-	-
Capital Funds Reimbursements	74,571	60,949	52,569	(8,380)
Interest on Investments	1,015	2,049	4,557	2,508
Other	126,148	36,969	140,241	103,272
Categorical Grants	8,293	4,308	3,904	(404)
Section 8 Subsidy	963,153	955,385	930,852	(24,533)
Section 8 Admin	66,938	69,675	69,693	18
Section 8 Admin Reserve	-	3,758	-	(3,758)
City Funds	24,639	18,600	140,481	121,881
Subtotal Other Revenues	2,223,670	2,100,776	2,304,672	203,896
Total Revenues	3,179,192	3,115,756	3,319,932	204,176
Surplus/ (Deficit)	1,507	(98,189)	(59,974)	38,215



Operating Budget FY 2016 – FY 2020

NYCHA's Financial Plan sets forth projected operating costs on a modified accrual basis for FY 2016 through 2020. The four year financial plan is submitted to the Board simultaneously with the FY 2016 budget. NYCHA's budget plan is not balanced.

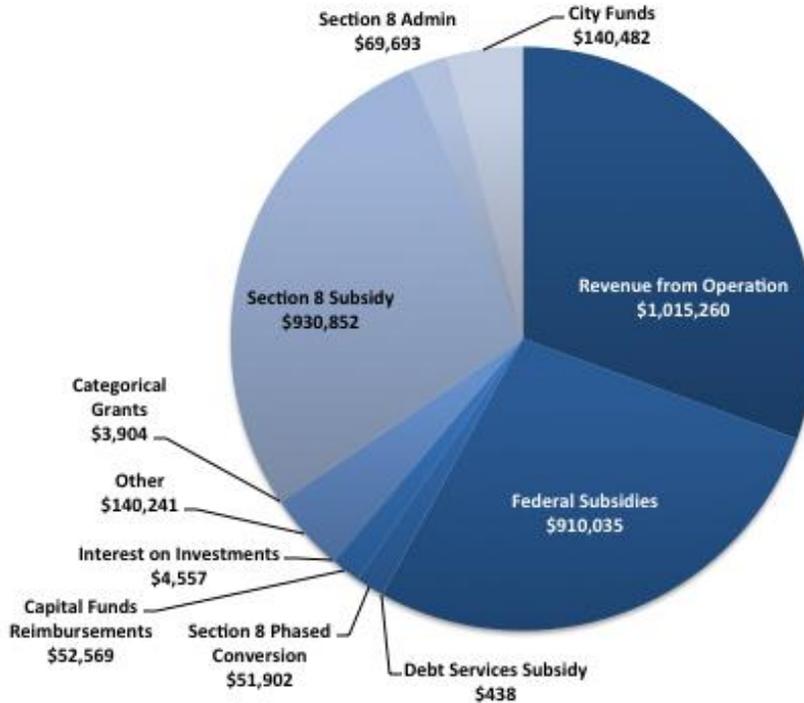
Table 2: FY 2016 – FY 2020 Financial Plan
(\$000)

	2016	2017	2018	2019	2020
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Expenditures					
Personnel Services:					
Salary F/T	629,800	619,815	603,984	601,764	600,137
Salary P/T	1,263	1,254	1,254	1,254	1,254
Seasonal	325	30	30	30	30
Overtime	67,499	67,355	67,278	67,288	67,202
Salary Retro	4,611	4,591	4,591	4,591	4,591
Shift Differential	1,216	1,211	1,210	1,210	1,210
Fringe	727,344	724,698	750,166	741,735	728,486
Other	13,164	13,102	13,025	13,025	13,025
Subtotal Personnel Services	1,445,222	1,432,057	1,441,539	1,430,898	1,415,936
Other Than Personnel Services:					
Leases	41,166	42,000	43,063	58,017	29,807
Supplies	70,493	69,923	70,128	69,322	67,586
Utilities	600,196	610,913	619,754	620,279	633,701
Equipment	21,164	15,020	11,707	11,857	11,601
Contracts	162,216	156,423	157,786	157,522	157,435
Insurance	55,403	58,463	61,753	65,364	69,291
Section 8 Payments	960,993	977,883	979,073	983,490	987,854
Payment in Lieu of Taxes	-	-	-	-	-
Debt Services	733	628	534	455	376
Other OTPS	22,320	19,282	19,306	19,223	19,223
Subtotal Other Than Personnel Services	1,934,684	1,950,534	1,963,104	1,985,529	1,976,874
Total Expenses	3,379,906	3,382,591	3,404,643	3,416,427	3,392,810
Revenues					
Revenues from Operations:					
Tenant Rental Revenue	997,364	1,012,570	1,023,512	1,023,559	1,023,609
Other Revenue from Operations	17,896	20,211	27,788	27,889	27,084
Subtotal Revenues from Operations	1,015,260	1,032,781	1,051,300	1,051,448	1,050,693
Other Revenues:					
Federal Subsidies	910,035	901,988	899,375	907,608	920,242
Contract Based Section 8 Properties Subsidy	-	-	-	-	-
Debt Services Subsidy	438	360	285	230	180
Section 8 Phased Conversion	51,902	56,000	60,099	64,201	68,303
Section 8 Management Fees	-	-	-	-	-
Capital Funds Reimbursements	52,569	47,569	47,569	47,569	47,569
Interest on Investments	4,557	6,836	8,936	11,847	14,759
Other	140,241	52,926	90,971	155,101	101,600
Categorical Grants	3,904	618	618	68	68
Section 8 Subsidy	930,852	939,958	951,471	958,584	963,024
Section 8 Admin	69,693	70,000	70,051	69,776	69,474
Section 8 Admin Reserve	-	-	-	-	-
City Funds	140,482	76,835	92,887	103,000	113,506
Subtotal Other Revenues	2,304,673	2,153,091	2,222,262	2,317,984	2,298,727
Total Revenues	3,319,932	3,185,872	3,273,562	3,369,432	3,349,419
Surplus/ (Deficit)	(59,974)	(196,719)	(131,081)	(46,996)	(43,391)

Operating Revenue

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

**Table 3: FY 2016 Operating Revenue
(\$000)**



Total Revenue \$3.3 billion

Dwelling Rent and Federal Subsidies account for 58% of total revenues. Section 8 Subsidy for HAP and Administrative Fee accounts for 30% of total revenues. The remaining 12% consists of many different components, but principally City funds and Capital Fund Reimbursements.

**Table 4: FY 2016 Revenue by Funding Categories
(%)**

GF01	69.5%
F006	29.7%
City Grants	0.6%
Federal Grants	0.2%
Total	100.0%



Tenant Rental Revenue

Projected rent paid to NYCHA by residents represents 30% of total revenues in 2016. Rent projections are modeled at the property level based on data that includes the number of occupied units, average base rents, and collection losses.

Federal subsidies for Public Housing are budgeted under Other Revenues. Accordingly, it is important to note that Tenant Rental Revenue contributes less than half of the total revenues used to cover the Authority's Public Housing expenditures reflected in the General Fund.

This Plan projects Tenant Rental Revenue to increase from \$997 million in 2016 to \$1.024 billion in 2020, a compound growth rate of .7%.

Other Revenue from Operations

Other Revenue from Operations consists of ancillary fees, primarily from residents, including sales and services charges, parking fees and appliance surcharges intended to defray a portion of the cost of excess utility consumption. Other Revenue from Operations is projected to increase from \$18 million in 2016 to \$27 million in 2020. The projected increase is primarily attributable to increased parking fees. Parking fees are projected to rise due to the elimination of the lower non-reserved pricing option as NYCHA converts more of its parking lots to reserved-only pricing following painting and numbering of parking lots.

Federal Subsidies

This Plan projects federal operating subsidy to be \$910 million for the year 2016 increasing to \$920 million in 2020. The Operating subsidy assessment is based on many factors including the number of eligible units, project expense levels, utility expense levels, and formula income, which in turn, is based on Tenant Rental Revenue. While this assessment determines eligibility level, additional assumptions must be made to determine future appropriations and proration levels which averaged 89% for the past decade. NYCHA has based its 2016 budget on the 2015 appropriation of 85.36%. In 2016, the Authority would be eligible for \$1.069 billion but is estimated to only receive \$910 million, a shortfall of \$159 million. For years 2017-2020, the Plan also assumes an operating subsidy proration of 85.36%.

Section 8 Phased Conversions

Under a 2008 voluntary conversion plan approved by HUD, NYCHA was authorized to convert to Section 8 assistance up to 8,400 Public Housing units in the former City/State Developments which previously received no dedicated funding. The Plan assumes approximately 3,551 units will be converted by year end 2015 generating an estimated \$49 million of subsidy. The approximately 4,800 remaining units have yet to be converted to receive Section 8 assistance and remain without a dedicated funding source.

Securing dedicated federal funding for these remaining unfunded housing units is critical. Each unfunded housing unit operates with an implied structural deficit as the tenant rent alone is



insufficient to cover the operating costs. NYCHA estimates that the 4,800 unfunded units contribute approximately \$69 million annually to the operating deficit.

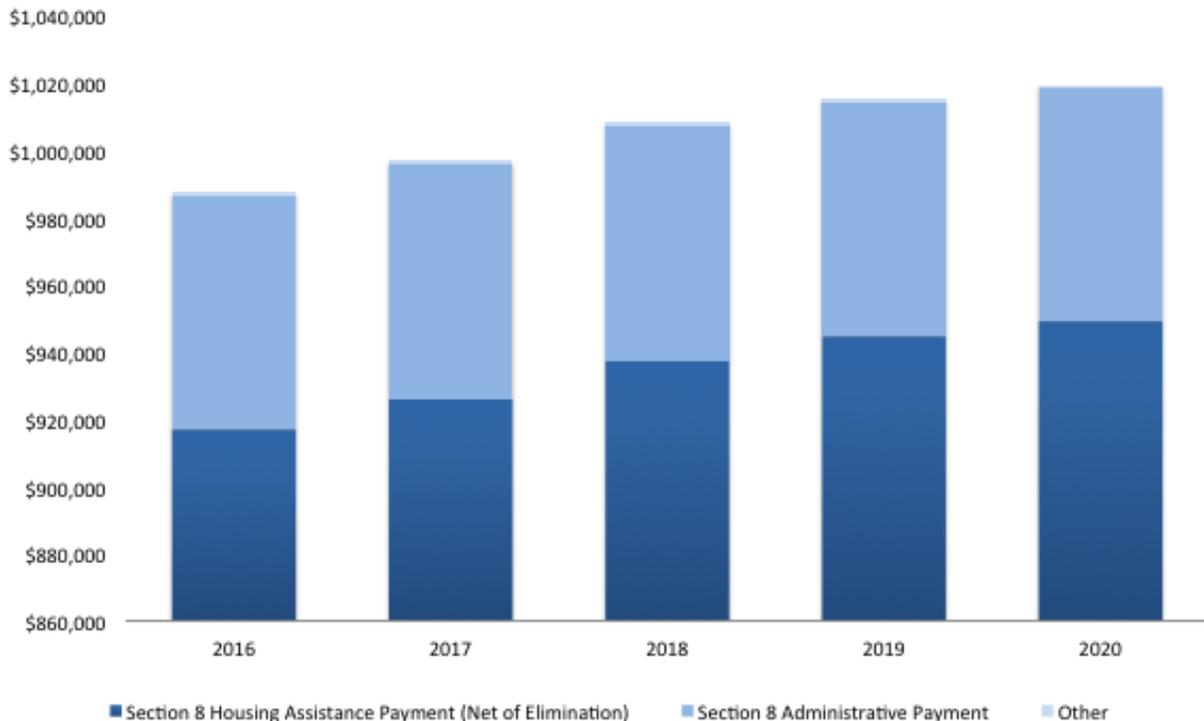
This Plan reflects an initiative to convert 300 units annually for 2016 to 2020, with revenue increasing from approximately \$52 million in 2016 to approximately \$68 million in 2020.

Section 8 Subsidy and Admin Fee

Section 8 Revenue is the total of the Housing Assistance Payments (HAP) and the Administrative Fees subsidy in the Housing Choice Voucher (HCV) Program Fund, less the portion of HAP that is paid to the General Fund as subsidy for the Section 8 Phased Conversion units owned by NYCHA.

The projected subsidy reflects the expected vouchers in service in the HCV Program five-year rental plan. This takes into account the interplay of the following: program attrition; restorations; per unit costs; inflation factors applied by HUD; increases permitted to building owners under New York’s rent regulations; changes to the fair market rent and payment standards; funding proration; and the maintenance of required HAP and administrative fee reserves.

Table 5: FY 2016 Section 8 Subsidy and Admin Fee (\$000)



The Plan projects Section 8 Revenue to increase from \$987.4 million in 2016 to \$1.019 billion in 2020. This assumes a total Unit Months Leased (UML) of 1,025,973 for a monthly average of 85,498 vouchers in 2016.



Categorical Grants

NYCHA receives grant awards from Federal, State, City, and private sources to fund specific community development and benefits programs. The Plan reflects only grants awarded, and does not reflect anticipated awards. Categorical grants fund for 2016-2020 are budgeted at \$3.9 million in 2016 and decreasing to \$68 thousand by 2020.

Capital Fund Reimbursements

Capital Fund Reimbursements are reimbursements from the federal capital program to the operating program for capital-related costs incurred in the operating budget.

This line includes the 10% management fee, which dropped to a lower percentage to address a much needed rehab. NYCHA is permitted to charge against capital fund grants to cover Capital Program administration costs funded from the operating budget. Also, this line includes the reimbursement of direct costs of frontline staff involved in designing and managing capital projects; central office allocations of budgeted information technology capital expenditures for projects that benefit NYCHA's frontline and central support functions; capital replacement reserves of NYCHA's mixed-finance portfolios; the Painter's Apprentice Program; vehicles; and additional Capital Project Departments heads and backfills.

Capital Fund Reimbursements are projected to be \$52.6 million in 2016 and \$47.6 million in years 2017-2020.

Interest on Investments

Interest on Investments represents expected earnings on cash and investments, excluding expected returns on self-insurance funds since these earnings are netted against insurance costs. This revenue is projected to increase from \$4.6 million in 2016 to \$14.8 million in 2020, reflecting higher portfolio balances and expectation of modest increases in yields over the planning period.

City Funds

Funds from the City of New York will help the Authority absorb the impact of chronic federal shortfalls. The budgeted amount for 2016 is \$140 million.

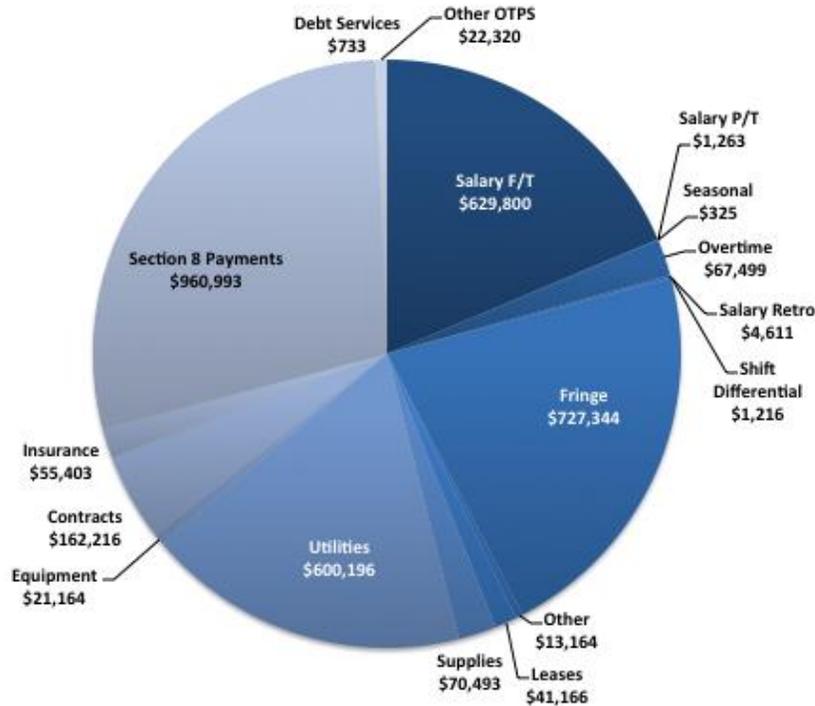
Other Non-Operating Revenues

NYCHA generates ancillary revenues from third parties from its property assets, including commercial storefront leases, rooftop leases (i.e., to mobile telecommunications providers), and others. This Plan projects Other Non-Operating Revenues to be \$140, \$53, \$91, \$155 and \$102 million respectively in each of the years 2016 through 2020.

Operating Expenses

Table 6 shows by category the \$3.379 billion expenditures in NYCHA's 2016 operating budget:

**Table 6: FY 2016 Use of Operating Funds
(\$000)**



Total Uses \$3.4 billion

Personnel Services (PS)

NYCHA will spend \$1.4 billion on Personnel Services (PS) which includes full-time, part-time, and seasonal salaries, overtime, shift differential and fringe benefits. The information below does not include reductions to the budget due to an anticipated hiring freeze and additional service reductions.

- The full-time salary budget is \$629.8 million, and covers annual salaries for the 11,052 employees who work on average between 35 and 40 hours a week.
- The budget for part-time salaries is \$1.3 million.
- The seasonal budget is \$325 thousand. This budget is allocated to Operations and Community Operations utilize these funds to hire staff during the spring and summer, the majority of whom are NYCHA residents.
- The fringe benefits budget is \$727 million, and covers the benefits associated with personnel. The fringe benefits budget covers Workers' Compensation, Social Security, health insurance, pension, welfare, annuity, retiree health insurance, retiree welfare and

unemployment costs. In addition the fringe covers additional cost caused by the general wage increase.

- The overtime budget is \$67.5 million which pays for scheduled and unscheduled overtime.
- The shift differential budget is \$1.2 million and reflects trade staff that work evening shifts.
- The retro budget is \$4.6 million.
- The budget for other salary which covers longevity and service differential is \$13.1 million.

Other than Personal Service (OTPS)

NYCHA will spend \$1.9 billion for Other Than Personal Services (OTPS) which includes leases, supplies, equipment, utilities, contracts, insurance, Section 8 payments, payments in lieu of taxes and debt service.

- The budget for Section 8 payments is \$961 million and provides funding for payments to landlords who provide private housing to families in the Section 8 program. Under this federally-funded program, families pay 30% of their income for rent and NYCHA pays the difference in rent up to a maximum amount.
- The utilities budget of \$600.2 million includes fuels, cooking gas, electricity and water Authority wide.
- The contracts budget is \$162.2 million, and includes funding for the contracts used for painting, elevator maintenance, fire safety, plumbing and the purchase of windows and doors; payments to the Department for the Aging (DFTA) for managing senior centers.
- The budget for leases is \$41.2 million, and represents the leasing of various borough and administrative offices throughout the City.
- The insurance budget is \$55.4 million, and is used to pay tort claims and premiums; for multiple insurance coverage such as property insurance.
- The budget for supplies is \$70.5 million and represents goods and materials purchased for the daily maintenance of the developments, such as cleaning and janitorial supplies. It also includes office supplies such as paper, pens, as well as the supplies for resident-oriented programming such as basketballs and art supplies.
- The equipment budget is \$21.2 million and is used to purchase equipment for developments as well as offices and includes items such as drills, snow blowers, electric saws, appliances, computers and vehicles.
- The remaining budget of \$22.3 million funds miscellaneous items such as Section 8 Port-in expenses, bank fees, debt service, postage, membership subscriptions and cash grants that are paid to resident associations.



Departmental Budget Summary

The following table is a summary of the expense budgets by department for FY 2016.

**Table 7: FY 2016 Departmental Budget
(\$000)**

DEPARTMENT	HC	PS	OTPS	TOTAL EXPENSES
Chair				
VP Strategic Initiatives	15	\$1,959	\$125	\$2,084
Equal Opportunity	18	\$1,915	\$319	\$2,234
Office of the Chair	9	\$1,503	\$199	\$1,702
NYCHA Board Members	1	\$118	\$347	\$466
Office of the Secretary	20	\$2,538	\$214	\$2,752
Inspector General	47	\$5,510	\$122	\$5,632
Chair Total	110	\$13,542	\$1,326	\$14,868
General Manager				
Office of the General Manager	5	\$977	\$128	\$1,105
VP Public Safety	31	\$3,959	\$10,586	\$14,545
General Manager Total	36	\$4,936	\$10,714	\$15,650
EVP Operations				
Office of the EVP Operations	0	\$0	\$212	\$212
VP Operations	6,960	\$730,893	\$834,702	\$1,565,595
VP Support Services	1,739	\$219,356	\$5,949	\$225,305
EVP Operations Total	8,699	\$950,248	\$840,863	\$1,791,111
EVP External Affairs				
Office of Public Private Partnerships	8	\$1,079	\$162	\$1,241
Office of the EVP External Affairs	3	\$305	\$0	\$305
Communications	22	\$2,815	\$498	\$3,313
Intergovernmental Relations	8	\$1,182	\$150	\$1,332
EVP External Affairs Total	41	\$5,381	\$810	\$6,191
EVP Legal Affairs & General Counsel				
RC_2016000-LAW-DEP GC - REAL ESTATE & ECONO DEVELOPMENT DIV	6	\$781	\$0	\$781
RC_2015000-LAW-DEP GC - TORTS	31	\$4,100	\$0	\$4,100
RC_2014000-LAW-DEP GC - CIVIL LITIGATION	27	\$3,925	\$0	\$3,925
RC_2013000-LAW-DEP GC - CORPORATE MATTERS	10	\$1,389	\$0	\$1,389
RC_2012000-LAW-DEP GC - HOUSING LITIGATION	64	\$7,695	\$0	\$7,695
RC_2010000-LAW - GENERAL COUNSEL	17	\$2,217	\$715	\$2,932
EVP Legal Affairs & General Counsel Total	155	\$20,107	\$715	\$20,821
EVP Capital Projects				
Office of the EVP Capital Projects	3	\$619	\$3	\$622
Office of the VP Capital Projects	23	\$3,585	\$8	\$3,593
Office of the VP Energy Finance & Sustainability Management	18	\$2,624	\$166	\$2,790
Capital Projects Administration	47	\$5,263	\$249	\$5,512
Design	77	\$10,563	\$11	\$10,574
Local Law 11	22	\$3,184	\$2	\$3,186
Construction	89	\$12,465	\$7	\$12,472
City Capital	24	\$3,426	\$5	\$3,431
Capital Planning	41	\$5,592	\$4	\$5,596
Quality Assurance	22	\$3,770	\$8	\$3,778
Special Projects	21	\$3,172	\$10	\$3,182
EVP Capital Projects Total	387	\$54,264	\$474	\$54,737



**Table 7: FY 2016 Departmental Budget
(\$000)**

DEPARTMENT	HC	PS	OTPS	TOTAL EXPENSES
EVP Administration				
Office of EVP Administration	3	\$568	\$2	\$570
VP Research & Management	28	\$3,903	\$12	\$3,915
VP Supply Management	136	\$15,575	\$566	\$16,142
General Services	86	\$8,279	\$908	\$9,187
General Services-CMA	0	\$0	\$12,945	\$12,945
Human Resources	134	\$16,270	\$655	\$16,925
Procedures Development and Administration	9	\$1,261	\$4	\$1,265
Customer Contact Center	152	\$13,433	\$1,866	\$15,299
Customer Operations	19	\$2,380	\$16	\$2,396
EVP Administration Total	567	\$61,669	\$16,975	\$78,644
EVP Finance				
Office of the EVP Finance	3	\$602	\$691	\$1,293
VP Finance	0	\$1	\$0	\$1
Budget and Financial Planning	43	\$5,074	\$75	\$5,150
Budget and Financial Planning-CMA	0	\$198,500	\$3,000	\$201,500
Accounting and Fiscal Services	89	\$11,770	\$211	\$11,981
Accounting CMA	0	\$0	\$1,409	\$1,409
Accounting Operations	40	\$4,069	\$112	\$4,181
Business and Revenue Development	6	\$871	\$614	\$1,485
Energy Finance and Sustainability Management	13	\$1,759	\$384	\$2,142
Energy-CMA-Utilities	0	\$0	\$4,173	\$4,173
Risk Finance	10	\$1,271	\$4	\$1,275
Risk Finance-CMA-Insurance	0	\$0	\$1,262	\$1,262
Treasury	15	\$1,815	\$56	\$1,871
EVP Finance Total	219	\$225,730	\$11,992	\$237,723
EVP Information Technology				
Office of the EVP IT	7	\$1,293	\$68	\$1,361
Business Solution Technology	70	\$11,395	\$7	\$11,402
Enterprise Technology Portfolio Management	20	\$3,168	\$13	\$3,181
IT Infrastructure	83	\$12,684	\$13	\$12,698
IT Infrastructure-CMA-Tech Systems and Maint	0	\$0	\$34,840	\$34,840
Information Management	20	\$2,343	\$7	\$2,350
EVP Information Technology Total	200	\$30,883	\$34,949	\$65,833
EVP Community Programs				
Office of the EVP Community Programs	3	\$572	\$1,634	\$2,207
Community Programs Administration	11	\$1,259	\$1,854	\$3,113
Citywide Programs and Assessment	7	\$648	\$495	\$1,143
Resident Engagement	59	\$6,498	\$1,069	\$7,567
Resident Economic Empowerment and Sustainability	47	\$6,666	\$339	\$7,005
Bronx Community Programs	6	\$622	\$934	\$1,556
Brooklyn Community Programs	10	\$1,231	\$1,016	\$2,247
Manhattan Community Programs	9	\$908	\$1,224	\$2,132
Queens-Staten Island Community Programs	7	\$986	\$406	\$1,392
Family Services Department	21	\$7,460	\$217	\$7,677
EVP Community Programs Total	180	\$26,850	\$9,189	\$36,038
EVP Leased Housing				
Office of the EVP Leased Housing	4	\$811	\$835	\$1,646
Inspection & Central Office Operations	81	\$8,605	\$99	\$8,704
Leased Housing Finance	22	\$2,473	\$16	\$2,489



**Table 7: FY 2016 Departmental Budget
(\$000)**

DEPARTMENT	HC	PS	OTPS	TOTAL EXPENSES
Policy & Program Administration	94	\$9,975	\$21	\$9,996
Client Services	170	\$18,037	\$107	\$18,144
Quality Assurance Performance Management	16	\$1,850	\$3	\$1,853
Leased Housing-CMA	0	\$0	\$960,993	\$960,993
EVP Leased Housing Total	387	\$41,751	\$962,073	\$1,003,824
EVP Real Estate				
Development Department	32	\$5,129	\$3,234	\$8,363
Real Estate Services-CMA	0	\$0	\$41,300	\$41,300
Real Estate Services	39	\$4,731	\$71	\$4,803
EVP Real Estate Total	71	\$9,860	\$44,606	\$54,466
Total NYCHA Budget	11,052	\$1,445,222	\$1,934,684	\$3,379,906



Head Count Plan

The following table details NYCHA's full-time headcount plan by department for FY 2016 through FY 2020. Also included is the budgeted headcount for FY 2015. All decreases in authorized headcount will be achieved through a combination of attrition and the elimination of vacant positions.

Table 8: FY 2015 – FY 2020 Authorized Head Count

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Chair						
VP Strategic Initiatives	14	15	15	15	15	15
Equal Opportunity	21	18	18	18	18	18
Office of the Chair	9	9	9	9	9	9
NYCHA Board Members	1	1	1	1	1	1
Office of the Secretary	22	20	20	20	20	20
Inspector General	40	47	47	47	47	47
Chair Total	107	110	110	110	110	110
General Manager						
Office of the General Manager	6	5	5	5	5	5
VP Public Safety	24	31	29	29	29	29
General Manager Total	30	36	34	34	34	34
EVP Operations						
Quality Assurance Department	17	0	0	0	0	0
Office of the EVP Operations	5	0	0	0	0	0
VP Operations	6,690	6,960	6,960	6,960	6,960	6,960
VP Support Services	1,883	1,739	1,739	1,739	1,739	1,739
VP Maintenance and Technical Services	4	0	0	0	0	0
EVP Operations Total	8,599	8,699	8,699	8,699	8,699	8,699
EVP External Affairs						
Office of Public Private Partnerships	6	8	6	6	6	6
Office of the EVP External Affairs	3	3	3	3	3	3
Communications	23	22	22	22	22	22
Intergovernmental Relations	9	8	8	8	8	8
EVP External Affairs Total	41	41	39	39	39	39
EVP Legal Affairs & General Counsel						
RC_2016000-LAW-DEP GC - REAL ESTATE & ECONO DEVELOPMENT DIV	6	6	6	6	6	6
RC_2015000-LAW-DEP GC - TORTS	29	31	29	23	22	21
RC_2014000-LAW-DEP GC - CIVIL LITIGATION	36	27	24	16	16	16
RC_2013000-LAW-DEP GC - CORPORATE MATTERS	9	10	10	10	10	10
RC_2012000-LAW-DEP GC - HOUSING LITIGATION	65	64	59	54	51	49
RC_2010000-LAW - GENERAL COUNSEL	19	17	17	17	17	17
EVP Legal Affairs & General Counsel Total	164	155	145	126	122	119
EVP Capital Projects						
Office of the EVP Capital Projects	3	3	3	3	3	3
Office of the VP Capital Projects	11	23	22	22	22	22
Office of the VP Energy Finance & Sustainability Management	0	18	18	18	18	18
Capital Projects Administration	51	47	45	43	42	41
Design	87	77	73	69	67	66
Local Law 11	30	22	21	20	20	20
Construction	113	89	85	81	79	77
City Capital	19	24	22	21	21	21
Capital Planning	21	41	39	37	36	35
Quality Assurance	51	22	21	20	20	20
Special Projects	18	21	20	20	20	20
EVP Capital Projects Total	404	387	369	354	348	343



Table 8: FY 2015 – FY 2020 Authorized Head Count

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
EVP Administration						
Office of EVP Administration	4	3	3	3	3	3
VP Research & Management	30	28	28	28	28	28
VP Supply Management	155	136	136	136	139	142
General Services	99	86	81	37	35	33
Human Resources	143	134	124	95	90	85
Procedures Development and Administration	9	9	9	9	9	9
Customer Contact Center	183	152	142	133	126	120
Customer Operations	0	19	19	19	19	19
EVP Administration Total	623	567	542	460	449	439
EVP Finance						
Office of the EVP Finance	4	3	3	3	3	3
VP Finance	1	0	0	0	0	0
Budget and Financial Planning	43	43	43	43	43	43
Accounting and Fiscal Services	125	89	86	61	59	57
Accounting Operations	0	40	37	0	0	0
Business and Revenue Development	6	6	6	6	6	6
Energy Finance and Sustainability Management	28	13	12	0	0	0
Risk Finance	10	10	10	10	10	10
Treasury	17	15	15	15	16	16
EVP Finance Total	234	219	212	138	137	135
EVP Information Technology						
Office of the EVP IT	6	7	7	7	7	7
Business Solution Technology	75	70	67	64	62	60
Enterprise Technology Portfolio Management	22	20	20	18	18	18
IT Infrastructure	91	83	80	51	50	49
Information Management	20	20	20	14	14	14
EVP Information Technology Total	214	200	194	154	151	148
EVP Community Programs						
Office of the EVP Community Programs	8	3	3	3	3	3
Community Programs Administration	25	11	0	0	0	0
Citywide Programs and Assessment	15	7	0	0	0	0
Resident Engagement	60	59	78	78	78	78
Resident Economic Empowerment and Sustainability	49	47	79	79	79	79
Bronx Community Programs	29	6	0	0	0	0
Brooklyn Community Programs	40	10	0	0	0	0
Manhattan Community Programs	31	9	0	0	0	0
Queens-Staten Island Community Programs	21	7	0	0	0	0
Family Services Department	143	21	0	0	0	0
EVP Community Programs Total	421	180	160	160	160	160
EVP Leased Housing						
Office of the EVP Leased Housing	3	4	4	4	4	4
Inspection & Central Office Operations	86	81	79	77	76	75
Leased Housing Finance	22	22	21	20	20	20
Policy & Program Administration	102	94	91	88	86	85
Client Services	167	170	164	159	157	155
Internal Assessment	26	0	0	0	0	0
Quality Assurance Performance Management	12	16	16	16	16	16
EVP Leased Housing Total	418	387	375	364	359	355



Table 8: FY 2015 – FY 2020 Authorized Head Count

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
EVP Real Estate						
Development Department	27	32	32	32	32	32
Real Estate Services	36	39	37	35	33	31
EVP Real Estate Total	63	71	69	67	65	63
Total NYCHA Budget	11,318	11,052	10,948	10,705	10,673	10,644



Departmental Operating Budgets



NYCHA Mission

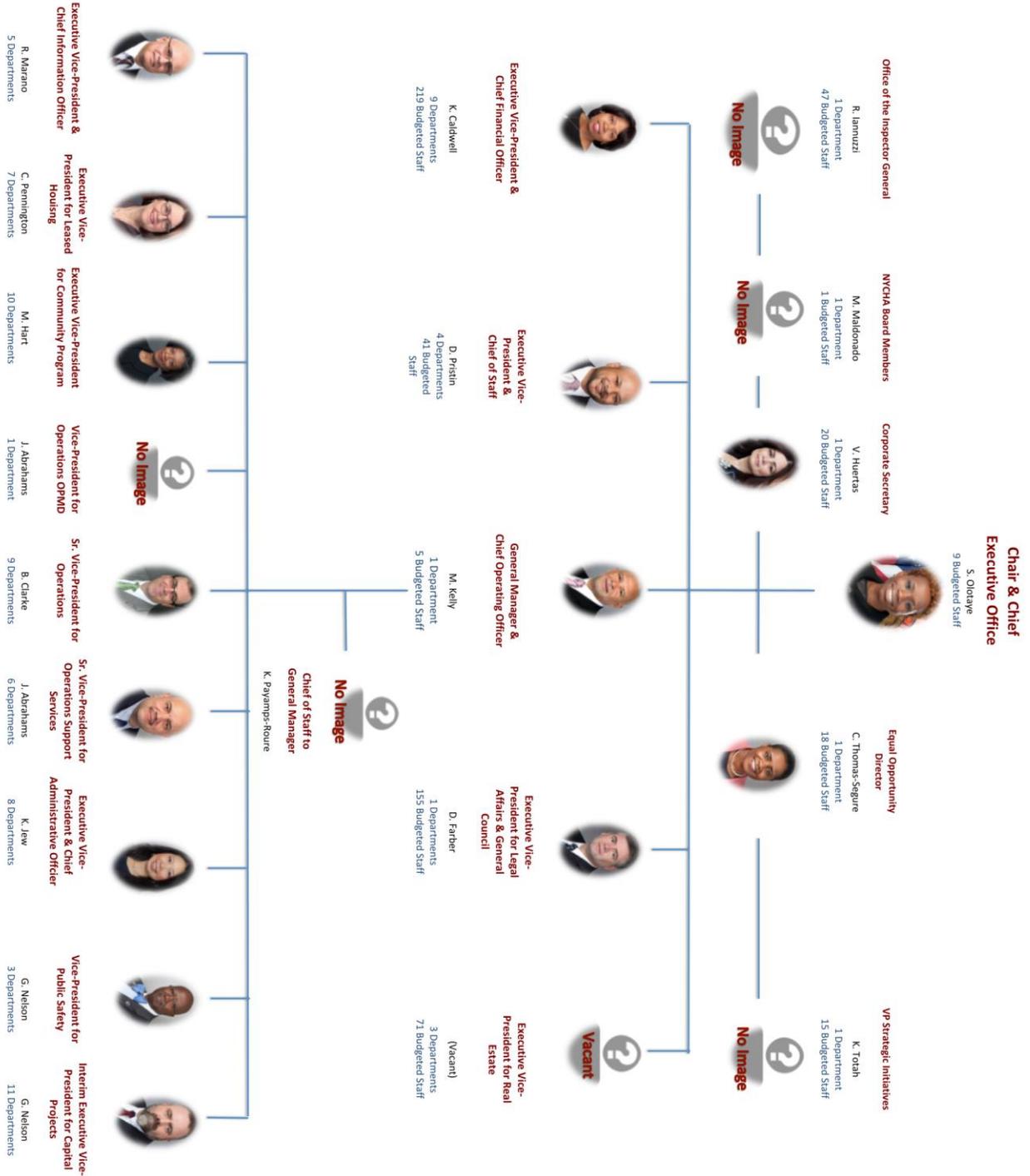
The New York City Housing Authority (NYCHA) provides decent and affordable housing in a safe and secure living environment for low-and moderate-income residents throughout the five boroughs. NYCHA also administers a citywide Section 8 Leased Housing Program in rental apartments. In order to fulfill this 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 an Executive Vice President (EVP). Each EVP is responsible for a portfolio of Departments and offices within a specific area. This section includes Departmental missions, and responsibilities. The budgets for all of NYCHA's 80 Budget Responsibility Groups (BRGs) are listed by account type. In addition, changes from the prior year are identified. The Departments are grouped by their EVP in this section, and the Organizational Chart provides an overview of NYCHA.

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

NYCHA Organizational Chart





Key NYCHA Officials

The Board (Chair, Vice-Chair, Member)

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

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

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

The following departments and offices report directly to the Chair: the Office of the Secretary, the Office of the Inspector General, NYCHA Board Members, Executive Vice-President (EVP) for Real Estate, EVP for Legal Affairs and General Council (Law Department), EVP for Finance, and EVP for External Affairs.

General Manager

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

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



Departmental Details

Chair

(Office of the Chair)

Overview/ Mission statement

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

The following Departments and offices report directly to the Chair:

- Office of the Chair
- Office of the Corporate Secretary
- Office of the Inspector General
- VP Strategic initiatives/Audit Department
- Department of Equal Opportunity
- NYCHA Board Members

Financial Overview

Expenditures by account type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	8	\$802	9	\$866	9	\$895	0	\$29
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		28		23		23		-
Salary Retro		12		5		5		-
Shift Differential		-		-		-		-
Fringe		487		574		570		(4)
Other		7		10		10		-
Subtotal PS	8	\$1,336	9	\$1,478	9	\$1,503	0	\$25
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		2		2		2		(33)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		14		228		183		(44,796)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		24		23		14		(9,407)
Subtotal OTPS	0	\$39	0	\$253	0	\$199	0	(\$54)
Total Budget	8	\$1,375	9	\$1,731	9	\$1,702	0	(\$29)

Financial Review

The FY 2016 operating expense budget for the Executive Department is \$1.70 million, of which \$1.50 million is for PS and \$0.20 million is for OTPS.

(Office of the Corporate Secretary)

Overview/ Mission statement

The Corporate Secretary serves as the primary liaison between the Board Members and Executive Team. The Corporate Secretary is additionally charged with calendaring resolutions and items to be voted on by Board Members and Committee Members and recording and issuing minutes of votes cast at Board Meetings and Committee Meetings.

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
- 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 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	21	\$1,436	22	\$1,486	20	\$1,458	-2	(\$28)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		29		-		-		-
Shift Differential		0		1		1		-
Fringe		989		1,080		1,045		(35)
Other		39		35		35		-
Subtotal PS	21	\$2,493	22	\$2,601	20	\$2,538	-2	(\$63)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		6		7		7		153
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		177		175		200		25,462
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		153		2		7		5,206
Subtotal OTPS	0	\$183	0	\$183	0	\$214	0	\$31
Total Budget	21	\$2,676	22	\$2,784	20	\$2,752	-2	(\$32)

Financial Review

The FY 2016 operating expense budget for the Office of the Corporate Secretary is \$2.75 million, of which \$2.54 million is for PS and \$0.21 million is for OTPS.

(Office of the Inspector General)

Overview/ Mission statement

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

Responsibilities

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



Financial Overview

Expenditures by account type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	39	\$2,765	40	\$2,722	47	\$3,221	7	\$499
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		25		37		19		(18,600)
Salary Retro		13		3		3		-
Shift Differential		0		1		1		-
Fringe		1,789		1,968		2,258		289
Other		10		8		8		-
Subtotal PS	39	\$4,603	40	\$4,740	47	\$5,510	7	\$769
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		20		28		27		(209)
Equipment		-		-		-		-
Utilites		(0)		-		-		-
Contracts		95		49		46		(2,233)
Insurance		-		-		42		42,024
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		4		4		6		1,974
Subtotal OTPS	0	\$119	0	\$81	0	\$122	0	\$42
Total Budget	39	\$4,722	40	\$4,821	47	\$5,632	7	\$811

Financial Review

The FY 2016 operating expense budget for Office of the Inspector General is \$5.63 million, of which \$5.51 million is for PS and \$0.12 million is for OTPS.

(VP Strategic Initiatives/Audit Department)

Overview/ Mission Statement

The Audit Department provides 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. These work objectives are accomplished by conducting operational, financial, compliance, and Information Technology (IT) audits selected as a result of a formal risk assessment process. These audits are conducted in accordance with generally accepted government auditing standards issued by the Comptroller General of the United States. The Audit Department prepares an annual audit plan with input from senior NYCHA management. The plan is reviewed by Executive management and is approved by the Audit Committee. The plan ensures that, on a rotating basis, all facets of NYCHA operations are subject to periodic audits. Additionally, it identifies critical areas of NYCHA's operations which undergo more frequent audit scrutiny.



Responsibilities

- Conduct operational, financial 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 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	14	\$1,121	14	\$1,025	15	\$1,103	1	\$78
Salary P/T		0		0		0		-
Seasonal		10		18		5		(12)
Overtime		0		0		0		-
Salary Retro		47		0		0		-
Shift Differential		2		4		4		-
Fringe		795		732		764		31
Other		99		83		83		-
Subtotal PS	14	\$2,073	14	\$1,862	15	\$1,959	1	\$97
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		1		1		0		(1)
Equipment		0		0		0		-
Utilities		0		0		0		-
Contracts		624		1,012		100		(912)
Insurance		0		0		0		-
Section 8 Payments		0		0		0		-
Payment in Lieu of Taxes		0		0		0		-
Debt Services		0		0		0		-
Other OTPS		28		23		24		2
Subtotal OTPS	0	\$652	0	\$1,036	0	\$125	0	(\$912)
Total Budget	14	\$2,726	14	\$2,899	15	\$2,084	1	(\$815)

Financial Review

The FY 2016 operating expense budget for the Audit Department is \$2.09 million, of which \$1.96 million is for PS and \$0.13 million is for OTPS.



(NYCHA Board Member)

Overview/ Mission statement

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

Financial Overview

Expenditures by account type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	1	\$65	1	\$65	1	\$70	0	\$5
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		40		48		48		1
Other		0		0		0		-
Subtotal PS	1	\$105	1	\$112	1	\$118	0	\$6
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		137		5		5		(2)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		37		111		111		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		10		221		231		10,037
Subtotal OTPS	0	\$48	0	\$337	0	\$347	0	\$10
Total Budget	1	\$153	1	\$450	1	\$466	0	\$16

Financial Review

The FY 2016 operating expense budget for the NYCHA Board Member Department is \$0.47 million, of which \$0.12 million is for PS and \$0.35 million is for OTPS.

(Department of Equal Opportunity)

Overview/ Mission statement

The Department of Equal Opportunity (DEO) promotes and monitors equal opportunity compliance in employment, public housing, and the payment of prevailing wages by NYCHA contractors. DEO's mission is to foster agency-wide equal opportunity, inclusiveness and non-



discrimination throughout NYCHA to persons who live or work at NYCHA, who receive NYCHA services, or who are paid by NYCHA contractors. DEO conducts investigations of discrimination, and provides equal opportunity training and assistance services. We value inclusiveness and we deliver equal opportunity services without regard to race, color, gender/sex (pregnancy, gender identity), religion, national origin, disability, alienage and citizenship status, age, marital status, military status, partnership status, predisposing genetic characteristic, sexual orientation, prior record of arrest or conviction, unemployment status, or status as a victim of domestic violence, victim of sex offenses or victim of stalking

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)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	18	\$1,092	21	\$1,116	18	\$1,060	-3	(\$56)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		35		-		-		-
Shift Differential		-		-		-		-
Fringe		731		888		836		(52)
Other		20		18		18		-
Subtotal PS	18	\$1,878	21	\$2,022	18	\$1,915	-3	(\$107)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		3		4		2		(2)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		346		302		300		(2)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		15		26		17		(9)
Subtotal OTPS	0	\$364	0	\$332	0	\$319	0	(\$12)
Total Budget	18	\$2,242	21	\$2,354	18	\$2,234	-3	(\$120)

Financial Review

The FY 2016 operating expense budget for Department of Equal Opportunity is \$2.34 million, of which \$1.91 million is for PS and \$0.31 million is for OTPS.

EVP of Legal Affairs and General Council

(Office of Legal Affairs and General)

Overview/ Mission statement

The Executive Vice-President for Legal Affairs and General Counsel and the attorneys of the Law Department provide legal counsel and representation to NYCHA. The Law Department is divided into the following practice groups: Strategic Initiatives and Special Policies; Public Information; Labor Relations; Fair Housing and Employment Litigation; Appeals, Management and Section 8 Litigation; Corporate Affairs; Real Estate and Economic Development; Commercial Litigation; General Litigation; Employee Disciplinary; Housing Litigation; and Torts.

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)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	169	\$11,834	164	\$10,806	155	\$11,431	-9	\$625
Salary P/T		-		-		-		-
Seasonal		5		7		7		-
Overtime		(1)		9		9		-
Salary Retro		163		24		24		-
Shift Differential		3		4		4		-
Fringe		8,230		7,935		8,163		228
Other		513		469		470		1,000
Subtotal PS	169	\$20,747	164	\$19,253	155	\$20,107	-9	\$854
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		80		64		80		15,251
Equipment		-		-		-		-
Utilities		(164)		-		-		-
Contracts		384		832		374		(457,985)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		372		314		260		(53,727)
Subtotal OTPS	0	\$671	0	\$1,211	0	\$715	0	(\$496)
Total Budget	169	\$21,418	164	\$20,464	155	\$20,821	-9	\$358

Financial Review

The FY 2016 operating expense budget for the Office of Legal Affairs and General is \$20.82 million, of which \$20.10 million is for PS and \$0.71 million is for OTPS.

EVP of Real Estate

(Real Estate Services)

Overview/ Mission statement



This Office oversees NYCHA's Central Office and commercial real estate space portfolio by advising the Executive Department on matters related to office space, determining needs and allocating appropriate space for Central Office entities, and negotiating leases with private landlords.

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 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	36	\$2,436	36	\$2,328	39	\$2,654	3	\$326
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		75		76		76		0
Salary Retro		70		28		11		(16)
Shift Differential		4		8		8		0
Fringe		1,785		1,775		1,934		159
Other		58		48		48		0
Subtotal PS	36	\$4,428	36	\$4,262	39	\$4,731	3	\$469
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		75		87		67		(19)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		16		56		3		(54)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		1		2		1		(1)
Subtotal OTPS	0	\$92	0	\$145	0	\$71	0	(\$73)
Total Budget	36	\$4,520	36	\$4,407	39	\$4,803	3	\$396

Financial Review



The FY 2016 operating expense budget for the Office of Real Estate Services is \$4.80 million, of which \$4.73 million is for PS and \$0.71 million is for OTPS.

Financial Overview - Centrally Managed Accounts (CMA)

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	0	\$0	0	\$0	0	\$0	0	\$0
Salary P/T	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	-	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Subtotal PS	0	\$0	0	\$0	0	\$0	0	\$0
OTPS								
Leases		\$38,581		\$40,576		\$41,166		\$590
Supplies		(1)		-		-		-
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		714		136		134		(3)
Subtotal OTPS	0	\$39,294	0	\$40,713	0	\$41,300	0	\$587
Total Budget	0	\$39,294	0	\$40,713	0	\$41,300	0	\$587

Financial Review

The Office of Real Estate Services (CMA) manages Leases and moving expenses for the Authority. The FY 2016 Adopted budget is \$41.30 million.

(Development Department)

Overview/ Mission statement

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

Responsibilities



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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	20	\$1,762	27	\$2,505	32	\$3,100	5	\$595
Salary P/T		-		-		-		-
Seasonal		1		-		-		-
Overtime		15		6		6		-
Salary Retro		66		1		1		-
Shift Differential		1		3		3		-
Fringe		1,237		1,711		1,980		269
Other		46		39		39		-
Subtotal PS	20	\$3,130	27	\$4,265	32	\$5,129	5	\$864
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		8		13		35		21,643
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		353		1,205		3,111		1,906,222
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		62		44		88		44,305
Subtotal OTPS	0	\$423	0	\$1,262	0	\$3,234	0	\$1,972
Total Budget	20	\$3,553	27	\$5,527	32	\$8,363	5	\$2,836

Financial Review

The FY 2016 operating expense budget for the Development Department is \$8.40 million, of which \$5.13 million is for PS and \$3.23 million is for OTPS.



External Affairs

(EVP – External Affairs)

Overview/ Mission statement

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

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

- Communications;
- Intergovernmental Relations;
- Public-Private Partnerships;

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	0	\$0	3	\$282	3	\$282	0	(\$0)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		-		187		23		(164)
Other		-		-		-		-
Subtotal PS	8	\$0	9	\$469	9	\$305	0	(\$164)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		-		-		-		-
Utilites		-		-		-		-
Equipment		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		-		-		-		-
Subtotal OTPS	0	\$0	0	\$0	0	\$0	0	\$0
Total Budget	8	\$0	9	\$469	9	\$305	0	(\$164)

Financial Review

The FY 2016 operating expense budget for the EVP for External Affairs is \$0.30 million, of which \$0.30 million is for PS and \$0.00 million is for OTPS.



(Department of Communications)

Overview/ Mission statement

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

Communications at NYCHA are organized around four major areas

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

Responsibilities

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



Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	22	\$1,534	23	\$1,528	22	\$1,651	-1	\$123
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		0		0
Salary Retro		-		-		4		4
Shift Differential		-		-		-		-
Fringe		-		1,104		1,151		46
Other		-		-		9		9
Subtotal PS	22	\$2,603	23	\$2,645	22	\$2,815	-1	\$183
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		31		20		6		(14)
Utilites		-		-		-		-
Equipment		-		-		-		-
Contracts		346		492		477		(15)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		3		10		15		6
Subtotal OTPS	0	\$379	0	\$522	0	\$498	0	(\$24)
Total Budget	22	\$2,982	23	\$3,168	22	\$3,313	-1	\$159

Financial Review

The FY 2016 operating expense budget for the Department of Communications is \$3.31 million, of which \$2.82 million is for PS and \$0.50 million is for OTPS.

(Office of Intergovernmental Relations)

Overview/ Mission statement

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 Chair, Board Members, and principal staff on matters before the State Legislature and City Council; and
- Resolve constituent issues presented by elected officials.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	5	\$682	9	\$741	8	\$690	-1	(\$52)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		-		522		492		(30)
Other		-		-		1		1
Subtotal PS	5	\$1,214	9	\$1,265	8	\$1,182	-1	(\$82)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		1		1		1		(0)
Utilites		-		-		-		-
Equipment		-		-		-		-
Contracts		2		1		2		2
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		12		54		147		93
Subtotal OTPS	0	\$14	0	\$56	0	\$150	0	\$94
Total Budget	5	\$1,228	9	\$1,320	8	\$1,332	-1	\$13

Financial Review

The FY 2016 operating expense budget for the Office of Intergovernmental Relations is \$1.33 million, of which \$1.18 million is for PS and \$0.20 million, is for OTPS.

(Office of Public/Private Partnerships)

Overview/ Mission statement

The Office of Public/Private Partnerships is responsible for fostering collaborations between the public and private sectors and seeking opportunities to improve the quality of services and programs to better serve NYCHA residents. The office is part of NYCHA’s overall mission to



identify and recruit partners from the private sector who share NYCHA's vision for improving the lives of residents, and to foster civic engagement in Public Housing communities by effectively linking the non-profit sector to efforts to enhance the educational, employment, health, and cultural needs of NYCHA's residents.

Responsibilities

The Office of Public/Private Partnerships is tasked with managing key relationships with external stakeholders and creating an outreach and development strategy for future public-private partnerships with foundations and not-for-profit institutions, as well as implementing a comprehensive fundraising strategy for NYCHA. As part of the overall strategy, the office is also responsible for researching and identifying grant opportunities in the public, private and not-for-profit sectors.

The Office of Public/Private Partnerships has collaborated with many agencies and organizations including:

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



Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	3	\$450	6	\$381	8	\$701	2	\$320
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		6		7		2		(5)
Shift Differential		-		-		-		-
Fringe		339		227		375		149
Other		0		0		1		0
Subtotal PS	3	\$795	6	\$615	8	\$1,079	-2	(\$464)
OTPS								
Leases		-		-		-		-
Supplies		5		13		2		(11)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		211		139		136		(3)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		58		54		24		(30)
Subtotal OTPS	0	\$274	0	\$206	0	\$162	0	\$44
Total Budget	3	\$1,069	6	\$821	8	\$1,241	-2	(\$420)

Financial Review

The FY 2016 operating expense budget for Office of Public/Private Partnerships is \$1.24 million, of which \$1.08 million is for PS and \$0.20 million is for OTPS.

Finance

(EVP for Finance)

Overview/ Mission statement

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

The following Departments report to this EVP:

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



- Treasury; and
- VP Finance.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	4	\$498	4	\$483	3	\$341	-1	(\$142)
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		7		7		7		0
Salary Retro		8		4		4		0
Shift Differential		0		0		0		0
Fringe		313		305		249		(56)
Other		2		2		2		0
Subtotal PS	4	\$827	4	\$800	3	\$602	-1	(\$198)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		2		2		2		(0)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		24		7		7		(0)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Services		0		0		0		0
Other OTPS		(156)		479		682		204
Subtotal OTPS		(\$130)		\$488		\$691		\$204
Total Budget	4	\$697	4	\$1,288	3	\$1,293	-1	\$5

Financial Review

The FY 2016 operating expense budget for the EVP for Finance is \$1.30 million, of which \$0.60 million is for PS and \$0.60 million is for OTPS.

(Budget & Financial Planning)

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. To promote prudent financial planning and budgeting throughout the Authority and ensure the NYCHA executives are equipped to adopt a budget each year that reflects the needs of residents and ensures NYCHA's longstanding fiscal stability.

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 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	41	\$2,159	43	\$2,547	43	\$2,857	0	\$310
Salary P/T		-		-		-		-
Seasonal		7		-		-		-
Overtime		79		19,149		7,060		(12,089)
Salary Retro		33		19		19		-
Shift Differential		-		-		-		-
Fringe		1,734		29,444		193,534		164,090
Other		80		105		105		-
Subtotal PS	41	\$4,091	43	\$51,263	43	\$203,574	0	\$152,311
OTPS								
Leases		(\$26)		\$0		\$0		\$0
Supplies		9		10		3		(7)
Utilities		-		-		-		-
Equipment		-		-		-		-
Contracts		559		2,210		3,007		797
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		283		47		65		18
Subtotal OTPS	0	\$825	0	\$2,267	0	\$3,075	0	\$808
Total Budget	41	\$4,916	43	\$53,530	43	\$206,649	0	\$153,119

Financial Review

The FY 2016 operating expense budget for the Department of Budget and Financial Planning is \$206.67 million, of which \$203.57 million is for PS and \$3.08 million is for OTPS.



(Accounting and Fiscal Services)

Overview/ Mission statement

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

Responsibilities

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



Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	126	\$8,175	93	\$7,165	89	\$6,128	-4	(\$1,038)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		31		17		18		480
Salary Retro		299		5		5		-
Shift Differential		4		2		4		2
Fringe		5,641		5,340		4,982		(358)
Other		604		453		633		180
Subtotal PS	126	\$14,755	93	\$12,983	89	\$11,770	-4	(\$1,213)
OTPS								
Leases		-		-		-		-
Supplies		32		24		18		(6)
Equipment		-		4		8		4
Utilites		-		-		-		-
Contracts		1,868		1,668		1,167		(501)
Insurance		(0)		-		-		-
Section 8 Payments		13,089		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		7		6		5		(1)
Other OTPS		417		387		422		35
Subtotal OTPS	0	\$15,411	0	\$2,089	0	\$1,620	-4	(\$469)
Total Budget	126	\$30,166	93	\$15,072	89	\$13,390	-4	(\$1,682)

Financial Review

The FY 2016 operating expense budget for Accounting and Fiscal Services is \$15.97 million, of which \$13.80 million is for PS and \$2.17million is for OTPS.

(Office of Business & Revenue Development)

Overview/ Mission statement

To identify, Develop and Execute New Business Initiatives by leveraging NYCHA's assets to generate and secure revenue. Standardize PEG (Program to Eliminate the Budget Gap) protocols at promote accountability and ensure performance of revenue generating activities in departments. Design and Develop a Business Process to promote performance and foster growth of revenue generating initiatives.

Responsibilities

- Design, coordinate and execute new business (revenue-generating) initiatives on behalf of NYCHA
- Assess and monitor current revenue-generating program activities and initiatives managed by departments throughout NYCHA
- Assist departments to identify market opportunities for their revenue-producing services



- Establish objective standards and protocols for current and new revenue-generating programs
- Assist departments to develop plans to implement revenue-generating activities
- Develop private sector relationships to promote business opportunities and foster growth of NYCHA's revenue-generating initiatives

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	6	\$505	6	\$503	6	\$519	0	\$15
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		18		6		6		-
Shift Differential		-		-		-		-
Fringe		352		344		341		(3)
Other		8		5		5		-
Subtotal PS	6	\$883	6	\$859	6	\$871	0	\$12
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		1		2		1		(1)
Utilities		-		-		-		-
Equipment		-		-		-		-
Contracts		15		101		599		498
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		6		13		14		1
Subtotal OTPS	0	\$23	0	\$116	0	\$614	0	\$498
Total Budget	6	\$905	6	\$975	6	\$1,485	0	\$510

Financial Review

The FY 2016 operating expense budget for Office of Business and Revenue Development is \$0.98 million, of which \$0.86 million is for PS and \$0.12 million is for OTPS.

(Energy Finance and Sustainability Management)

Overview/ Mission statement

The Energy Department takes a multifaceted, multidisciplinary approach towards managing NYCHA's portfolio of utility accounts. The department manages utility costs by taking steps to ensure low rates on all utilities through a combination of financial management, competitive procurement and implementation of energy efficiency projects through NYCHA developments.



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 analyses, 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 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	28	\$1,982	28	\$1,439	13	\$825	-15	(\$614)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		22		7		12		4
Salary Retro		38		-		-		-
Shift Differential		0		0		1		342
Fringe		1,408		1,053		845		(208)
Other		83		60		77		18
Subtotal PS	28	\$ 3,532,871	28	\$ 2,558,881	13	\$ 1,758,722	-15	\$ (800,159)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		6		19		20		1
Equipment		(2)		8		-		(8)
Utilites		2,477		27,251		3,627		(23,624)
Contracts		646		684		819		136
Insurance		-		-		72		72
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		14		15		19		4
Subtotal OTPS		\$ 3,141,513		\$ 27,975,989		\$ 4,556,860		\$ (23,419,129)
Total Budget	28	\$ 6,674,383	28	\$ 30,534,870	13	\$ 6,315,582	-15	\$ (24,219,287)

Financial Review

The FY 2016 operating expense budget for the Energy Department is \$8.57 million, of which \$3.41 million is for PS and \$5.15 million is for OTPS.



(Risk Finance)

Overview/ Mission statement

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 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	9	\$686	10	\$711	10	\$740	0	\$30
Salary P/T		-		-		-		-
Seasonal		-		2		2		1
Overtime		-		-		-		-
Salary Retro		12		-		-		-
Shift Differential		2		4		4		-
Fringe		461		510		510		0
Other		17		15		15		-
Subtotal PS	9	\$1,179	10	\$1,241	10	\$1,271	0	\$30
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		2		2		2		(0)
Utilities		-		-		-		-
Equipment		-		-		-		-
Contracts		0		2		0		(2)
Insurance		34,312		36,460		1,262		(35,198)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		1		1		2		0
Subtotal OTPS	0	\$34,315	0	\$36,465	0	\$1,266		(\$35,199)
Total Budget	9	\$35,494	10	\$37,706	10	\$2,537	0	(\$35,169)



Financial Review

The FY 2016 operating expense budget for Risk Finance is \$37.66 million, of which \$1.24 million is for PS and \$36.42 million is for OTPS.

(Treasury)

Overview/ Mission statement

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

Responsibilities

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

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

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



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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	15	\$1,096	17	\$1,066	15	\$1,005	-2	(\$61)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		34		-		-		-
Shift Differential		-		-		-		-
Fringe		718		773		748		(25)
Other		61		62		62		0
Subtotal PS	15	\$1,909	17	\$1,901	15	\$1,815	-2	(\$86)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		19		47		46		(1)
Utilites		-		-		-		-
Equipment		-		-		-		-
Contracts		-		6		9		3
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		1		6		2		(4)
Subtotal OTPS	0	\$20	0	\$58	0	\$56	-2	(\$2)
Total Budget	15	\$1,929	17	\$1,959	15	\$1,871	-2	(\$88)

Financial Review

The FY 2016 operating expense budget for Treasury is \$1.96 million, of which \$1.90 million is for PS and \$0.06 million is for OTPS.



(VP Finance)

Overview/ Mission statement

Provide leadership and strategic guidance to New York City Housing Authority's Department of Budget and Financial Planning and the Accounting and Fiscal Services Department.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	0	\$6	1	\$43	0	\$0	-1	(\$43)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		0		-		-		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		(7)		37		-		(37)
Other		1		-		-		-
Subtotal PS	0	\$ (107)	1	\$ 79,806	0	\$ -	-1	\$ (79,806)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		-		-		-		-
Utilities		-		-		-		-
Equipment		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		0		-		-		-
Subtotal OTPS	0	\$ 100	0	\$ -	0	\$ -		\$ -
Total Budget	0	\$ (7)	1	\$ 79,806	0	\$ -	-1	\$ (79,806)

Financial Review

The FY 2016 operating expense budget for VP for Finance is \$.00 million, of which \$0.00 million is for PS and \$0.00 million is for OTPS.



(Accounting Operations)

Overview/ Mission statement

To efficiently and effectively process all invoices and requisitions in a timely and accurate manner and that the necessary data, records and reports are maintained and submitted in accordance with NYCHA’s policies and procedures. These groups provide outstanding and quality customer service to both NYCHA staff and our vendors and contractors.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T		\$0	32	\$497	40	\$2,292	8	\$1,795
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		5		65		60
Salary Retro		-		-		-		-
Shift Differential		-		3		-		(3)
Fringe		-		496		1,712		1,216
Other		-		180		-		(180)
Subtotal PS	0	\$0	32	\$1,182	40	\$4,069	8	\$2,887
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		-		11		-		(11)
Utilities		-		-		-		-
Equipment		-		-		-		-
Contracts		-		5		105		100
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		-		4		7		3
Subtotal OTPS	0	\$0	0	\$20	0	\$112		\$92
Total Budget	0	\$0	32	\$1,202	40	\$4,181	8	\$2,979

Financial Review

The FY 2016 operating expense budget for the Energy Department is \$4.20 million, of which \$4.10 million is for PS and \$0.11 million is for OTPS.

General Manager

(EVP for General Manager)

Overview/ Mission Statement

The General Manager (GM) is the principal executive administrator of the Authority, and is responsible for the execution of all orders, rules and regulations made or approved by the Authority. EVPs act for the GM when required, and work with the GM in the day-to-day



operation and administration of the business of the Authority. Each EVP is responsible for a portfolio of Departments and offices within a specific cluster or area.

The following report to the GM:

- Office of the VP for Safety and Security
 - Office of Safety and Security
 - Emergency Preparedness Department

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	7	\$625	6	\$576	5	\$595	-1	\$20
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		5		-		-		-
Shift Differential		-		-		-		-
Fringe		382		380		382		1
Other		34		68		68		0
Subtotal PS	7	\$1,013	6	\$956	5	\$977	-1	\$21
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		1		1		1		(0)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		3		90		84		(6)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		143		146		43		(104)
Subtotal OTPS	0	\$147	0	\$238	0	\$128	0	(\$110)
Total Budget	7	\$1,160	6	\$1,194	5	\$1,105	-1	(\$89)

Financial Review

The FY 2016 operating expense budget for General Manager is \$1.11 million, of which \$0.98 million is for PS and \$0.13 million is for OTPS.

(Office of the VP Safety)

Overview/ Mission statement

The Office of Safety and Security responds to safety and security matters at NYCHA. This is achieved by ensuring compliance with agency security policies and procedures, administering security access systems, installing and maintaining security hardware, conducting first-line



investigations, and scheduling the work of both NYCHA Special Officers and contracted guard services at NYCHA locations.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T		\$0		\$0	3	\$302	3	\$302
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		0		0		191		191
Other		-		-		-		0
Subtotal PS	0	\$0	0	\$0	3	\$492	3	\$492
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		-		-		1		1
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		-		-		1		1
Subtotal OTPS	0	\$0	0	\$0	0	\$2	0	\$2
Total Budget	0	\$0	0	\$0	3	\$495	3	\$495

Financial Review

The FY 2016 operating expense budget for the Office of the VP Public Safety Department is \$0.50 million, of which \$0.50 million is for PS and \$0.00 million is for OTPS.

(Office of Security)

Overview/ Mission statement

The Office of Safety and Security responds to safety and security matters at NYCHA. This is achieved by ensuring compliance with agency security policies and procedures, administering security access systems, installing and maintaining security hardware, conducting first-line investigations, and scheduling the work of both NYCHA Special Officers and contracted guard services at NYCHA locations. The office's role includes administrative responsibility for all security guard contracts and operations covering over 80 locations throughout the five boroughs. The office is responsible for representing the security interests of



NYCHA in developing the Business Continuity Plan and coordinating with the Emergency Services Department on NYCHA's Emergency Preparedness Day. In coordination with Community Operations, the Office of Safety and Security monitors and maintains access control alarm systems and closed-circuit television (CCTV) systems for most of the community and senior centers in all five boroughs. The Office of Safety and Security also investigates any criminal activities that may occur at these centers.

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

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 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	23	\$1,303	24	\$1,303	22	\$1,411	-2	\$108
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		78		83		83		-
Salary Retro		32		2		2		-
Shift Differential		13		14		14		-
Fringe		1,001		1,034		1,067		32
Other		15		11		11		0
Subtotal PS	23	\$2,443	24	\$2,446	22	\$2,586	-2	\$140
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		41		1,052		1,300		248
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		6,121		9,624		9,075		(549)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		3		197		101		(96)
Subtotal OTPS	0	\$6,166	0	\$10,872	0	\$10,476	0	(\$396)
Total Budget	23	\$8,608	24	\$13,318	22	\$13,062	-2	(\$256)

Financial Review

The FY 2015 operating expense budget for the Office of Security is \$8.41 million, of which \$2.45 million is for PS and \$5.96 million is for OTPS.

(Emergency Preparedness)

Overview/ Mission statement

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



Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T				\$123	6	\$533	6	\$410
Salary P/T				-		-		-
Seasonal				-		-		-
Overtime				16		0		(16)
Salary Retro				-		-		-
Shift Differential				0		-		(0)
Fringe				90		347		257
Other				3		-		(3)
Subtotal PS	0	\$0	0	\$232	6	\$880	6	\$648
OTPS								
Leases				\$0		\$0		\$0
Supplies				1		1		(0)
Equipment				-		-		-
Utilites				-		-		-
Contracts				95		105		10
Insurance				-		-		-
Section 8 Payments				-		-		-
Payment in Lieu of Taxes				-		-		-
Debt Services				-		-		-
Other OTPS				8		2		(6)
Subtotal OTPS	0	\$0	0	\$104	0	\$108	0	\$4
Total Budget	0	\$0	0	\$336	6	\$988	6	\$652

Financial Review

The FY 2016 operating expense budget for the Office of Security is \$1.00 million, of which \$0.90 million is for PS and \$0.10 million is for OTPS.

Operations

(EVP for Operations)

Overview/ Mission Statement

The EVP 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 EVP:

- Office of the EVP Operations
- Applications & Tenancy Administration;
- Elevator Services and Repair;
- Emergency Services;



- Management Services;
- Maintenance, Repairs, & Skilled Trades;
 - Management and Planning;
 - Technical Services;
 - Mixed Finance Asset Management;
 - Mixed Finance Conventional;
 - Private Management;
 - Tax Credit LLC;
 - Non-Tax Credit LLC;
 - Property Management Departments
 - Bronx Property Management
 - Brooklyn Property Management
 - Manhattan Property Management
 - Queens/SI Property Management

(Office of the EVP for Operations)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T		\$334	5	\$333	0	\$0	-5	(\$333)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		12		13		-		(13)
Salary Retro		7		-		-		-
Shift Differential		0		0		-		(0)
Fringe		131		276		-		(276)
Other		56		89		-		(89)
Subtotal PS	0	\$539	5	\$710	0	\$0	-5	(\$710)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		42		2		-		(2)
Utilites		-		-		-		-
Equipment		-		-		-		-
Contracts		679		31		-		(31)
Insurance		36		54		212		158
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		21		0		-		(0)
Subtotal OTPS	0	\$778	0	\$87	0	\$212	0	\$125
Total Budget	0	\$1,317	5	\$797	0	\$212	-5	(\$586)

Financial Review



The FY 2016 operating expense budget for the EVP for Operations is \$0.21 million, of which \$0.00 million is for PS and \$0.21 million is for OTPS.

(Application & Tenancy Administration)

Overview/ Mission Statement

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

Responsibilities

- Maintaining the applicant waiting list for Public Housing and Section 8 programs.
- Providing a sufficient number of certified applications to meet the rental needs of Public Housing and Section 8.
- Process and maintain Public Housing transfers; liaison to Property Management regarding applicants and transfers.
- Administering the Public Housing Tenant Selection and Assignment Plan (TSAP)
- Assisting management staff with questions and issues arising from the use of HUD's Enterprise Income Verification system (EIV) and certifying EIV users semi-annually
- Relocation division
- Vacancy review



Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	139	\$8,233	136	\$7,619	121	\$6,918	-15	(700)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		21		4		0		(4)
Salary Retro		56		-		-		-
Shift Differential		1		1		-		(1)
Fringe		5,492		6,542		5,815		(726)
Other		240		297		165		(131)
Subtotal PS	139	\$14,043	136	\$14,463	121	\$12,899	-15	(\$1,563)
OTPS								
Leases		\$0		\$0		\$0		0
Supplies		22		16		14		(2)
Utilites		-		-		-		-
Equipment		-		-		-		-
Contracts		109		19		8		(11)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		2		2		0		(2)
Subtotal OTPS	0	\$132	0	\$38	0	\$22	0	(\$15)
Total Budget	139	\$14,176	136	\$14,500	121	\$12,921	-15	(\$1,579)

Financial Review

The FY 2016 operating expense budget for Applications & Tenancy Administration is \$13.00 million, of which \$13.00 million is for PS and \$0.02 million is for OTPS.

(Elevators Services & Repairs)

Overview/ Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)



	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	496	\$37,173	514	\$39,059	478	\$36,529	-36	(\$2,530)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		7,831		6,464		5,747		(\$717)
Salary Retro		1,156		-		-		-
Shift Differential		458		689		445		(\$244)
Fringe		43,677		31,718		29,280		(\$2,438)
Other		146		160		271		\$111
Subtotal PS	496	\$90,440	514	\$78,090	478	\$72,272	-36	(\$5,818)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		463		367		232		(\$135)
Utilities		-		-		-		-
Equipment		-		-		-		-
Contracts		92		10		1		(\$9)
Insurance		-		-		50		\$50
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		41		45		43		(\$2)
Subtotal OTPS	0	\$595	0	\$422	0	\$327	0	(\$96)
Total Budget	496	\$91,036	514	\$78,512	478	\$72,598	-36	(\$5,914)

Financial Overview

The FY 2016 operating expense budget for Elevators Services & Repairs is \$78.8 million, of which \$78.1 million is for PS and \$0.7 million is for OTPS.

(Emergency Services)

Overview/ Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)



	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	173	\$8,318	179	\$9,304	149	\$7,890	-30	(\$1,415)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		930		761		1,231		471
Salary Retro		28		-		-		-
Shift Differential		401		560		399		(162)
Fringe		6,899		8,528		7,104		(1,425)
Other		140		227		96		(131)
Subtotal PS	173	\$16,715	179	\$19,381	149	\$16,719	-30	(\$2,662)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		657		401		611		210
Utilites		-		(4)		-		4
Equipment		-		-		-		-
Contracts		223		35		86		51
Insurance		-		-		1		1
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		18		7		21		14
Subtotal OTPS	0	\$898	0	\$440	0	\$720	0	\$280
Total Budget	173	\$17,613	179	\$19,821	149	\$17,439	-30	(\$2,382)

Financial Overview

The FY 2016 operating expense budget for Emergency Services Department is \$17.44 million, of which \$16.72 million is for PS and \$0.72 million is for OTPS.

(Management Services)

Overview/ Mission statement

The Management Services Department supports public housing operations by managing the implementation of key initiatives to strengthen service delivery and enhance the Authority's effectiveness as a landlord. The department is also responsible for operations policy development and implementation, as well as overseeing lease enforcement activities. The department is comprised of the following units: The Office of the Tenancy Administration (OTA) was established by Escalera & Tyson/Randolph consent decrees. OTA closely reviews termination and grievance cases to assist, where possible, with addressing curable breach cases, and ensuring that supporting documentation is submitted with all cases that must be forwarded to the Law Department. OTA also monitors the status of legal action for all Board terminated cases.

The Emergency Transfer Unit processes emergency transfer requests for residents and their authorized family members who qualify for a transfer as a victim of domestic violence, intimidated victim or witness, or child sexual abuse victim. The Unit also provides information and assistance completing the rental process to the tenant and collaborates with the



Applications and Tenancy Applications Division, Property Management (PM), and advocates ensuring a smooth transition.

The Public Housing Reasonable Accommodations Coordinator (PHRAC) reviews reasonable accommodation requests that are not approved by Property Management. The PHRAC works to obtain any additional information necessary in order to make a determination. This may involve following up with the resident, the Property Manager, healthcare providers, etc. The PHRAC renders a determination on whether or not the accommodation should be approved, notifies Property Management of their decision and how to implement the accommodation, if applicable. In the event a decision is appealed by the tenant, the PHRAC schedules an impartial hearing.

The Business Improvement Division was established to collaboratively work with Property Management and other stakeholders to improve performance and compliance. This Division is responsible for managing key initiatives geared towards improving our effectiveness as a landlord; evaluating business processes; creating training and tools for program management; and tracking efforts towards meeting goals for improving quality and efficiency.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	1207	\$60,610	1129	\$57,424	1180	\$60,894	51	\$3,471
Salary P/T		204		205		164		(41)
Seasonal		(0)		326		-		(326)
Overtime		12,447		8,060		8,189		129
Salary Retro		1,315		1,020		673		(347)
Shift Differential		143		231		2		(229)
Fringe		53,339		53,762		55,113		1,351
Other		1,261		1,572		1,300		(272)
Subtotal PS	1207	\$129,318	1129	\$122,600	1180	\$126,336	51	\$3,736
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		9,998		9,809		9,973		164
Utilites		2,006		968		-		(968)
Equipment		99,158		105,784		111,187		5,403
Contracts		16,986		14,049		13,604		(445)
Insurance		2,018		2,323		9,977		7,654
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		3,803		4,532		-		(4,532)
Debt Services		105		91		75		(16)
Other OTPS		525		540		455		(85)
Subtotal OTPS	0	\$134,599	0	\$138,095	0	\$145,271	0	\$7,176
Total Budget	1207	\$263,917	1129	\$260,695	1180	\$271,607	51	\$10,912



Financial Overview

The FY 2016 operating expense budget for Management Services is \$271.61 million, of which \$126.34 million is for PS and \$0.15 million is for OTPS.

(Maintenance, Repair & Skilled Trades)

Overview/ Mission statement

The department of Maintenance Repair and Skilled Trades has experts that provide technical assistance for routine and emergency situations to NYCHA personnel in the fields of carpentry, pest control, electrical, plastering, painting, plumbing, masonry and roofing. The department consists of the following units: (1) Environmental Field Operations Unit that abates environmental hazards and performs special projects with skilled trades staff. Responsibilities include the abatement of asbestos-containing materials (small projects and emergency repairs), and abatement and remediation of lead-based paint/paint hazards and mold abatement. (2) Closed Circuit Television and Policies Service Area (CCTV and PSA) Unit performs and facilitates preventive maintenance and repairs of PSA buildings, hi-tech rooms, and CCTV surveillance systems. (3) Central Shops Unit provides fabrication and repair services that involve carpentry, plumbing, electrical, sheet metal, machinery, lock repair, welding, and specialized skilled development support. (4) Grounds Maintenance Unit provides technical oversight to the Property Management Department with regard to horticultural problems. (5) Pest Management Control administers the Integrated Pest Management (IPM) Program and responds to emergency infestations. Responsibilities include the tracking and reporting of pesticide and herbicide usage. (6) Waste Management Unit implements and coordinates recycling and refuse programs throughout NYCHA. It also administers the compactor maintenance program for NYCHA's 3,301 interior compactors and 335 exterior roll-away compactors. (7) Plumbing Administration Unit is responsible for obtaining Department of Buildings (DOB) work permits for all gas work performed by NYCHA plumbers. The unit prepares and evaluates the necessary scope of work and prepares and submits all DOB forms accordingly.



Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	486	\$29,831	476	\$30,376	448	\$30,176	-28	(\$200)
Salary P/T		-		-		-		-
Seasonal		(6)		-		-		-
Overtime		4,721		2,768		2,520		(248)
Salary Retro		918		621		498		(123)
Shift Differential		80		151		2		(149)
Fringe		24,694		26,652		25,268		(1,385)
Other		599		873		345		(528)
Subtotal PS	486	\$60,837	476	\$61,442	448	\$58,809	-28	(\$2,633)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		2,341		4,270		3,123		(1,147)
Utilites		-		0		-		(376)
Equipment		-		-		-		-
Contracts		360		445		151		(294)
Insurance		-		-		27		27
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		98		228		168		(60)
Subtotal OTPS	0	\$2,799	0	\$4,943	0	\$3,469	0	(\$1,474)
Total Budget	486	\$63,635	476	\$66,385	448	\$62,278	-28	(\$4,107)

Financial Overview

The FY 2016 operating expense budget for Maintenance, Repair & Skilled Trades is \$65.9 million, of which \$60.2 million is for PS and \$5.7 million is for OTPS.

(Management & Planning)

Overview/ Mission statement

The Department of Management and Planning (DMP) was created in March 2012 by centralizing all borough business services units, timekeeping, and human resource functions. The centralization occurred in order to streamline the way these functions were occurring. This department consists of the financial unit and the time management unit. The financial unit is responsible for the overall personnel operations, other personnel budgets and managing the capital planning process. The management unit is responsible for human resources and timekeeping functions. The human resources team tracks all Operations vacancies, process request to hire new employees in collaboration with Human Resources Department to ensure speedy and timely manner hiring of employees. The timekeeping team is responsible for processing all overtime entries in Kronos for all skilled trade and floating staffs.



Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	109	\$7,419	131	\$6,188	11	\$974	-120	(\$5,213)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		656		282		11		(271)
Salary Retro		66		6		-		(6)
Shift Differential		-		19		-		(19)
Fringe		5,395		4,955		718		(4,236)
Other		78		48		144		95
Subtotal PS	109	\$13,614	131	\$11,479	11	\$1,847	-120	(\$9,632)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		1,169		165		33		(131)
Utilites		-		-		-		-
Equipment		-		-		-		-
Contracts		57		813		41		(772)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		35		8		0		(8)
Subtotal OTPS	0	\$1,261	0	\$986	0	\$75	0	(\$911)
Total Budget	109	\$14,875	131	\$12,465	11	\$1,922	-120	(\$10,543)

Financial Overview

The FY 2016 operating expense budget for Management & Planning is \$13 million, of which \$11.6 million is for PS and \$1.4 million is for OTPS.

(Technical Services)

Overview/ Mission statement

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



Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	122	\$7,942	164	\$11,031	120	\$8,314	-44	(\$2,717)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		702		526		455		(71)
Salary Retro		305		116		45		(71)
Shift Differential		4		146		2		(144)
Fringe		5,129		9,011		6,612		(2,399)
Other		243		263		234		(30)
Subtotal PS	122	\$14,325	164	\$21,093	120	\$15,662	-44	(\$5,432)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		385		806		665		(141)
Utilites		-		1		-		(1)
Equipment		1		-		-		-
Contracts		1,463		437		246		(191)
Insurance		-		-		51		51
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		70		41		25		(15)
Subtotal OTPS	0	\$1,919	0	\$1,285	0	\$987	0	(\$298)
Total Budget	122	\$16,244	164	\$22,379	120	\$16,649	-44	(\$5,730)

Financial Overview

The FY 2016 operating expense budget for Technical Services is \$16.65 million, of which \$15.70 million is for PS and \$1.00 million is for OTPS.

(Mixed Finance Asset Management Office)

Overview/ Mission statement

The Mixed Finance Asset Management Office is responsible for the daily operation and maintenance of approximately 34,000 units in Brooklyn, Manhattan, Staten Island, and the Bronx. These developments includes the 21 former city and state-funded developments and those managed from the same consolidated Asset Management Projects (AMPs), as well as selected conventional developments, NYCHA's privately managed developments. The office is also responsible for the construction component of the Mixed Finance transaction.



Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	39	\$2,620	23	\$1,745	30	\$2,045	7	\$300
Salary P/T		-		-		-		-
Seasonal		-		239		-		(239)
Overtime		104		45		9		(36)
Salary Retro		44		-		-		-
Shift Differential		-		-		-		-
Fringe		1,782		1,398		1,607		209
Other		24		16		15		(1)
Subtotal PS	39	\$4,575	23	\$3,443	30	\$3,676	7	\$233
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		35		35		10		(25)
Utilites		-		-		-		-
Equipment		-		-		-		-
Contracts		15		287		21		(266)
Insurance		-		-		4		4
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		48		685		10,675		9,990
Subtotal OTPS	0	\$98	0	\$1,007	0	\$10,709	0	\$9,703
Total Budget	39	\$4,672	23	\$4,450	30	\$14,386	7	\$9,936

Financial Overview

The FY 2016 operating expense budget for VP- Mixed Finance Assent Management is \$16.4 million, of which \$3.2 million is for PS and \$13.2 million is for OTPS.

(Mixed Finance Conventional)

Overview/ Mission statement

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



Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	371	\$12,419	325	\$14,390	351	\$16,450	26	\$2,060
Salary P/T		61		57		48		(9)
Seasonal		-		-		-		-
Overtime		2,124		1,924		2,498		573
Salary Retro		85		5		0		(5)
Shift Differential		8		14		2		(13)
Fringe		10,962		13,692		15,117		1,425
Other		211		304		210		(94)
Subtotal PS	371	\$25,870	325	\$30,385	351	\$34,324	26	\$3,938
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		3,916		3,419		3,984		565
Utilites		653		300		-		(300)
Equipment		40,295		39,868		39,288		(580)
Contracts		6,461		5,619		5,399		(220)
Insurance		1,130		996		4,633		3,637
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		1,987		2,286		-		(2,286)
Debt Services		194		188		176		(12)
Other OTPS		269		259		180		(79)
Subtotal OTPS	0	\$54,905	0	\$52,935	0	\$53,661	0	\$726
Total Budget	371	\$80,776	325	\$83,320	351	\$87,985	26	\$4,664

Financial Overview

The FY 2016 operating expense budget for VP- Mixed Finance Conventional is \$88.00 million, of which \$34.32 million is for PS and \$54.00 million is for OTPS.

(Private Management)

Overview/ Mission statement

The principal objective of private management is to utilize alternative approaches to managing NYCHA's scattered site developments at the same or lower than current cost to NYCHA as Authority management while enhancing the quality of service provided to Residents. Under the Private Management Program, the Property Managers are retained by NYCHA to conduct daily operations and serve Resident needs.



Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T		\$0		\$0		\$0		\$0
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		1		-		-		-
Other		-		-		-		-
Subtotal PS	0	\$1	0	\$0	0	\$0	0	\$0
OTPS								
Leases		-		-		-		-
Supplies		1		-		-		-
Utilites		29		-		-		-
Equipment		7,713		10,069		7,739		(2,330)
Contracts		16,203		17,114		17,028		(86)
Insurance		302		233		2,876		2,643
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		467		652		0		(652)
Debt Services		-		-		-		-
Other OTPS		9		2		0		(2)
Subtotal OTPS	0	\$24,724	0	\$28,070	0	\$27,643	0	(\$427)
Total Budget	0	\$24,725	0	\$28,070	0	\$27,643	0	(\$427)

Financial Overview

The FY 2016 operating expense budget for Private Management is \$28.00 million, of which \$0.00 million is for PS and \$28.00 million is for OTPS.

(Tax Credit LLC)

Overview/ Mission statement

Tax Credit LLC is responsible for operations and maintenance of 13 developments in Brooklyn, Manhattan, Staten Island, and the Bronx. Receive their federal funding from Wells Fargo. In March 2010, NYCHA was successful in receiving HUD approval to complete the federalization of 21 former city and state NYCHA developments, with more than 20,000 housing units. In order to qualify for ongoing federal subsidies through a Mixed-Finance Modernization Plan, the developments were sold to an entity created and controlled by NYCHA. The sale enabled HUD to include the 21 developments in a federal subsidy program that delivers approximately \$65 to \$75 million every year for ongoing maintenance. A critical component of the Mixed Finance transaction is the Low Income Housing Tax Credit (LIHTC) Program.



Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	338	\$16,002	388	\$17,070	392	\$17,831	4	\$761
Salary P/T		103		57		106		49
Seasonal		0		201		-		(201)
Overtime		2,924		2,700		2,869		169
Salary Retro		94		489		646		157
Shift Differential		13		2		2		(0)
Fringe		13,822		16,336		16,647		311
Other		217		315		234		(81)
Subtotal PS	338	\$33,175	388	\$37,171	392	\$38,335	4	\$1,164
OTPS								
Leases		\$ -		\$ -		\$ -		\$ -
Supplies		4,725		5,189		5,275		86
Utilities		30,155		43,721		46,576		2,855
Equipment		541		3,220		416		(2,804)
Contracts		8,490		9,581		9,586		5
Insurance		1,223		1,259		3,775		2,516
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		2,134		1,179		0		(1,179)
Debt Services		311		266		223		(42)
Other OTPS		5,325		5,205		275		(4,930)
Subtotal OTPS	0	\$52,904	0	\$69,619	0	\$66,126	0	(\$3,493)
Total Budget	338	\$86,079	388	\$106,791	392	\$104,462	4	(\$2,329)

Financial Overview

The FY 2016 operating expense budget for Private Management is \$104.50 million, of which \$38.34 million is for PS and \$66.13 million is for OTPS.

(Non-Tax Credit LLC)

Overview/ Mission statement

Non-Tax Credit LLC is responsible for operations and maintenance of 8 developments in Brooklyn, Manhattan, Staten Island, and the Bronx. In March 2010, NYCHA was successful in receiving HUD approval to complete the federalization of 21 former city and state NYCHA developments, with more than 20,000 housing units. In order to qualify for ongoing federal subsidies through a Mixed-Finance Modernization Plan, the developments were sold to an entity created and controlled by NYCHA. The sale enabled HUD to include the 21 developments in a federal subsidy program that delivers approximately \$65 to \$75 million every year for ongoing maintenance.



Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	177	\$8,899	193	\$8,599	198	\$9,289	5	\$690
Salary P/T		47		36		58		21
Seasonal		-		109		-		(109)
Overtime		1,491		1,401		1,364		(37)
Salary Retro		70		191		326		136
Shift Differential		6		1		0		(1)
Fringe		7,374		8,208		8,557		350
Other		111		152		105		(48)
Subtotal PS	177	\$17,999	193	\$18,697	198	\$19,700	5	\$1,002
OTPS								
Leases		-		-		-		-
Supplies		1,696		1,987		2,117		130
Utilites		11,463		17,011		17,046		35
Equipment		134		149		45		(104)
Contracts		4,465		4,695		4,620		(75)
Insurance		350		446		796		350
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		448		535		-		(535)
Debt Services		145		119		101		(18)
Other OTPS		178		216		137		(79)
Subtotal OTPS	0	\$18,878	0	\$25,158	0	\$24,862	0	(\$296)
Total Budget	177	\$36,876	193	\$43,856	198	\$44,562	5	\$707

Financial Overview

The FY 2016 operating expense budget for Private Management is \$45.00 million, of which \$20.00 million is for PS and \$25.00 million is for OTPS.

(Property Management Departments)

Overview/ Mission statement

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



Brooklyn Property Management

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	1747	\$85,045	1649	\$81,724	1733	\$88,813	84	\$7,089
Salary P/T		309		295		414		119
Seasonal		(1)		533		-		(533)
Overtime		19,635		12,831		11,533		(1,299)
Salary Retro		1,832		1,424		946		(478)
Shift Differential		192		319		5		(314)
Fringe		74,674		77,733		80,844		3,111
Other		1,479		1,913		1,699		(214)
Subtotal PS	1747	\$183,165	1649	\$176,773	1733	\$184,254	84	\$7,481
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		14,346		14,134		14,228		94
Utilites		2,170		1,774		-		(1,774)
Equipment		128,962		110,220		131,994		21,774
Contracts		26,183		19,313		19,103		(210)
Insurance		2,660		3,343		12,127		8,784
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		7,163		9,780		-		(9,780)
Debt Services		103		97		89		(8)
Other OTPS		966		901		653		(248)
Subtotal OTPS	0	\$182,554	0	\$159,561	0	\$178,194	0	\$18,632
Total Budget	1747	\$365,719	1649	\$336,335	1733	\$362,448	84	\$26,113

Financial Overview

The FY 2016 operating expense budget for Brooklyn Property Management is \$362.45 million, of which \$184.30 million is for PS and \$178.20 million is for OTPS.



Bronx Property Management

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	1207	\$60,610	1129	\$57,424	1180	\$60,894	51	\$3,471
Salary P/T		204		205		164		(41)
Seasonal		(0)		326		-		(326)
Overtime		12,447		8,060		8,189		129
Salary Retro		1,315		1,020		673		(347)
Shift Differential		143		231		2		(229)
Fringe		53,339		53,762		55,113		1,351
Other		1,261		1,572		1,300		(272)
Subtotal PS	1207	\$129,318	1129	\$122,600	1180	\$126,336	51	\$3,736
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		9,998		9,809		9,973		164
Utilites		2,006		968		-		(968)
Equipment		99,158		105,784		111,187		5,403
Contracts		16,986		14,049		13,604		(445)
Insurance		2,018		2,323		9,977		7,654
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		3,803		4,532		-		(4,532)
Debt Services		105		91		75		(16)
Other OTPS		525		540		455		(85)
Subtotal OTPS	0	\$134,599	0	\$138,095	0	\$145,271	0	\$7,176
Total Budget	1207	\$263,917	1129	\$260,695	1180	\$271,607	51	\$10,912

Financial Overview

The FY 2016 operating expense budget for Bronx Property Management is \$272.00 million, of which \$126.34 million is for PS and \$145.30 million is for OTPS.



Manhattan Property Management

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	1350	\$67,014	1275	\$64,299	1335	\$69,273	60	\$4,973
Salary P/T		202		187		183		(4)
Seasonal		(1)		342		-		(342)
Overtime		13,476		8,434		9,742		1,308
Salary Retro		1,576		1,214		816		(398)
Shift Differential		162		268		5		(263)
Fringe		59,063		61,630		62,666		1,037
Other		1,288		1,666		1,378		(287)
Subtotal PS	1350	\$142,781	1275	\$138,039	1335	\$144,063	60	\$6,024
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		10,972		9,653		10,656		1,003
Utilites		1,765		497		-		(497)
Equipment		92,903		97,994		95,223		(2,771)
Contracts		16,809		10,919		13,770		2,851
Insurance		3,668		3,058		8,432		5,375
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		6,198		5,866		-		(5,866)
Debt Services		76		70		63		(7)
Other OTPS		626		572		498		(74)
Subtotal OTPS	0	\$133,017	0	\$128,630	0	\$128,643	0	\$13
Total Budget	1350	\$275,798	1275	\$266,669	1335	\$272,706	60	\$6,037

Financial Overview

The FY 2016 operating expense budget for Manhattan Property Management is \$273.01 million, of which \$144.01 million is for PS and \$129.00 million is for OTPS.



Queens/SI Property Management

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	836	\$40,054	795	\$38,968	818	\$41,675	23	\$2,708
Salary P/T		127		125		144		19
Seasonal		5		287		-		(287)
Overtime		6,574		4,569		4,844		276
Salary Retro		742		540		352		(189)
Shift Differential		74		133		3		(130)
Fringe		33,769		36,473		37,639		1,165
Other		876		1,227		792		(435)
Subtotal PS	836	\$82,216	795	\$82,322	818	\$85,449	23	\$3,127
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		6,883		6,092		7,084		992
Utilites		1,616		736		-		(736)
Equipment		69,801		63,219		68,787		5,567
Contracts		13,047		9,289		9,805		516
Insurance		1,490		1,903		4,606		2,703
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		1,561		2,985		-		(2,985)
Debt Services		-		-		-		-
Other OTPS		360		362		286		(76)
Subtotal OTPS	0	\$94,759	0	\$84,586	0	\$90,567	0	\$5,981
Total Budget	836	\$176,975	795	\$166,908	818	\$176,016	23	\$9,108

Financial Overview

The FY 2016 operating expense budget for Queens/SI Property Management is \$176.02 million, of which \$86.00 million is for PS and \$91.00 million is for OTPS.

Administration

(EVP for Administration)

Overview/ Mission statement

The EVP 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 EVP.

The following Departments report to this EVP:

- General Services;
- Human Resources;
- Procedural and Development & Administration;



- Customer Operations;
- Customer Contact Center;
- Research and Management Analysis;
- Enterprise Program Management;
- EVP Supply Management;
 - Materials Management;
 - Procurement; and
 - Warehouse Distribution;

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	4	\$352	4	\$372	3	\$336	-1	(\$36)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		3		27		27		-
Shift Differential		1		3		3		0
Fringe		240		248		223		(25)
Other		9		7		7		0
Subtotal PS	4	\$606	4	\$629	3	\$568	-1	(\$61)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		-		0		0		(0)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		1		2		-		(2)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		2		1		2		1
Subtotal OTPS	0	\$2	0	\$3	0	\$2	0	(\$1)
Total Budget	4	\$608	4	\$632	3	\$570	-1	(\$62)

Financial Review

The FY 2016 operating expense budget for the EVP of Administration is \$0.57million, of which \$0.60 million is for PS and \$0.002 million is for OTPS.



(General Services)

Overview/ Mission statement

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

Responsibilities

- Assess NYCHA’s vehicle and horticultural equipment needs, determine specifications for 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 Central Office Departments.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	97	\$4,786	99	\$4,614	86	\$4,383	-13	(\$231)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		72		65		65		0
Salary Retro		223		5		5		0
Shift Differential		13		19		19		0
Fringe		3,550		3,752		3,625		(126)
Other		201		174		182		8
Subtotal PS	97	\$8,846	99	\$8,628	86	\$8,279	-13	(\$349)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		453		424		361		(63)
Equipment		339		-		-		-
Utilites		-		-		-		-
Contracts		119		101		143		42
Insurance		20		15		25		10
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		323		397		378		(20)
Subtotal OTPS	0	\$1,255	0	\$938	0	\$908	0	(\$30)
Total Budget	97	\$10,101	99	\$9,566	86	\$9,187	-13	(\$379)



Financial Review

The FY 2016 operating expense budget for General Services is \$9.19 million, of which \$8.30 million is for PS and \$0.90 million is for OTPS.

Financial Overview (Centrally Managed Accounts)

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	0	\$0	0	\$0	0	\$0	0	\$0
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		-		-		-		-
Other		-		-		-		-
Subtotal PS	0	\$0	0	\$0	0	\$0	0	\$0
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		125		1,557		1,746		189
Equipment		19,638		6,059		7,000		941
Utilites		-		-		-		-
Contracts		3,070		4,112		2,470		(1,642)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		1,698		1,730		1,729		(1)
Subtotal OTPS	0	\$24,531	0	\$13,458	0	\$12,945	0	(\$513)
Total Budget	0	\$24,531	0	\$13,458	0	\$12,945	0	(\$513)

Financial Review

The FY 2016 operating expense budget for General Services is \$13.00 million, of which \$0.00 million is for PS and \$13.00 million is for OTPS.

(Human Resources)

Overview/ Mission statement

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

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 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	152	\$9,840	143	\$8,725	134	\$9,099	-9	\$374
Salary P/T		(1)		-		-		-
Seasonal		-		-		-		-
Overtime		72		58		74		16
Salary Retro		253		73		67		(6)
Shift Differential		7		14		14		0
Fringe		6,576		6,583		6,641		58
Other		413		372		375		3
Subtotal PS	152	\$17,160	143	\$15,824	134	\$16,270	-9	\$445
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		98		102		55		(48)
Equipment		0		0		0		(0)
Utilites		-		-		-		-
Contracts		480		543		502		(40)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		251		497		99		(398)
Subtotal OTPS	0	\$830	0	\$1,142	0	\$655	0	(\$486)
Total Budget	152	\$17,990	143	\$16,966	134	\$16,925	-9	(\$41)

Financial Review

The FY 2016 operating expense budget for Human Resources is \$16.74 million, of which \$16.05 million is for PS and \$0.69 million is for OTPS.



(Procedures Development & Administration)

Overview/ Mission statement

The Department of Procedures Development and Administration (DPDA), working in collaboration with the administering departments, is responsible for the development and maintenance of NYCHA’s standard operating procedures. The mission of the department is to provide NYCHA staff with standard guidelines for performing key tasks to ensure that work activities are align with the mission, strategic plans, policies, and requirements of NYCHA.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	8	\$611	9	\$643	9	\$749	0	\$105
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		5		-		-		-
Shift Differential		-		-		-		-
Fringe		374		460		499		38
Other		15		14		14		-
Subtotal PS	8	\$1,006	9	\$1,118	9	\$1,261	0	\$144
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		2		1		1		(1)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		0		1		-		(1)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		1		1		3		2
Subtotal OTPS	0	\$3	0	\$3	0	\$4	0	\$0
Total Budget	8	\$1,008	9	\$1,121	9	\$1,265	0	\$144

Financial Review

The FY 2016 operating expense budget for the Procedures Development & Administration is \$1.30 million, of which \$1.30 million is for PS and \$0.004 million is for OTPS.

(Customer Operations)

Overview/ Mission statement

Customer Operations is a customer-focused organization that aims to improve the customer experience by quickly and professionally responding to inquiries and concerns, as well as identifying the genesis of the issues by:

- Determining the root causes of problems that impact the customer experience;



- Closely monitoring and analyzing agency-wide performance and operational trends through data and analysis; and
- Sharing and reporting findings and information with administering departments.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	0	\$0	0	\$423	19	\$1,403	19	\$979
Salary P/T	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	1	-	-	-	(1)
Salary Retro	-	-	-	-	-	-	-	-
Shift Differential	-	-	-	1	-	-	-	(1)
Fringe	-	-	-	333	-	977	-	644
Other	-	-	-	23	-	-	-	(23)
Subtotal PS	0	\$0	0	\$781	19	\$2,380	19	\$1,599
OTPS								
Leases	-	\$0	-	\$0	-	\$0	-	\$0
Supplies	-	-	-	1	-	16	-	14
Equipment	-	-	-	-	-	-	-	-
Utilites	-	-	-	-	-	-	-	-
Contracts	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Payment in Lieu of Taxes	-	-	-	-	-	-	-	-
Debt Services	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	-	-	1	-	1
Subtotal OTPS	0	\$0	0	\$1	0	\$16	0	\$15
Total Budget	0	\$0	0	\$782	19	\$2,396	19	\$1,613

Financial Overview

The FY 2016 operating expense budget for Customer Operation Department is \$2.40 million, of which \$2.40 million is for PS and \$0.002 million is for OTPS.

(Customer Contact Center)

Overview/ Mission statement

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



Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	170	\$7,254	183	\$7,231	152	\$6,974	-31	(\$257)
Salary P/T		-		-		-		-
Seasonal		(1)		-		-		-
Overtime		172		128		128		0
Salary Retro		255		6		6		0
Shift Differential		17		15		15		0
Fringe		5,329		6,319		6,190		(129)
Other		109		120		120		0
Subtotal PS	170	\$13,135	183	\$13,818	152	\$13,433	-31	(\$386)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		20		20		20		0
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		2,394		2,579		1,832		(747)
Insurance		-		-		13		13
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		3		4		1		(3)
Subtotal OTPS	0	\$2,418	0	\$2,603	0	\$1,866	0	(\$737)
Total Budget	170	\$15,552	183	\$16,421	152	\$15,299	-31	(\$1,122)

Financial Review

The FY 2016 operating expense budget for Customer Contact Center is \$15.30 million, of which \$13.43 million is for PS and \$1.87 million is for OTPS.

(Research and Management Analysis)

Overview/ Mission statement

The Department of Research and Management Analysis provides support to the Executive and operational departments in the areas of data collection, data analysis, tactical studies, survey research and forecasting. The Department is responsible for coordinating NYCHA's physical inspections with HUD and reporting on various operational, management and resident oriented activities under HUD's Public Housing Assessment System (PHAS). The Department is also responsible for maintaining the Authority's physical building inventory in HUD's Public and Indian Housing Information Center (PIC).

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 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	18	\$1,387	20	\$1,422	21	\$1,649	1	\$227
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		18		2		2		-
Shift Differential		-		-		-		-
Fringe		970		1,004		1,128		124
Other		31		29		29		-
Subtotal PS	18	\$2,406	20	\$2,457	21	\$2,808	1	\$351
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		3		3		5		2
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		15		3		1		(3)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		0		0		0		(0)
Subtotal OTPS	0	\$18	0	\$7	0	\$6	0	(\$1)
Total Budget	18	\$2,424	20	\$2,464	21	\$2,814	1	\$350

Financial Review

The FY 2016 operating expense budget for Research and Management Analysis is \$2.81 million, of which \$2.81 million is for PS and \$0.006 million is for OTPS.



(Enterprise Program Management Office)

Overview/ Mission statement

The mission of the Enterprise Program Management Office (EPMO) is to support the execution of strategic initiatives that will change how NYHCA looks, how it operates and how it is funded. The EPMO supports those initiatives by managing selected projects for functional departments, ensuring that project managers follow a disciplined approach to project planning, providing oversight of and status reporting on the enterprise project portfolio, monitoring progress towards project objectives, and collaborating with project managers (to ensure they are looking forward, anticipating issues and taking corrective actions to keep their projects on track).

Responsibilities

- Manage projects for functional departments, with full accountability for results
- Support functional Project Managers through the full project management life cycle – from project initiation through closeout
- Provide oversight, monitoring, problem resolution / escalation and status reporting on NYCHA’s strategic initiatives
- Conduct process analysis and documentation (“as is” / “to be” process mapping)
- Provide project management training on request, share project management best practices, and support burgeoning efforts by functional departments to adopt EPMO tools and techniques to improve project execution and achieve project outcomes

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T		4	10	\$816	7	\$637	-3	(\$179)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		3		-		-		-
Shift Differential		-		-		-		-
Fringe		203		561		456		(105)
Other		3		2		2		0
Subtotal PS	4	\$537	10	\$1,379	7	\$1,095	-3	(\$284)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		1		2		2		1
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		135		1		-		(1)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		3		2		4		1
Subtotal OTPS	0	\$4	0	\$5	0	\$6	0	\$1
Total Budget	4	\$541	10	\$1,384	7	\$1,101	-3	(\$283)



Financial Review

The FY 2016 operating expense budget for Enterprise Program Management is \$1.10 million, of which \$1.10 million is for PS and \$0.01 million is for OTPS.

(Office of the EVP of Supply Management)

Overview/ Mission statement

The Supply Management Department will consolidate all of NYCHA's supply chain functions into one department, servicing all NYCHA customers. Once the existing procurement groups are fully consolidated within this newly formed operation, all procurement activities will channel through this one entity and giving it full responsibility of all of NYCHA's procurement activities.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	4	\$447	6	\$497	5	\$488	-1	(\$9)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		0		0		0		-
Shift Differential		-		-		-		-
Fringe		207		342		328		(13)
Other		5		7		7		-
Subtotal PS	4	\$660	6	\$846	5	\$824	-1	(\$22)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		51		46		21		(26)
Utilites		-		-		-		-
Equipment		-		-		-		-
Contracts		21		6		47		41
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		13		17		17		0
Subtotal OTPS	0	\$86	0	\$69	0	\$85	0	\$16
Total Budget	4	\$746	6	\$915	5	\$909	-1	(\$6)

Financial Review

The FY 2016 operating expense budget for the office of the EVP for Supply Management is \$0.91 million, of which \$0.82 million is for PS and \$0.09 million is for OTPS.



(Material Management / Warehouse Distribution)

Overview/ Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	26	\$1,668	6	\$1,466	11	\$769	5	(\$697)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		3		29		33		5
Salary Retro		79		0		0		-
Shift Differential		2		3		4		1
Fringe		821		1,121		806		(316)
Other		123		114		114		-
Subtotal PS	26	\$2,696	6	\$2,733	11	\$1,726	5	(\$1,007)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		7		14		15		1
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		0		0		4		4
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		7		22		7		(15)
Subtotal OTPS	0	\$15	0	\$35	0	\$26	0	(\$9)
Total Budget	26	\$2,711	6	\$2,768	11	\$1,752	5	(\$1,016)

Financial Review

The FY 2016 operating expense budget for the Material Management Department is \$1.80 million, of which \$1.73 million is for PS and \$0.03 million is for OTPS.



(Warehouse Distribution)

Overview/ Mission statement

Warehouse Distribution is responsible for all Long Island City warehouse activities, distribution and shipping, asset management, excess materials liquidation, and the development of satellite storeroom operations.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	57	\$3,203	56	\$3,039	54	\$3,003	-2	(\$36)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		48		82		82		-
Salary Retro		64		10		10		-
Shift Differential		14		21		21		-
Fringe		1,492		2,444		2,369		(75)
Other		108		92		92		-
Subtotal PS	57	\$4,928	56	\$5,688	54	\$5,577	-2	(\$111)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		109		84		113		29
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		303		180		151		(29)
Insurance		-		-		2		2
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		(2)		3		5		1
Subtotal OTPS	0	\$410	0	\$267	0	\$270	0	\$3
Total Budget	57	\$5,338	56	\$5,956	54	\$5,847	-2	(\$109)

Financial Review

The FY 2016 operating expense budget for the Warehouse Distribution Department is \$5.85 million, of which \$5.60 million is for PS and \$0.30 million is for OTPS.



(Procurement)

Overview/ Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	68	\$4,073	65	\$3,779	66	\$4,092	1	\$312
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		74		230		230		-
Salary Retro		240		4		4		-
Shift Differential		-		-		-		-
Fringe		1,995		2,941		3,031		91
Other		98		93		93		-
Subtotal PS	68	\$6,481	65	\$7,046	66	\$7,449	1	\$403
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		28		53		42		(11)
Equipment		-		1		-		(1)
Utilites		-		-		-		-
Contracts		190		95		132		36
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		1		20		11		(8)
Subtotal OTPS	0	\$219	0	\$169	0	\$185	0	\$16
Total Budget	68	\$6,700	65	\$7,215	66	\$7,634	1	\$419

Financial Review

The FY 2016 operating expense budget for the Procurement Department is \$7.63 million, of which \$7.45 million is for PS and \$0.19 million is for OTPS.



Information & Technology

(EVP for Information Technology)

Overview/ Mission statement

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

The following Departments report to this EVP:

- Enterprise Technology Portfolio Management
- IT Infrastructure;
- Business Solution Technology; and
- Information Management.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	8	\$550	6	\$719	7	\$796	1	\$76
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		1		-		-		-
Salary Retro		4		1		1		-
Shift Differential		-		-		-		-
Fringe		385		453		492		39
Other		6		5		5		-
Subtotal PS	8	\$945	6	\$1,178	7	\$1,293	1	\$115
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		(16)		2		2		(0)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		11		10		2		(7)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		89		65		64		(1)
Subtotal OTPS	0	\$83		\$77		\$68		(\$9)
Total Budget	8	\$1,029	6	\$1,255	7	\$1,361	1	\$106



Financial Review

The FY 2016 operating expense budget for EVP for Information Technology is \$1.40 million, of which \$1.30 million is for PS and \$0.07 is for OTPS.

(Enterprise Technology Portfolio Management)

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.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	21	\$2,032	22	\$1,980	20	\$1,890	-2	(\$91)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		0		-		-		-
Salary Retro		8		-		-		-
Shift Differential		-		-		-		-
Fringe		1,279		1,333		1,258		(76)
Other		19		20		20		-
Subtotal PS	21	\$3,338	22	\$3,334	20	\$3,168	-2	(\$166)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		1		7		2		(4)
Equipment		0		-		-		-
Utilites		-		-		-		-
Contracts		1		10		0		(10)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		18		10		11		1
Subtotal OTPS	0	\$21	0	\$27	0	\$13	-2	(\$14)
Total Budget	21	\$3,358	22	\$3,361	20	\$3,181	-2	(\$180)

Financial Review

The FY 2016 operating expense budget for Enterprise Technology Portfolio Management is \$3.20 million, of which \$3.17 million is for PS and \$0.01 is for OTPS.



(Infrastructure)

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 supporting operating systems, desktop computers and mobile systems; NYCHA’s data communications network (including the Internet); installing computer system software.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	94	\$7,646	91	\$7,171	83	\$7,141	-8	(\$29)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		202		222		222		-
Salary Retro		361		-		-		-
Shift Differential		7		7		7		-
Fringe		5,541		4,985		4,929		(57)
Other		375		386		386		0
Subtotal PS	94	\$14,132	91	\$12,770	83	\$12,684	-8	(\$86)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		7		6		11		5
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		18		86		-		(86)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		3		3		3		(1)
Subtotal OTPS	0	\$28	0	\$96	0	\$13		(\$82)
Total Budget	94	\$14,160	91	\$12,866	83	\$12,698	-8	(\$168)

Financial Review

The FY 2016 operating expense budget for Infrastructure is \$13.00 million, of which \$13.00 million is for PS and \$0.01 million is for OTPS.



(Business Solution Technology)

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.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	72	\$7,283	75	\$6,730	70	\$6,665	-5	(\$65)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		86		89		89		-
Salary Retro		277		4		4		-
Shift Differential		1		1		1		-
Fringe		5,143		4,509		4,420		(88)
Other		230		215		215		-
Subtotal PS	72	\$13,021	75	\$11,548	70	\$11,395	-5	(\$153)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		11		6		4		(2)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		15		53		1		(52)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		1		4		3		(1)
Subtotal OTPS	0	\$26	0	\$63	0	\$7	0	(\$56)
Total Budget	72	\$13,047	75	\$11,611	70	\$11,402	-5	(\$209)

Financial Review

The FY 2016 operating expense budget for Business Solution Technology is \$11.40 million, of which \$11.40 million is for PS and \$0.07 is for OTPS.



(Information Management)

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.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	20	\$1,305	20	\$1,248	20	\$1,332	0	\$84
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		0		-		-		-
Salary Retro		39		3		3		-
Shift Differential		0		1		1		-
Fringe		911		936		951		15
Other		57		56		56		-
Subtotal PS	20	\$2,311	20	\$2,244	20	\$2,343	0	\$99
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		7		11		6		(5)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		1		5		-		(5)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		1		1		1		(0)
Subtotal OTPS		\$9		\$18		\$7		(\$11)
Total Budget	20	\$2,320	20	\$2,262	20	\$2,350	0	\$89

Financial Review

The FY 2016 operating expense budget for Information Management is \$2.40 million, of which \$2.34 million is for PS and \$0.07 million is for OTPS.



Financial Overview (Centrally Managed Accounts)

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T		\$0		\$0		\$0	0	\$0
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		-		-		-		-
Other		-		-		-		-
Subtotal PS	0	\$0	0	\$0	0	\$0	0	\$0
OTPS								
Leases		-		-		-		-
Supplies		223		485		100		(385)
Equipment		9,170		8,908		13,695		4,787
Utilities		-		-		-		-
Contracts		10,983		16,889		20,960		4,071
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		85		85		85		1
Subtotal OTPS	0	\$20,462	0	\$26,367	0	\$34,840	0	\$8,473
Total Budget	0	\$20,462	0	\$26,367	0	\$34,840	0	\$8,473

Financial Review

The FY 2016 operating expense budget for Information Management is \$34.84 million, of which \$0.00 million is for PS and \$34.84 million is for OTPS.

Community Program & Development

(EVP for Community Program & Development)

Overview/ Mission statement

The Executive Vice-President for Community Programs and Development is responsible for the overall management of the Office of Resident Economic Empowerment and Sustainability, the Office of Administration, the Office of Resident Engagement, Office of Citywide Programs, Family Services department, and the Borough Community Operations departments, and has oversight of more than 200 Resident Associations throughout the city.

The following Departments report to this EVP:

- Community Operations Borough Offices;
- Community Operations - Administration;
- Community Operations - Citywide Program & Assessment
- Public – Private Partnership



- Resident Engagement and
- Resident Economic Empowerment & Sustainability

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	5	\$609	8	\$474	3	\$351	-5	(\$123)
Salary P/T		-		-		-		-
Seasonal		(4)		-		-		-
Overtime		15		1		142		(1)
Salary Retro		16		20		6		(14)
Shift Differential		-		-		-		-
Fringe		409		334		215		(119)
Other		4		3		-		(3)
Subtotal PS	5	\$1,048	8	\$831	3	\$572	-5	(\$259)
OTPS								
Leases		-		-		-		-
Supplies		24		100		52		(48)
Utilities		-		-		-		-
Equipment		-		-		-		-
Contracts		607		2,010		1,400		(610)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		206		455		183		(272)
Subtotal OTPS		\$837		\$2,565		\$1,634		(\$931)
Total Budget	5	\$1,885	8	\$3,396	3	\$2,207	-5	(\$1,190)

Financial Review

The FY 2016 operating expense budget for EVP for Community Program & Development is \$2.21 million, of which \$0.60 million is for PS and \$1.63 million is for OTPS.

(Community Operations Borough Offices)

Overview/ Mission statement

City-wide there are over 500 community facilities including: community centers, senior centers, health care centers, and 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.

Brooklyn Community Operations

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	37	\$2,259	40	\$1,462	10	\$570	-30	(\$892)
Salary P/T		54		-		-		-
Seasonal		36		117		123		6
Overtime		56		15		10		(5)
Salary Retro		113		31		2		(29)
Shift Differential		17		9		3		(6)
Fringe		1,786		1,146		518		(628)
Other		32		21		5		(16)
Subtotal PS	37	\$4,353	40	\$2,801	10	\$1,231	-30	(\$1,570)
OTPS								
Leases		-		-		-		-
Supplies		29		72		22		(49)
Utilites		-		-		-		-
Equipment		656		685		658		(27)
Contracts		1,215		199		39		(160)
Insurance		7		10		60		50
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		771		1,135		236		(899)
Subtotal OTPS		\$2,677		\$2,101		\$1,016		(\$1,085)
Total Budget	37	\$7,030	40	\$4,902	10	\$2,247	-30	(\$2,655)

Financial Review

The FY 2016 operating expense budget for Brooklyn Community Operations is \$2.25 million, of which \$1.23million is for PS and \$1.02 million is for OTPS.



Bronx Community Operations

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	29	\$1,340	29	\$899	6	\$297	-23	(\$602)
Salary P/T		31		8		-		(8)
Seasonal		10		38		37		(1)
Overtime		105		17		5		(12)
Salary Retro		91		4		2		(2)
Shift Differential		16		10		2		(8)
Fringe		1,153		700		275		(425)
Other		22		15		4		(11)
Subtotal PS	29	\$2,767	29	\$1,691	6	\$622	-23	(\$1,069)
OTPS								
Leases		-		-		-		-
Supplies		256		64		30		(34)
Utilites		-		-		-		-
Equipment		708		639		711		72
Contracts		641		167		23		(144)
Insurance		-		-		27		27
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		431		487		143		(344)
Subtotal OTPS		\$2,037		\$1,358		\$934		(\$423)
Total Budget	29	\$4,804	29	\$3,049	6	\$1,556	-23	(\$1,493)

Financial Review

The FY 2016 operating expense budget for Bronx Community Operations is \$1.60 million, of which \$0.62 million is for PS and \$0.93 million is for OTPS.



Manhattan Community Operations

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	33	\$1,691	31	\$1,171	9	\$454	-22	(\$717)
Salary P/T		28		11		9		(3)
Seasonal		14		40		25		(15)
Overtime		19		2		0		(2)
Salary Retro		107		19		1		(18)
Shift Differential		9		6		3		(4)
Fringe		1,265		941		412		(529)
Other		35		19		5		(14)
Subtotal PS	33	\$3,168	31	\$2,209	9	\$908	-22	(\$1,301)
OTPS								
Leases		-		-		-		-
Supplies		29		61		23		(38)
Utilites		-		-		-		-
Equipment		462		520		447		(73)
Contracts		491		64		31		(33)
Insurance		1		2		459		456
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		758		675		264		(411)
Subtotal OTPS		\$1,741		\$1,323		\$1,224		(\$98)
Total Budget	33	\$4,909	31	\$3,532	9	\$2,132	-22	(\$1,400)

Financial Review

The FY 2016 operating expense budget for Manhattan Community Operations is \$2.13 million, of which \$0.91 million is for PS and \$1.22 million is for OTPS.



Queens/SI Community Operations

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	18	\$1,177	21	\$789	7	\$478	-14	(\$311)
Salary P/T		20		-		-		-
Seasonal		15		47		49		2
Overtime		41		15		7		(8)
Salary Retro		54		15		1		(14)
Shift Differential		4		2		2		(0)
Fringe		876		627		443		(184)
Other		44		21		6		(15)
Subtotal PS	18	\$2,232	21	\$1,516	7	\$986	-14	(\$530)
OTPS								
Leases		-		-		-		-
Supplies		17		46		27		(19)
Utilites		-		-		-		-
Equipment		182		181		233		52
Contracts		624		176		23		(152)
Insurance		-		-		15		15
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		137		298		108		(189)
Subtotal OTPS		\$959		\$700		\$406		(\$294)
Total Budget	18	\$3,192	21	\$2,216	7	\$1,392	-14	(\$825)

Financial Review

The FY 2016 operating expense budget for Queens/SI Community Operations is \$1.40 million, of which \$1.00 million is for PS and \$0.41 million is for OTPS.

(Community Operations - Administration)

Overview/ Mission statement

The Executive Vice-President for Community Programs and Development is responsible for the overall management of the Office of Resident Economic Empowerment and Sustainability, the Office of Administration, the Office of Resident Engagement, Office of Citywide Programs, Family Services department, and the Borough Community Operations departments, and has oversight of more than 200 Resident Associations throughout the city.

Responsibilities

- Maintain personnel data for approximately 1,200 positions throughout the Community Operations Department, assist in the 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 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	5	\$609	8	\$474	3	\$351	-5	(\$123)
Salary P/T		-		-		-		-
Seasonal		(4)		-		-		-
Overtime		15		1		142		(1)
Salary Retro		16		20		6		(14)
Shift Differential		-		-		-		-
Fringe		409		334		215		(119)
Other		4		3		-		(3)
Subtotal PS	5	\$1,048	8	\$831	3	\$572	-5	(\$259)
OTPS								
Leases		-		-		-		-
Supplies		24		100		52		(48)
Utilities		-		-		-		-
Equipment		-		-		-		-
Contracts		607		2,010		1,400		(610)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		206		455		183		(272)
Subtotal OTPS		\$837		\$2,565		\$1,634		(\$931)
Total Budget	5	\$1,885	8	\$3,396	3	\$2,207	-5	(\$1,190)

Financial Review

The FY 2016 operating expense budget for Community Operations – Administration is \$2.21million, of which \$0.57 million is for PS and \$1.63 million is for OTPS.

(Resident Engagement)

Overview/ Mission statement

The mission of the Office of Resident Engagement is to connect residents with the tools, training, and capacity they need to communicate and engage with each of NYCHA’s offices and



departments. The Office of Resident Engagement plays a critical role in ensuring that each development has an active and elected Resident Association, provides technical assistance by conducting elections, helps to develop and amend by-laws, and serves as a liaison between Resident Associations and NYCHA at large.

The Office of Resident Engagement also works with residents to lead a range of special initiatives, including Resident Green Committees, Youth Initiatives, and advocacy around key Plan NYCHA imperatives to preserve Public Housing for generations to come.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	65	\$3,442	60	\$3,245	59	\$3,726	-1	\$481
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		29		6		11		4
Salary Retro		201		2		6		4
Shift Differential		1		1		7		5
Fringe		2,281		2,648		2,720		72
Other		23		14		28		13
Subtotal PS	65	\$5,977	60	\$5,917	59	\$6,498	-1	\$580
OTPS								
Leases		-		-		-		-
Supplies		23		23		38		15
Utilites		-		-		-		-
Equipment		-		-		-		-
Contracts		185		185		529		344
Insurance		-		-		71		71
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		3,340		3,340		432		(2,909)
Subtotal OTPS		\$3,548		\$3,548		\$1,069		(\$2,478)
Total Budget	65	\$9,524	60	\$9,465	59	\$7,567	-1	(\$1,898)

Financial Review

The FY 2016 operating expense budget for Resident Engagement is \$8.00 million, of which \$6.50 million is for PS and \$1.10 million is for OTPS.

(Office of Citywide Programs and Assessment)

Overview/ Mission statement

The Office of Citywide Programs has three major units that develop and administer various cultural, educational, and recreational programs for residents in the five boroughs. By forming partnerships and coordinating service delivery with various entities, the Office of Citywide Programs provides vital supplemental services at NYCHA community facilities.



Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	12	\$799	15	\$566	7	\$275	-8	(\$290)
Salary P/T		-		-		-		-
Seasonal		0		-		-		-
Overtime		31		22		17		(5)
Salary Retro		35		8		1		(7)
Shift Differential		1		0		1		0
Fringe		617		426		349		(77)
Other		8		6		4		(2)
Subtotal PS	12	\$1,490	15	\$1,029	7	\$648	-8	(\$381)
OTPS								
Leases		-		-		-		-
Supplies		5		18		7		(11)
Utilites		-		-		-		-
Equipment		-		-		-		-
Contracts		8		387		261		(126)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		613		1,484		227		(1,257)
Subtotal OTPS		\$625		\$1,890		\$495		(\$1,395)
Total Budget	12	\$2,115	15	\$2,919	7	\$1,143	-8	(\$1,776)

Financial Review

The FY 2016 operating expense budget for Office of Citywide Programs is \$1.14 million, of which \$0.65 million is for PS and \$0.50 million is for OTPS.

(Resident Economic Empowerment & Sustainability)

Overview/ Mission statement

The Office of Resident Economic Empowerment and Sustainability (REES) develops and implements programs, policies, and collaborations to measurably support increased economic opportunities for residents with a focus on employment and advancement, financial literacy and asset building, adult education and training, and business development.

In alignment with Plan NYCHA, NYCHA's roadmap to preserving Public Housing in New York City, REES coordinates and facilitates greater access to economic opportunity for NYCHA residents by creating partnerships with high-quality economic opportunity service providers. REES executes its work through an outcome-driven resident economic opportunity platform, the Zone Model, which is focused on service coordination, strategic partnerships, leveraging localized external resources and services. This multi-pronged approach includes:



- Collaborating with economic opportunity service providers around outcome-focused projects
- Providing additional capacity and technical assistance to economic opportunity service providers to better support NYCHA residents in reaching their goals
- Driving additional public and private investment into Public Housing neighborhoods to support outcomes for NYCHA residents including supporting the replication of proven economic opportunity models where resources don't currently exist as well as testing new approaches
- Building a learning community across New York City that develops expertise around supporting Public Housing residents to reach their economic goals. The learning community within and across NYCHA
- Zones will test, implement, iterate and replicate best practices in collaboration with residents and other Stakeholders. Discoveries, best practices, and challenges will be codified and shared across the network.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	42	\$2,478	49	\$2,394	47	\$3,982	-2	\$1,587
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		104		-		-		-
Salary Retro		120		19		6		(13)
Shift Differential		1		-		-		-
Fringe		1,803		1,986		2,674		688
Other		27		8		5		(4)
Subtotal PS	42	\$4,428	49	\$4,408	47	\$6,666	-2	\$2,259
OTPS								
Leases		-		-		-		-
Supplies		43		16		52		36
Utilities		-		-		-		-
Equipment		-		-		-		-
Contracts		190		634		187		(447)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		58		97		100		4
Subtotal OTPS		\$291		\$747		\$339		(\$408)
Total Budget	42	\$4,719	49	\$5,154	47	\$7,005	-2	\$1,851



Financial Review

The FY 2016 operating expense budget for the Office of Resident Economic Empowerment and Sustainability (REES) is \$7.01 million, of which \$6.70 million is for PS and \$0.34 million is for OTPS.

(Family Services)

Overview/ Mission Statement

The Family Services Department (FSD) is staffed by certified social workers and paraprofessionals. The three department concentrations in service delivery are in the areas of tenancy assistance; applying a holistic and strength based approach to assessments in securing a preventive focus on lease breaches; resident safety; ensuring healthy communities through crime/violence prevention and reduction; and senior services; nurturing a supportive case management approach to the elderly and non-elderly disabled population in securing the services to ensure that they “age in place” gracefully.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	152	\$7,269	143	\$7,077	21	\$3,567	-122	(\$3,510)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		21		7		2		(6)
Salary Retro		353		2		59		57
Shift Differential		18		26		5		(21)
Fringe		5,071		6,172		3,632		(2,540)
Other		200		232		195		(37)
Subtotal PS	152	\$12,933	143	\$13,516	21	\$7,460	-122	(\$6,056)
OTPS								
Leases		-		-		-		-
Supplies		63		97		89		(7)
Utilites		0		0		-		(273)
Equipment		-		-		-		-
Contracts		620		433		-		(433)
Insurance		-		-		44		44
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		75		82		84		2
Subtotal OTPS		\$759		\$612		\$217		(\$395)
Total Budget	152	\$13,691	143	\$14,128	21	\$7,677	-122	(\$6,452)



Financial Overview

The FY 2016 operating expense budget for Family Services is \$7.70 million, of which \$7.50 million is for PS and \$0.22 million is for OTPS.

Leased Housing

(EVP for Leased Housing)

Overview/ Mission statement

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

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

The following Departments report to this EVP:

- Inspections and Central Office;
- Leased Housing Finance;
- Internal Assessment;
- Quality Assurance & Performance Management;
- Policy & Program Administration; and
- Client Services;

Responsibilities

- Inspections and Central Office :
 - At the Waters Place office staff are responsible for annual, transfer and special HQS scheduling and inspections, owner certification of repairs, rent abatements, terminations, and Public Housing assessments. At the Central Office locations staff are responsible for fraud, repayment collections, EIV deceased tenants, OIG case research, City/State (LLC) Inspections scheduling and compliance, portability billing and ports annual recertification, eviction review unit, Landlord extranet oversight and landlord customer services, and Project Based Voucher (PVB) contract administration,
- Leased Housing Finance:
 - This unit is responsible oversight of all revenue and expenses analysis for LHD, monthly HAP payments to owners, QC review of payment adjustments, check run preparation, change of ownership, voided checks, payment suspensions monitoring, direct deposit, program forecasts and utilization performance reports,

cost allocations, Financial Management (FMC) reporting, liaison with HR handling all personnel changes, new vendor creation, ports billing and receivables,

- Internal Assessment
 - This unit is responsible for scheduling and performing annual inspections for Public Housing units.
- Quality Assurance & Performance Management:
 - This unit is responsible for quality assurance reviews, Section 8 Management Assessment Program (SEMAP) monitoring and reporting, HUD submissions and corrections, business process redesign, ad hoc QC reviews, statistical reporting, newsletter publication, department procedures revisions and maintenance, QC training, project management for systems upgrades, and audit coordination for HUD and Ernst & Young.
- Policy & Program Administration:
 - The policy and administration group at the Church Street location is responsible for oversight of Section 8 policy review, administrative plan, Legal Department liaison, and Reasonable Accommodation coordination services. The Brooklyn and Queens offices are responsible for customer service, briefings and transfers, terminations review, emergency and routine transfer requests review, customer correspondence, new program admissions, criminal background check processing, restorations to the program, Court Unit which responds to subpoenas and court appearances, port out requests, Veteran Affairs Supportive Housing (VASH) coordination, unclassified documents processing, tenant service requests and informal conferences.
- Client Services:
 - Responsible for scheduling and completion of annual client recertification, owner rent increase requests, commissioner's orders, major capital improvements and J51's, rent reasonableness reviews, tenant briefings and transfers, interim adjustments, terminations customer service, and informal conferences.



Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	3	\$0	3	\$328	4	\$499	1	\$171
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		13		2		(11)
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		-		190		302		112
Other		-		7		7		-
Subtotal PS	3	\$0	3	\$538	4	\$811	1	\$272
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		-		11		6		(5)
Utilities		-		-		-		-
Equipment		-		62		58		(4)
Contracts		-		684		672		(12)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		-		147		99		(47)
Subtotal OTPS	0	\$0	0	\$903	0	\$835	0	(\$68)
Total Budget	3	\$0	3	\$1,442	4	\$1,646	1	\$204

Financial Review

The FY 2016 operating expense budget for the EVP for Leased Housing is \$1.65 million, of which \$0.81 million is for PS and \$0.86 million is for OTPS.

(Inspections and Central Office)

Overview/ Mission statement

The Inspections and Central office staff are responsible for annual, transfer and special Housing Quality Standards (HQS) scheduling and inspections, owner certification of repairs, rent abatements, terminations, and Public Housing assessments. At the Central Office locations staff are responsible for fraud, repayment collections, Enterprise Income Verification (EIV) deceased tenants, Office of the Inspector case research, City/State (LLC) Inspections scheduling and compliance, portability billing and ports annual recertification, eviction review unit, Landlord extranet oversight and landlord customer services, and Project Based Voucher (PVB) contract administration.



Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	81	\$0	74	\$4,058	81	\$4,767	7	\$709
Salary P/T	-	-	-	-	-	-	-	-
Seasonal	-	-	-	6	-	-	-	(6)
Overtime	-	-	-	184	-	100	-	(84)
Salary Retro	-	-	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	-	-	3,319	-	3,634	-	315
Other	-	-	-	104	-	104	-	-
Subtotal PS	81	\$0	74	\$7,672	81	\$8,605	7	\$934
OTPS								
Leases	-	\$0	-	\$0	-	\$0	-	\$0
Supplies	-	-	-	14	-	14	-	(1)
Utilites	-	-	-	-	-	-	-	-
Equipment	-	-	-	42	-	39	-	(3)
Contracts	-	-	-	7	-	2	-	(5)
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Payment in Lieu of Taxes	-	-	-	-	-	-	-	-
Debt Services	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	43	-	44	-	0
Subtotal OTPS	0	\$0	0	\$106	0	\$99	0	(\$8)
Total Budget	81	\$0	74	\$7,778	81	\$8,704	7	\$926

Financial Review

The FY 2016 operating expense budget for the Inspections and Central Office is \$8.70million, of which \$8.61 million is for PS and \$0.10 million is for OTPS.

(Leased Housing Finance Department)

Overview/ Mission statement

The Leased Housing and Finance department is responsible for the oversight of all revenue and expenses analysis for Leased Housing, monthly Housing Assistance Payment (HAP) payments to owners, QC review of payment adjustments, check run preparation, change of ownership, voided checks, payment suspensions monitoring, direct deposit, program forecasts and utilization performance reports, cost allocations, Financial Management (FMC) reporting, liaison with HR handling all personnel changes, new vendor creation, ports billing and receivables.

Financial Overview

Expenditures by Account Type (\$000)



	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	22	\$0	22	\$1,313	22	\$1,413	0	\$100
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		53		2		(51)
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		-		895		1,029		134
Other		-		29		29		-
Subtotal PS	22	\$0	22	\$2,290	22	\$2,473	0	\$183
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		-		4		4		1
Utilites		-		-		-		-
Equipment		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		-		1		11		10
Subtotal OTPS	0	\$0	0	\$5	0	\$16	0	\$11
Total Budget	22	\$0	22	\$2,295	22	\$2,489	0	\$194

Financial Review

The FY 2016 operating expense budget for the Leased Housing Finance Department is \$2.50 million, of which \$2.50 million is for PS and \$0.02 million is for OTPS.

(Quality Assurance and Performance Management)

Overview/ Mission statement

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



Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	13	\$0	15	\$956	16	\$1,050	1	\$95
Salary P/T		-		6		-		(6)
Seasonal		-		16		16		-
Overtime		-		26		3		(23)
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		-		524		763		240
Other		-		17		17		-
Subtotal PS	13	\$0	15	\$1,544	16	\$1,850	1	\$306
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		-		1		2		1
Utilites		-		-		-		-
Equipment		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		-		1		1		0
Subtotal OTPS	0	\$0	0	\$2	0	\$3	0	\$1
Total Budget	13	\$0	15	\$1,546	16	\$1,853	1	\$307

Financial Review

The FY 2016 operating expense budget for the Quality Assurance and Performance Management is \$1.90 million, of which \$1.90 million is for PS and \$0.03 million is for OTPS.

(Policy and Administration Department)

Overview/ Mission statement

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



Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	101	\$0	105	\$5,794	94	\$5,441	-11	(\$353)
Salary P/T		-		-		-		-
Seasonal		-		6		-		(6)
Overtime		-		220		75		(145)
Salary Retro		-		-		-		-
Shift Differential		-		1		1		-
Fringe		-		4,012		4,334		322
Other		-		124		124		-
Subtotal PS	101	\$0	105	\$10,157	94	\$9,975	-11	(\$182)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		-		16		15		(1)
Utilities		-		-		-		-
Equipment		-		-		-		-
Contracts		-		2		2		0
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		-		8		4		(4)
Subtotal OTPS	0	\$0	0	\$25	0	\$21	0	(\$4)
Total Budget	101	\$0	105	\$10,182	94	\$9,996	-11	(\$186)

Financial Review

The FY 2016 operating expense budget for the Policy and Administration Department is \$10.00 million, of which \$10.00 million is for PS and \$0.02 million is for OTPS.

(Client Services)

Overview/ Mission statement

The Client Services department is responsible for the scheduling and completion of annual client recertification, owner rent increase requests, commissioner's orders, major capital improvements and J51's (An "as-of-right tax exemption and abatement" - www1.nyc.gov/site/hpd/developers/tax-incentives-j51.page), rent reasonableness reviews, tenant briefings and transfers, interim adjustments, terminations customer service, and informal conferences.



Financial Overview

Expenditures by Account Type (\$000)

	FY 2014		FY 2015		FY 2016		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	160	\$0	173	\$9,432	170	\$9,892	-3	\$460
Salary P/T	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	366	-	300	-	(66)
Salary Retro	-	-	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	-	-	6,535	-	7,645	-	1,110
Other	-	-	-	201	-	201	-	-
Subtotal PS	160	\$0	173	\$16,534	170	\$18,037	-3	\$1,504
OTPS								
Leases	-	\$0	-	\$0	-	\$0	-	\$0
Supplies	-	-	-	25	-	16	-	(10)
Utilites	-	-	-	-	-	-	-	-
Equipment	-	-	-	93	-	89	-	(4)
Contracts	-	-	-	2	-	1	-	(1)
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Payment in Lieu of Taxes	-	-	-	-	-	-	-	-
Debt Services	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	1	-	1	-	(1)
Subtotal OTPS	0	\$0	0	\$122	0	\$107	0	(\$15)
Total Budget	160	\$0	173	\$16,656	170	\$18,144	-3	\$1,488

Financial Review

The FY 2016 operating expense budget for the Client Services Department is \$18.14 million, of which \$18.04 million is for PS and \$0.11 million is for OTPS.



Capital Budget



Overview

NYCHA prepares an annual budget for capital expenditures and a four-year financial plan for the renovation and modernization of its developments. Capital projects span multiple years. Table 1 highlights the projects budgeted for FY 2016 and planned for the following four years.

NYCHA's 2016 Capital Plan provides approximately \$5.568 billion planned commitments for infrastructure improvements, major modernization, other systemic upgrades, repair, resiliency, and fortification of developments damaged or impacted by Superstorm Sandy. The Plan is based on the current federal capital funding outlook, funding from local elected officials and the City of New York and expected disaster recovery in the wake of Superstorm Sandy.

The Plan includes \$3.084 billion in expected one-time disaster recovery funds to address the impacts of Superstorm Sandy. Overall, of the \$5.568 billion dollars included in this Plan, 30.6% is from Annual Federal Capital Grants, 55.4% is from funds related to disaster recovery, 12.4% comes from the City of New York, and 1.6% comes from other sources.

Table 1: Capital Budget: FY 2016 – FY 2020
(\$000)

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Non-CPD EVP Programs					
ADMINISTRATION	-	\$ 150	-	-	-
COMMUNITY PROGRAMS	1,326	380	-	-	-
DEVELOPMENT	25,999	-	-	-	-
ENERGY	6,495	-	-	-	-
IT	35,548	10,275	5,961	5,961	5,961
OPERATIONS	67,275	35,280	27,583	19,913	19,913
SUPPLY MANAGEMENT	5,453	6,675	7,000	7,000	7,000
Subtotal Non-CPD EVP Programs	\$ 142,096	\$ 52,760	\$ 40,544	\$ 32,874	\$ 32,874
CPD Programs					
A and E	\$ 22,209	\$ 8,650	-	\$ 1,000	-
CM Fees	12,955	-	-	-	-
Energy	2,000	27,471	7,642	-	-
Boilers	1,000	11,200	20,800	26,600	15,769
Heating	10,071	9,000	8,400	3,500	8,550
Plumbing	22,088	-	-	-	-
Bathrooms	-	-	19,000	19,000	23,000
Electrical_Lighting	133,178	-	-	-	-
Elevators	2,348	-	-	7,787	7,935
Interior Doors	729	-	-	-	-
Kitchens	8,091	11,000	-	-	-
Fire Safety	3,000	3,000	3,000	2,500	2,500
Garbage Disposal	2,570	-	-	8,600	1,300



Table 1: Capital Budget: FY 2016 – FY 2020
(\$000)

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
CPD Programs					
Miscellaneous	8,000	-	-	-	-
Section 504	1,500	10,000	-	-	-
Windows	1,800	-	-	-	-
Contingency	2,659	-	-	-	-
Front Line Costs	16,755	16,000	16,000	16,000	16,000
CCTV_Layered Access	28,890	-	-	-	-
Entrances_Exits	2,568	-	-	-	-
Intercoms_Security	1,366	-	-	-	-
Brickwork	100,915	20,000	22,500	20,000	20,000
Brickwork_Roofs	158,426	60,929	27,000	2,300	13,500
Community Center Renov	30,332	500	700	-	-
General Construction	3,091,703	2,572	3,500	3,000	3,000
Grounds	15,760	-	-	-	-
Major Renovation	51,341	17,153	43,930	70,000	68,881
Roofs	24,117	103,820	108,136	7,213	7,065
Subtotal CPD Programs	\$ 3,756,370	\$ 301,295	\$ 280,608	\$ 187,500	\$ 187,500
Other Capital-Eligible Costs					
3482-MANAGEMENT FEES PROJECT	\$ 32,100	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
3921-CONTINGENCY (NON-CPD)	2,114	2,784	2,794	2,794	2,794
6460-CFFP DEBT SERVICE	121,728	60,500	60,500	60,500	60,500
6859-TRANSFER TO OP FY2010 I	33,071	17,569	17,569	17,569	17,569
8379-CONTRACT OVERSIGHT	1,078	-	-	-	-
Subtotal Other Capital-Eligible Costs	\$ 190,091	\$ 90,853	\$ 90,863	\$ 90,863	\$ 90,863
Total Capital Plan	\$ 4,088,557	\$ 444,908	\$ 412,015	\$ 311,237	\$ 311,237

Use of Capital Funds

NYCHA plans to spend \$4.088 million for capital improvements during FY 2016. These funds are spent on construction as well as non-construction projects and programs.

Non-Construction Projects and Development Programs

In FY 2016, NYCHA will spend \$332 million on non-construction projects. Such projects include the installation of energy efficient technology, upgrades to computer systems, lead and asbestos abatement, and painting stairwells.

Capital Projects Programs

In 2015 NYCHA completed over 48 construction projects for critical systems, including brickwork and roofing, elevator replacements, and heating and plumbing repairs. These completed projects improved the quality of life for approximately 48,000 NYCHA families and



demonstrate NYCHA's commitment to preserving the Public Housing asset in New York City and improving the quality of life of the residents.

NYCHA has continued to improve the structural envelope by completing 10 brickwork and roof projects at 15 developments, as well as heating and plumbing systems at 23 developments. This affected 98 individual buildings throughout the City and was valued at \$165 million. Structural work, including major renovations and general construction, that was completed in 2015 was valued at \$201.9 million.

In FY 2016, NYCHA will spend \$3.756 million to preserve its physical infrastructure.

- The Brickwork and Concrete budget of \$100.9 is for brickwork replacement at Queensbridge North and South (\$15M), Albany (\$28M), and Parkside (\$19M).
- The Community Center Construction budget of \$30 million includes the upgrading of electrical, lighting, and security systems; and the replacement of vinyl asbestos tile at various community centers.
- The General Construction budget of \$3.019 is for SuperStorm Sandy renovations, the removal of sidewalk sheds, apartment renovations, and handicap accessibility.
- The Major Renovation budget of \$51.3 million is for major rehabilitations at developments damaged by SuperStorm Sandy.
- The Electrical/Lighting budget of \$133 million is for electrical and lighting system upgrades throughout NYCHA developments.
- The Elevators budget of \$2.3 million is for elevator system upgrades.
- The Energy budget of \$2.0 million is for instantaneous hot water heaters throughout NYCHA developments.
- The CCTV Layered Access budget of \$28.9 million represents upgrades and replacements of CCTV/LAC throughout NYCHA developments.
- The Heating budget of \$10.1 million is for the upgrading of heating systems throughout NYCHA developments.

Other Eligible Costs

In FY 2016, NYCHA will spend \$190.1 million for other eligible capital costs. Costs under this category consist of the following:

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

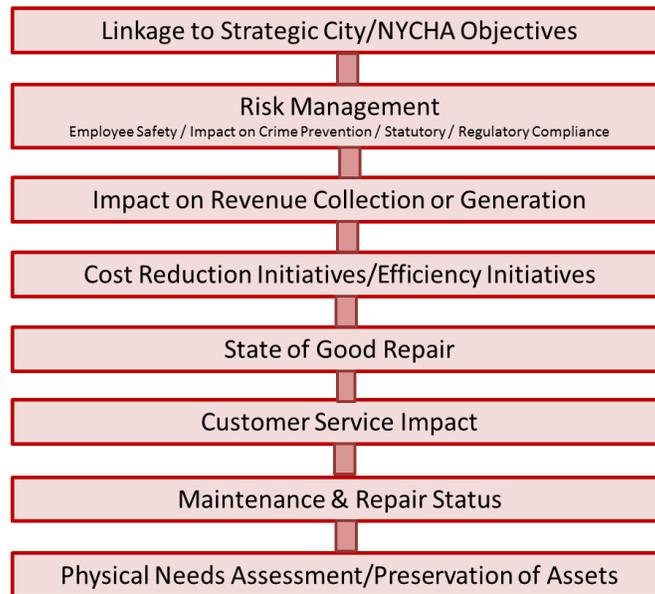
Capital Strategy Changes

Prior to 2013, Capital Funding was allocated to Departments to program based on their priorities and their individual strategy took precedence over the cost savings and customer impact. Beginning in 2013, projects were assessed against a priority matrix and planned projects

reflected their overall impact to the organization. During 2014 and beyond, NYCHA will continue to prioritize capital projects that will have the greatest impact on its residents as well as implement the Investment Continuum project as part of NextGen NYCHA.

As part of the 2016 Capital Plan, NYCHA used the below items as a guide to plan its capital projects. The projects in this plan should fall into one or more of the categories listed in the chart below:

Table 2: Capital Strategies



Financial Comparison: FY 2015 vs. FY 2016

Table 3 below provides NYCHA's actual capital expenditures for FY 2014, the Adopted Budget for FY 2015 and the FY 2016 Budget by project type. It also compares NYCHA's Adopted Capital Budget for FY 2015, total \$933.5 million with the FY 2016, of \$4.088 million. The difference is due to a \$3.155 million reduction in Federal and City funds.

**Table 3: Comparison of FY 2015 and FY 2016 Budgets
(\$000)**



	FY 2014	FY 2015	FY2 016	Variance
	Actuals	Adopted Budget	Budget	FY 15 vs FY 16
Non-CPD EVP Programs				
Administration	\$ 2,694	\$ 27	-	\$ (27)
Community Programs	-	1,316	1,326	10
Development	7,493	25,534	25,999	465
Energy	40	5,178	6,495	1,317
IT	15	15,629	35,548	19,919
Operations	9,913	25,960	67,275	41,316
Supply Management	-	8,450	5,453	(2,997)
Subtotal Non-CPD EVP Programs	\$ 20,154	\$ 82,093	\$ 142,096	\$ 60,002

**Table 3: Comparison of FY 2015 and FY 2016 Budgets
(\$000)**



	FY 2014	FY 2015	FY2 016	Variance
	Actuals	Adopted Budget	Budget	FY 15 vs FY 16
CPD Programs				
A and E	\$ 2,782	\$ 339	\$ 22,209	\$ 21,870
Bathrooms	3,675	-	-	-
Boilers	11,310	542	1,000	458
Brickwork	40,932	10,927	100,915	89,987
Brickwork_Roofs	53,452	3,994	158,426	154,431
CCTV_Layered Access	23,832	35,659	28,890	(6,769)
CM Fees	6,007	308	12,955	12,647
Community Center Renov	27,861	23,373	30,332	6,959
Consulting Costs	68	35	-	(35)
Contingency	-	78	2,659	2,581
Doors_Entrances	9,661	18	0	(18)
Electrical_Lighting	784	48,999	133,178	84,179
Elevators	5,293	26,302	2,348	(23,954)
Energy	-	29,471	2,000	(27,471)
Entrances_Exits	-	3,998	2,568	(1,430)
Environmental	-	30	-	(30)
Fire Safety	96	1	3,000	2,999
Floors	25	-	-	-
Front Line Costs	-	4,618	16,755	12,137
Fuel Oil Tanks	3,104	-	-	-
Garbage Disposal	1,791	1,144	2,570	1,426
General Construction	131,541	474,827	3,091,703	2,624,799
Grounds	2,845	10,399	15,760	5,361
Heating	5,999	6,898	10,071	3,173
Intercoms_Security	41	1,080	1,366	286
Interior Doors	-	1,229	729	(500)
Kitchens	14,573	-	8,091	8,091
Major Renovation	-	23,333	51,341	28,009
Miscellaneous	10,000	28	8,000	7,972
Office Upgrades	13	-	-	-
Plumbing	12,935	2,439	22,088	19,649
Roofs	4,622	11,212	24,117	12,904
Section 504	-	5,354	1,500	(3,854)
Windows	5,152	-	1,800	1,800
Subtotal CPD Programs	\$ 378,395	\$ 726,635	\$ 3,756,370	\$ 3,037,658

**Table 3: Comparison of FY 2014 and FY 2015 Budgets
(\$000)**



	FY 2014	FY 2015	FY2 016	Variance
	Actuals	Adopted Budget	Budget	FY 15 vs FY 16
Other Capital-Eligible Costs				
3482-MANAGEMENT FEES PROJECT	\$ 6,472	\$ 11,667	\$ 32,100	\$ 20,433
3921-CONTINGENCY (NON-CPD)	-	1,971	2,114	144
4122-REVENUE RECON	60	-	-	-
6460-CFFP DEBT SERVICE	-	84,140	121,728	37,588
6859-TRANSFER TO OP FY2010 I	-	25,569	33,071	7,503
8379-CONTRACT OVERSIGHT	89	1,407	1,078	(330)
8583-TRANSFER TO OPER - INSUR	44,816	-	-	-
NYPD - POLICE2	-	6	-	(6)
Subtotal Other Capital-Eligible Costs	\$ 51,437	\$ 124,759	\$ 190,091	\$ 65,332
Total Capital Plan	\$ 449,986	\$ 933,488	\$ 4,088,557	\$ 3,162,992

Rollover Policy

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

Capital Revenue Budget

The largest capital revenue source for NYCHA is HUD. The Federal Quality Housing and Work Responsibility Act of 1998 created the Capital Fund Program (CFP), which has been the primary vehicle through which HUD has allocated modernization and other capital funds to PHAs. NYCHA's FY 2016 Capital Budget of \$5.568 billion dollars included in this Plan, 30.6% is from Annual Federal Capital Grants, 55.4% is from funds related to disaster recovery, 12.4% comes from the City of New York, and 1.6% comes from other sources.

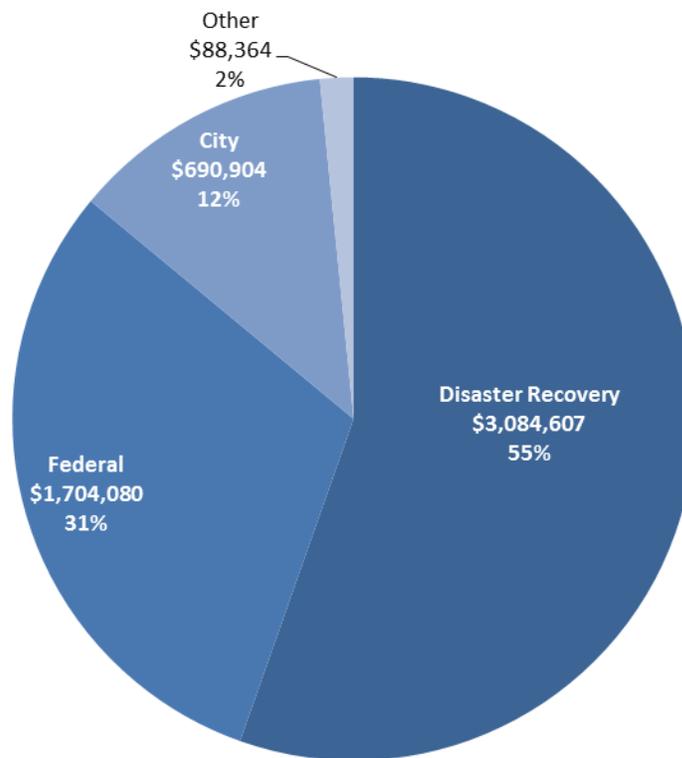
Capital Fund Program (CFP)

Under NYCHA's HUD-funded Capital Fund Program, or CFP, a new grant is awarded each year. Each award typically has a term of four years. Due to overlapping terms, NYCHA has four to five awards open at any time. HUD requires that these awards be 90% to 100% committed within two years of the start date and 100% expended within four years. Table 4 lists the open CFP grants which will support the FY 2016 Capital Budget, included are the obligation and expenditure deadlines.

**Table 4: Summary of Open CFP Grants
(\$000)**

Grant/ Award Name	Grant Award	Start Date	90 %Obligation Deadline	Expenditure Deadline
CAPITAL FUND 2011	\$273,059	8/2/2011	8/2/2013	8/2/2015
CAPITAL FUND 2012	\$270,370	3/11/2012	3/11/2014	3/11/2016
CAPITAL FUND 2013	\$258,886	9/8/2013	9/8/2015	9/8/2017
CAPITAL FUND 2014	\$296,237	5/12/2014	5/12/2016	5/12/2018

**Table 5: FY 2016 Capital Budget Sources
(\$000)**



Total \$5.567 billion

Other includes DANY, Bond, and Public Housing Development Grant.

2016 Initiatives

Comprehensive Initiative

This Plan provides for \$301 million in funding for boiler replacement, exterior restoration, and roof replacement, exterior lighting, gas riser replacement, window replacement, and water tank



replacement. Commitments are principally aimed to address critical conditions at the following developments: Breukelen, Justice Sotomayor, Mitchel, Harlem River and Dyckman.

State Asset Forfeiture Funds

The main type of categorical funding received by District Attorneys (DA) consists of asset forfeiture monies which stem from specific prosecutions carried out by individual DAs. Through an agreement made with the New York County Office of the District Attorney (DANY), New York City's Mayor's Office of Criminal Justice (MOCJ) and the New York City Office of Management and Budget (OMB), State Asset Forfeiture \$80.2 million in funding was allocated to NYCHA, part of an out of \$101 million in assets forfeited by French bank BNP Paribas. The funding will be used to implement security and infrastructure enhancements, which will include new doors, permanent exterior lighting, upgrades to existing intercom systems, installation of interior and exterior cameras and connectivity of such cameras to New York City Police Departments (NYPD) networks.

Table 6: NYCHA/DANY Investments Summary

Type of Work	Amount
Security Operating Centers	\$5,748,000
Cameras on Each Building	\$8,955,000
Lobby Cameras	\$5,440,000
Elevator Cameras	\$8,694,000
New Doors	\$12,560,000
Layered Access	\$25,120,000
Exterior Lights	\$13,721,500
Total	\$80,238,500

The most needed developments that are receiving these upgrades are listed in the chart below.

Development	Borough
Castle Hill	Bronx
Patterson	Bronx
Butler	Bronx
Red Hook East	Brooklyn
Red Hook West	Brooklyn
Tompkins	Brooklyn
Bushwick	Brooklyn
Van Dyke I	Brooklyn
Van Dyke II	Brooklyn
Ingersoll	Brooklyn
Brownsville	Brooklyn
Boulevard	Brooklyn
Wagner	Manhattan
Polo Grounds	Manhattan
St. Nicholas	Manhattan
Queensbridge North	Queens
Queensbridge South	Queens
Stapleton	Staten Island

Heating & Plumbing

NYCHA must supply heat and hot water to all dwelling units and community facilities at its properties. NYCHA replaces various components of the heating systems that are past their useful life cycle to minimize service disruptions and costly temporary services. Capital funding is utilized to replace heating equipment such as boilers, vacuum tanks, and hot water generators at various developments citywide. With escalating energy expenses, and boilers and ancillary heating systems reaching and exceeding their useful lives, NYCHA must invest in energy retrofit and upgrades. This Plan provides \$13 million for heating and plumbing work that will help reduce gas supply outages, as well as underground steam main replacements that will reduce heating system failures.

Brick & Roof Work

This Plan provides for \$319 million in funding for exterior restoration and roof replacement. Commitments are principally aimed at remediating Local Law 11 violations (\$100M) and mitigating the safety hazard of deteriorated brick facades. The associated roof work will make the building envelopes weather tight to prevent future deterioration of the brick facades. Among the developments to be remedied are: Queensbridge North and South (\$15M), Albany (\$28M), and Parkside (\$19M).



Mayor's Initiatives

During 2015, Mayor De Blasio allocated \$55.5 million for Exterior Site Lighting at 18 developments. This lighting initiative was targeted toward the developments with the highest crime rates. As part of the Mayor's Homeless Initiative \$15.4 million was allocated to NYCHA to renovate 200 apartments to house homeless families. Additionally, the Mayor allocated \$100 million per year for three years, totaling \$300 million for Roofing Replacement. This was provided to secure the building envelope and prevent leaks and mold. To further ensure structural stability, \$75 million was allocated to NYCHA for Local Law 11 which requires licensed engineers to inspect building facades to ensure they are safe for those who walk in or by the structure.

Paint

NYCHA will upgrade the current paint based system being used for apartment and public space painting to environmental friendly water based paint system. The upgrade will occur in approximate 180,000 apartments throughout NYCHA in a systematic schedule for the 36,000 apartments per year over a 5 year period to benefit NYCHA residents

SuperStorm Sandy Projects

Approximately 217 buildings across 33 of the NYCHA developments were damaged to some extent by Sandy. As with any major disaster, the Sandy recovery efforts during the initial period after the storm were focused on interim repairs to meet immediate needs. Planning then began for long-term or "permanent repairs". This planning includes a thorough assessment of the damage, determining the source and amount of funding that will be available to address the damage, detailed design of the repair efforts, and the procurement of contractors to perform the work. Another important aspect of the planning process is to identify those actions that can be taken to mitigate the potential for similar damage in the case of a future storm event.

City Capital

City Capital funding is provided to NYCHA by Elected Officials for projects in their districts. Funds are provided by Borough Presidents, the City Council, and the Mayor. The Borough President and City Council funding are unique compared to other capital funding in that the elected official's approval is required in order for funds to be repurposed. In addition the City's Office of Management and Budget must approve any changes. Elected officials are not aware of the total cost for most construction projects. As a result, some of their projects are under-funded, thus needing the elected official to allocate more capital dollars or repurpose the funds from another project.

Some of the additional challenges within the City Capital portfolio include:

- Projects where construction bids exceed allocations;
- Projects that receive an allocation for a specific phase when other steps must occur first (i.e. demolition must occur before redevelopment); and



- Projects that have unexpended balances, which need to be repurposed by the City Council or Borough President.

Capital Fund Bond Issue

Under HUD's Capital Fund Financing Program (CFFP), NYCHA may borrow private capital to make improvements and pledge, subject to the availability of appropriations, a portion of future year annual Capital funds for debt service. Borrowing capacity under the CFFP is limited so that annual debt service may not exceed 33 % of annual federal capital grant awards. Bond proceeds are required to be expended over a four-year period. NYCHA is using net proceeds to rehabilitate building envelopes, principally for the remediation of Local Law 11 violations, as well as install new roofs at up to 38 developments across all five boroughs. Local Law 11 applies to exterior walls of buildings that are six or more stories in height and addresses the dangers associated with deteriorating building facades. NYCHA anticipates annual debt service of \$60 million inclusive of the debt service on NYCHA's CFFP Series A & bonds. To date, NYCHA has obligated 99.8% or \$498.8 million of the \$500 million net proceeds

Randolph Houses Mixed Finance Renovation

The Plan includes an investment of \$40 million in a mixed finance transaction in partnership with Housing Preservation and Development (HPD) and Housing Development Corporation (HDC) to perform a major renovation of Randolph Houses on West 114th Street in Harlem. The development includes 36 five-story walkup tenement buildings dating from the 1890s that came into NYCHA ownership in the 1970s.

In the late 1990s, NYCHA determined that major renovation work was needed to make Randolph Houses viable and began to transfer residents to other facilities to begin construction. However, by 2007 NYCHA had concluded the costs of the rehabilitation were prohibitive and initiated a Section 18 demolition application to replace Randolph Houses with two new public housing buildings. Through this process, the State Historic Preservation Office (SHPO) determined the development was part of a State and National Register eligible historic district and that alternatives to demolition should be fully explored. In September 2010, NYCHA engaged a team of architects to examine the feasibility of preserving and rehabilitating the buildings.

NYCHA's preferred design alternative yields a total of approximately 316 dwelling units of which 147 will be public housing and 1 unit will be for the superintendent. Constructed will be completed in two phases. Phase I of construction has yielded 98 of 168 units. Phase II is expected to close construction financing in June 2016 with construction beginning shortly after.

Of the 168 new units, 147 are public housing subsidized units to be prioritized for current and former Randolph Houses families. The remaining 71 units will be completed in March 2016. To date, there have been 37 NYCHA Randolph families that moved into the new units. The plans to move the remaining tenants are currently in process and are expected to be completed by the



end of March 2016. The development plans to close on financing permanent conversion in the 2nd Quarter of 2016.

Information Technology

Strategic Solutions

Information Technology (IT) will continue to explore emerging technologies that can be used to facilitate service delivery to NYCHA customers and improve their overall customer experience.

Some of these initiatives are as follows:

- **Continue to leverage Cloud-based options for datacenter and applications where viable for NYCHA.** Self-service and public-facing applications enrich our customers' lives by providing 24/7 availability to their information and transactions. Yet, 24/7 availability requires 24/7 reliability and 24/7 support. Using cloud-based solutions and cloud-based infrastructure help NYCHA meet these service challenges, as well as provide improved disaster recovery capabilities, improved business continuity and increased flexibility. By leveraging cloud providers, NYCHA will be able to scale up or scale down its infrastructure as needs warrant, thereby easily, quickly and transparently meeting business needs 'on demand'. Some examples where NYCHA is implementing a cloud approach is:
 - e-Builder, a cloud-based construction management software for CPD. (Q2 2016).
 - Microsoft Office 365 to be hosted in the cloud. (Q3 2016).
 - Possibly implementing Kronos Cloud for the 2017 software upgrade.
 - Replacing two systems (Team Connect and CLMS) used by the Law Department with Law Manager used by the City and hosted by DoITT
- **Modernization of NYCHA's legacy Public Housing business systems and applications.**
 - Deploy the ability for Public Housing residents to submit Annual Review information through a secure online portal. Public Housing residents will also be able to view the status of current annual review documents, receive instant notification of their submission, receive notification of missing documents, and upload supporting documents at their convenience. This will improve annual review processing time and increase customer satisfaction through an easier, more user-friendly process.
 - Enhance NYCHA's current rent collection system for short term improvements, and begin to re-engineer the Rent Collection Process for long term modernization.
 - Migrate NYCHA's legacy Project Management Information Systems (PIMS), which is used to manage many aspects of tenancy, to Siebel and other self-service web applications.
 - Complete the conversion of Public Housing resident folders into secure, digital files.

- Run pilot to test expansion of mobile inspections to NYCHA maintenance and skilled trade workers and for additional physical plant inspection. Automating the delivery and dispositioning of work orders will greatly improve efficiencies by providing, real-time assignment and scheduling of work orders; automated distribution of work orders; immediate disposition of work orders in system; reduction of manual data entry to disposition work orders; significant reduction of data entry errors; ability to reallocate resources as needed during the day and more.
- **Continue enhancement of NYCHA’s maintenance and asset management system (Maximo) by:**
 - Improving integration to NYCHA’s physical plant asset data with Maximo.
 - Supporting NYCHA’s overhaul of the Storeroom Inventory Management systems and processes.
 - Facilitating data capture for annual HUD-required Physical Needs Assessment.
- **Upgrade various business support and infrastructure systems, which will provide added business functionality such as:**
 - Upgrade Neopost
 - Implement Siebel Open UI to improve NYCHA’s online Self-Service experience, regardless of device customer is using
 - Other Siebel enhancements to support Reasonable Accommodations and on-line applicant interview scripts
 - Integrate NYCHA data with other governmental agencies, including HUD, HRA and NYC DEEP, data to improve reporting and responsiveness
 - Update/replace NYCHA’s automated forms submission software (Movaris)
 - Upgrade current Resident Economic Empowerment and Sustainability (REES) system to an eService solution that is envisioned as an integrated solution supporting NYCHA’s new Zone Model. This will increase staff efficiency and facilitate the exchange of program data between REES and other NYCHA departments and external stakeholders
 - Upgrade Oracle Financial eBusiness Suite to improve process related to Risk Finance support, and subcontractor tracking.
- **Digitize NYCHA’s HR files as a first step to implementing a modern, user-accessible HR system.**



Capital Projects by Developments

As capital projects may span multiple years, the budgets in this section detail modernization work and corresponding budgets by development for FY 2016 - FY 2020. Capital budget information by development is arranged by borough.

**Table 1: FY 2016 Summary of Capital Budget by Borough
(\$000)**

Borough	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Totals
Bronx	\$ 305,027	\$ 47,023	\$ 50,210	\$ 56,737	\$ 70,816	\$ 529,814
Brooklyn	1,227,597	64,429	60,656	51,744	44,319	1,448,745
Central Office	741,262	324,156	287,549	178,337	170,037	1,701,341
Manhattan	858,673	6,800	11,700	23,056	26,065	926,294
Queens	934,326	2,500	1,900	1,363	-	940,089
Staten Island	21,672	-	-	-	-	21,672
Total NYCHA	\$ 4,088,557	\$ 444,908	\$ 412,015	\$ 311,237	\$ 311,237	\$ 5,567,955

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

Development	Project Number and Project Name	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
Bronx							
ADAMS	8729-ELEVATORS_AT_ADAMS	-	-	-	7,787	-	7,787
ADAMS Total:		-	-	-	7,787	-	7,787
BAILEY AVE - WEST 193rd ST	8277-SEC ENHANCMENTS_AT_BAILEY-W193	17	-	-	-	-	17
BAILEY AVE - WEST 193rd ST Total:		17	-	-	-	-	17
BAYCHESTER							
	7568-IT_AT_BAYCHESTER	150	-	-	-	-	150
	6861-CC-UPGRADE2_AT_BAYCHESTER	500	-	-	-	-	500
	8820-LIGHTING_AT_BAYCHESTER	2,183	-	-	-	-	2,183
BAYCHESTER Total:		2,833	-	-	-	-	2,833
BETANCES I							
	7175-CC-UPGRADE2_AT_BET I	2,375	-	-	-	-	2,375
	7719-CCTV_AT_BETANCES	25	-	-	-	-	25
	8055-SANDY GC_AT_BET I	40	400	-	-	-	440
	8806-GC_AT_BETANCES I	25	250	-	-	-	275
BETANCES I Total:		2,465	650	-	-	-	3,115
BETANCES IV							
	7072-ELEVATORS_AT_BETANCES IV	19	-	-	-	-	19
BETANCES IV Total:		19	-	-	-	-	19
BOSTON SECOR							
	7178-CC-UPGRADE2_AT_BOSTON SECOR	300	-	-	-	-	300
	8665-GROUNDS3_AT_BOSTON SECOR	700	-	-	-	-	700
BOSTON SECOR Total:		1,000	-	-	-	-	1,000
BOYNTON AVE REHAB							
	8662-DOORS2_AT_BOYNTON REH	106	-	-	-	-	106
BOYNTON AVE REHAB Total:		106	-	-	-	-	106
BRONX RIVER							
	7772-GROUNDS_AT_BRONXRIVER	350	-	-	-	-	350
BRONX RIVER Total:		350	-	-	-	-	350
BUTLER							
	8857-SEC LIGHTING_AT_BUTLER	4,251	-	-	-	-	4,251
BUTLER Total:		4,251	-	-	-	-	4,251
CASTLE HILL							
	7141-GROUNDS2_AT_CASTLE HILL	1,350	-	-	-	-	1,350
	8851-SEC LIGHTING_AT_CASTLE HILL	14,592	-	-	-	-	14,592
CASTLE HILL Total:		15,942	-	-	-	-	15,942



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
CLASON POINT GARDENS	7142-GROUNDS2_AT_CLASON PT	400	-	-	-	-	400
CLASON POINT GARDENS Total:		400	-	-	-	-	400
DAVIDSON	7120-CC-UPGRADE_AT_DAVIDSON	1,000	-	-	-	-	1,000
DAVIDSON Total:		1,000	-	-	-	-	1,000
EAST 173RD ST - VYSE AVENUE	1082-ENTR/EXIT-DWEL_AT_E173RD-VYSE	1,383	-	-	-	-	1,383
EAST 173RD ST - VYSE AVENUE Total:		1,383	-	-	-	-	1,383
EASTCHESTER GARDENS	7176-VEHICLES_AT_EASTCHESTER	150	-	-	-	-	150
	7177-IT_AT_EASTCHESTER	400	-	-	-	-	400
	8275-SEC ENHANCMENTS_AT_EASTCHESTER	25	-	-	-	-	25
EASTCHESTER GARDENS Total:		575	-	-	-	-	575
EDENWALD	6860-CCTV2_AT_EDENWALD	7	-	-	-	-	7
	7156-GROUNDS2_AT_EDENWALD	415	-	-	-	-	415
EDENWALD Total:		422	-	-	-	-	422
FOREST	8661-CC-UPGRADE_AT_FOREST	400	-	-	-	-	400
	8718-SEC ENHANCMENTS_AT_FOREST	840	-	-	-	-	840
	8823-ROOFS2_AT_FOREST	-	3,820	6,280	-	-	10,100
FOREST Total:		1,240	3,820	6,280	-	-	11,340
FT INDEPENDENCE ST - HEATH AVE	8278-SEC ENHANCMENTS_AT_FT IND	5	-	-	-	-	5
	8666-GROUNDS_AT_FT IND	300	-	-	-	-	300
FT INDEPENDENCE ST - HEATH AVE Total:		305	-	-	-	-	305
GLEBE AVE - WESTCHESTER AVE	8663-DOORS_AT_GLEBE AVE-WCHESTER	623	-	-	-	-	623
GLEBE AVE - WESTCHESTER AVE Total:		623	-	-	-	-	623
GRAVESEND	7641-HEATING2_AT_GRAVESEND	600	-	-	-	-	600
	8331-SANDY RENO_AT_GRAVESEND	174,738	-	-	-	-	174,738
	8950-GC_AT_GRAVESEND	2,000	-	-	-	-	2,000
GRAVESEND Total:		177,338	-	-	-	-	177,338
JACKSON	7629-HEATING5_AT_JACKSON	-	-	3,000	-	-	3,000
	8405-HEATING6_AT_JACKSON	-	-	-	600	5,500	6,100
JACKSON Total:		-	-	3,000	600	5,500	9,100
JUSTICE SOTOMAYOR	7286-MAJOR RENO2_AT_SOTOMAYOR	50,939	17,153	32,930	27,500	25,881	154,404
JUSTICE SOTOMAYOR Total:		50,939	17,153	32,930	27,500	25,881	154,404
MARBLE HILL	8273-SEC ENHANCMENTS2_AT_MARBLE HILL	1	-	-	-	-	1
	8694-SEC ENHANCMENTS3_AT_MARBLE HILL	44	-	-	-	-	44
MARBLE HILL Total:		45	-	-	-	-	45
MCKINLEY	8276-SEC ENHANCMENTS_AT_MCKINLEY	8	-	-	-	-	8
	8967-HEATING3_AT_MCKINLEY	-	-	-	800	5,000	5,800
MCKINLEY Total:		8	-	-	800	5,000	5,808
MELROSE	8898-ELEVATORS_AT_MELROSE	-	-	-	-	7,935	7,935
MELROSE Total:		-	-	-	-	7,935	7,935
MIDDLETOWN PLAZA	5470-ELECTRICAL_AT_MIDDLETOWN SCC	20	-	-	-	-	20
	8274-SEC ENHANCMENTS_AT_MIDDLETOWN	27	-	-	-	-	27
MIDDLETOWN PLAZA Total:		47	-	-	-	-	47
MILL BROOK	7777-GROUNDS_AT_MILLBROOK	250	-	-	-	-	250
	8286-GROUNDS2_AT_MILLBROOK	300	-	-	-	-	300
	8291-GC_AT_MILLBROOK	300	-	-	-	-	300
MILL BROOK Total:		850	-	-	-	-	850
MITCHEL	7684-MAJOR RENO_AT_MITCHEL	403	-	-	20,000	24,000	44,403
	8287-SEC ENHANCMENTS at MITCHEL	4	-	-	-	-	4
MITCHEL Total:		407	-	-	20,000	24,000	44,407



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
MONROE	7148-GROUNDS2_AT_MONROE	315	-	-	-	-	315
	8147-CC-UPGRADE_AT_MONROE	1,000	-	-	-	-	1,000
MONROE Total:		1,315	-	-	-	-	1,315
MOTT HAVEN	6864-CCTV2_AT_MOTT HAVEN	2	-	-	-	-	2
	8012-HEATING3_AT_MOTT HAVEN	-	700	-	-	-	700
MOTT HAVEN Total:		2	700	-	-	-	702
MURPHY	8821-LIGHTING_AT_MURPHY	695	-	-	-	-	695
MURPHY Total:		695	-	-	-	-	695
PARKSIDE	7363-BRICK/ROOFS3_AT_PARKSIDE	28,397	7,000	-	-	-	35,397
PARKSIDE Total:		28,397	7,000	-	-	-	35,397
PATTERSON	7637-HEATING3_AT_PATTERSON	-	-	-	50	-	50
	8858-SEC LIGHTING_AT_PATTERSON	7,157	-	-	-	-	7,157
	8999-SECTION 504_AT_PATTERSON	1,500	10,000	-	-	-	11,500
PATTERSON Total:		8,657	10,000	-	50	-	18,707
PELHAM PARKWAY	5772-CC-UPGRADE3_AT_PELHAM PKWY	50	-	-	-	-	50
	7636-HEATING2_AT_PELHAM PKWY	1,000	7,700	7,500	-	-	16,200
	7774-SEC ENHANCEMENTS_AT_PELHAM PKWY	2	-	-	-	-	2
PELHAM PARKWAY Total:		1,052	7,700	7,500	-	-	16,252
SACK WERN	6867-GROUNDS2_AT_SACKWERN	4	-	-	-	-	4
	7773-GROUNDS4_AT_SACKWERN	300	-	-	-	-	300
SACK WERN Total:		304	-	-	-	-	304
SAINT MARY'S PARK	8289-GROUNDS3_AT_ST MARY'S PK	500	-	-	-	-	500
SAINT MARY'S PARK Total:		500	-	-	-	-	500
SOUNDVIEW	7721-CCTV_AT_SOUNDVIEW	6	-	-	-	-	6
	7769-GROUNDSS5_AT_SOUNDVIEW	86	-	-	-	-	86
SOUNDVIEW Total:		92	-	-	-	-	92
STEBBINS AVE - HEWITT PLACE	8734-ENERGY INIT_AT_STEBBINS-HEW	280	-	-	-	-	280
	6868-GARBAGE DISPOS_AT_STEBBINS-HEW	350	-	-	-	-	350
	8290-GROUNDS2_AT_STEBBINS-HEW	600	-	-	-	-	600
STEBBINS AVE - HEWITT PLACE Total:		1,230	-	-	-	-	1,230
THROGGS NECK	5469-LIGHTING2_AT_THROGGS NK	118	-	-	-	-	118
	8114-BRICK/ROOFS_AT_THROGGS NK	-	-	500	-	2,500	3,000
	8719-LIGHTING3_AT_THROGGS NK	100	-	-	-	-	100
THROGGS NECK Total:		218	-	500	-	2,500	3,218
Bronx Total		305,027	47,023	50,210	56,737	70,816	529,814
Brooklyn		-	-	-	-	-	-
303 VERNON AVE	6874-ENTR/EXIT-DWEL_AT_303 VERNON	800	-	-	-	-	800
303 VERNON AVE Total:		800	-	-	-	-	800
572 WARREN STREET	8677-GROUNDS_AT_572 WARREN	100	-	-	-	-	100
	8724-CC-UPGRADE_AT_572 WARREN	200	-	-	-	-	200
572 WARREN STREET Total:		300	-	-	-	-	300
ALBANY	304-BRICK/ROOFS_AT_ALBANY	24,049	13,929	-	-	-	37,978
	7517-CC-UPGRADE2_AT_ALBANY	850	-	-	-	-	850
ALBANY Total:		24,899	13,929	-	-	-	38,828
ARMSTRONG I	8980-BRICK/ROOFS_AT_ARMSTRONG I	-	-	-	1,300	9,000	10,300
ARMSTRONG I Total:		-	-	-	1,300	9,000	10,300
ARMSTRONG II	7762-WINDOWS_AT_ARMSTRONG II	1,800	-	-	-	-	1,800
	8984-BRICK/ROOFS_AT_ARMSTRONG II	-	-	-	1,000	2,000	3,000
ARMSTRONG II Total:		1,800	-	-	1,000	2,000	4,800



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
ATLANTIC TERMINAL SITE 4B	6869-CC-UPGRADE3_AT_ATLANTIC T	100	-	-	-	-	100
ATLANTIC TERMINAL SITE 4B Total:		100	-	-	-	-	100
BAY VIEW	8671-SEC ENHANCEMETS_AT_BAYVIEW	350	-	-	-	-	350
BAY VIEW Total:		350	-	-	-	-	350
BOULEVARD	8849-SEC LIGHTING_AT_BOULEVARD	9,101	-	-	-	-	9,101
BOULEVARD Total:		9,101	-	-	-	-	9,101
BREUKELEN	7525-BRICK/ROOFS_AT_BREUKELEN	1,500	14,500	12,500	-	-	28,500
	8013-KITCHENS_AT_BREUKELEN	8,091	11,000	-	-	-	19,091
	8775-BATHROOMS2_AT_BREUKELEN	-	-	19,000	19,000	23,000	61,000
	8968-HEATING4_AT_BREUKELEN	-	-	-	-	50	50
BREUKELEN Total:		9,591	25,500	31,500	19,000	23,050	108,641
BROWNSVILLE	8853-SEC ENHANCEMETS3_AT_BROWNSVILLE	4,270	-	-	-	-	4,270
BROWNSVILLE Total:		4,270	-	-	-	-	4,270
BUSHWICK	8850-SEC LIGHTING_AT_BUSHWICK	5,921	-	-	-	-	5,921
BUSHWICK Total:		5,921	-	-	-	-	5,921
CAREY GARDENS	8319-SANDY RENO_AT_CAREY	86,711	-	-	-	-	86,711
CAREY GARDENS Total:		86,711	-	-	-	-	86,711
CONEY ISLAND	8299-SANDY RENO_AT_CONEY ISL	112,381	-	-	-	-	112,381
	8302-SANDY RENO_AT_CONEY ISL4&5	36,809	-	-	-	-	36,809
CONEY ISLAND Total:		149,190	-	-	-	-	149,190
CONEY ISLAND (SITE 8)	6871-LAYERED ACCESS_AT_CONEY ISL-8	91	-	-	-	-	91
	8304-SANDY RENO_AT_CONEY ISL-8	27,678	-	-	-	-	27,678
CONEY ISLAND (SITE 8) Total:		27,769	-	-	-	-	27,769
CONEY ISLAND I (SITE 1B)	8309-SANDY RENO_AT_CONEY ISL-1B	25,181	-	-	-	-	25,181
CONEY ISLAND I (SITE 1B) Total:		25,181	-	-	-	-	25,181
CONEY ISLAND I (SITES 4 & 5)	8270-LAYERED ACCESS_AT_CONEY ISL 4&5	1	-	-	-	-	1
	8302-SANDY RENO_AT_CONEY ISL4&5	4,090	-	-	-	-	4,090
	8684-GROUNDS3_AT_CONEY ISL4&5	75	-	-	-	-	75
CONEY ISLAND I (SITES 4 & 5) Total:		4,166	-	-	-	-	4,166
COOPER PARK	6417-CCTV_AT_COOPER PARK	176	-	-	-	-	176
COOPER PARK Total:		176	-	-	-	-	176
CYPRESS HILLS	8433-GARBAGE DISPOS3_AT_CYPRESS	720	-	-	-	-	720
CYPRESS HILLS Total:		720	-	-	-	-	720
EAST NEW YORK CITY LINE	8381-BRICKWORK_AT_E NYC LINE	1,400	-	-	-	-	1,400
EAST NEW YORK CITY LINE Total:		1,400	-	-	-	-	1,400
FARRAGUT	7159-LAYERED ACCESS_AT_FARRAGUT	1	-	-	-	-	1
FARRAGUT Total:		1	-	-	-	-	1
GLENMORE PLAZA	6958-ELEVATORS3_AT_GLENMORE	89	-	-	-	-	89
GLENMORE PLAZA Total:		89	-	-	-	-	89
GLENWOOD	6351-CCTV2_AT_GLENWOOD	2	-	-	-	-	2
	6419-CCTV3_AT_GLENWOOD	1	-	-	-	-	1
	6872-CCTV4_AT_GLENWOOD	28	-	-	-	-	28
GLENWOOD Total:		31	-	-	-	-	31



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
GOWANUS	8343-CC-UPGRADE2_AT_GOWANUS	150	-	-	-	-	150
	8366-SANDY RENO_AT_GOWANUS	99,285	-	-	-	-	99,285
	8424-HEATING2_AT_GOWANUS	-	-	1,500	10,000	-	11,500
	8676-GROUNDS2_AT_GOWANUS	150	-	-	-	-	150
	8681-CC-UPGRADE3_AT_GOWANUS	325	-	-	-	-	325
GOWANUS Total:		99,910	-	1,500	10,000	-	111,410
HABER	8317-SANDY RENO_AT_HABER	48,435	-	-	-	-	48,435
HABER Total:		48,435	-	-	-	-	48,435
HOWARD AVE	8824-ROOFS4_AT_HOWARD	-	-	1,856	5,444	-	7,300
	8887-SEC ENHANCEMNTS_AT_HOWARD	100	-	-	-	-	100
HOWARD AVE Total:		100	-	1,856	5,444	-	7,400
HUGHES APTS	8571-PLUMBING2_AT_HUGHES APTS	384	-	-	-	-	384
HUGHES APTS Total:		384	-	-	-	-	384
HYLAN	8674-GROUNDS2_AT_HYLAN	350	-	-	-	-	350
HYLAN Total:		350	-	-	-	-	350
INDEPENDENCE	6144-CCTV_AT_INDEP/WILLIAMS	7	-	-	-	-	7
	8822-PLUMBING4_AT_INDEPENDENCE	1,568	-	-	-	-	1,568
INDEPENDENCE Total:		1,575	-	-	-	-	1,575
INGERSOLL	6411-GC2_AT_INGERSOLL	700	-	-	-	-	700
	7606-BRICK/ROOF_AT_INGERSOLL	-	14,000	14,000	-	-	28,000
	8272-SEC ENHANCEMNTS_AT_INGERSOLL	9	-	-	-	-	9
	8856-SEC LIGHTING_AT_INGERSOLL	7,339	-	-	-	-	7,339
INGERSOLL Total:		8,048	14,000	14,000	-	-	36,048
KINGSBOROUGH EXT	7405-ENERGY CONSERV_AT_KINGSBORO	3,577	-	-	-	-	3,577
KINGSBOROUGH EXT Total:		3,577	-	-	-	-	3,577
LAFAYETTE	8447-PLUMBING3_AT_LAFAYETTE	2,550	-	-	-	-	2,550
LAFAYETTE Total:		2,550	-	-	-	-	2,550
MARCY	7547-GROUNDS2_AT_MARCY	209	-	-	-	-	209
	7638-HEATING5_AT_MARCY	-	-	1,000	15,000	-	16,000
	7643-HEATING6_AT_MARCY	-	-	-	-	5,000	5,000
	8685-CC-UPGRADE_AT_WEEKSVILLE	950	-	-	-	-	950
MARCY Total:		1,159	-	1,000	15,000	5,000	22,159
MARLBORO	8596-SEC ENHANCEMNTS_AT_MARLBORO	188	-	-	-	-	188
	8675-SEC ENHANCEMNTS2_AT_MARLBORO	200	-	-	-	-	200
MARLBORO Total:		388	-	-	-	-	388
O'DWYER GARDENS	6873-LAYERED ACCESS_AT_O'DWYER	1	-	-	-	-	1
	8330-SANDY RENO_AT_O'DWYER GDS	104,842	-	-	-	-	104,842
	8679-GROUNDS3_AT_O'DWYER GDS	100	-	-	-	-	100
O'DWYER GARDENS Total:		104,943	-	-	-	-	104,943
PINK	8971-HEATING2_AT_PINK	-	1,500	10,000	-	-	11,500
PINK Total:		-	1,500	10,000	-	-	11,500
PROSPECT PLAZA	7608-GC3_AT_PROSPECT PLZ	8,186	-	-	-	-	8,186
PROSPECT PLAZA Total:		8,186	-	-	-	-	8,186
RED HOOK EAST	8307-SANDY RENO_AT_RED HOOK E	197,483	-	-	-	-	197,483
RED HOOK EAST Total:		197,483	-	-	-	-	197,483
RED HOOK WEST	8308-SANDY RENO_AT_RED HOOK W	244,044	-	-	-	-	244,044
RED HOOK WEST Total:		244,044	-	-	-	-	244,044
ROOSEVELT I	7459-BRICK/ROOF_AT_ROOSEVELT I	1	-	-	-	-	1
ROOSEVELT I Total:		1	-	-	-	-	1



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
SHEEPSHEAD BAY	6724-BRICK/ROOFS_AT_SHEEPSHEAD	2,291	-	-	-	-	2,291
	8836-ROOFS2_AT_SHEEPSHEAD	15,002	-	-	-	-	15,002
SHEEPSHEAD BAY Total:		17,293	-	-	-	-	17,293
SUMNER	6722-ROOFS3_AT_SUMNER	1,048	-	-	-	-	1,048
SUMNER Total:		1,048	-	-	-	-	1,048
SURFSIDE GARDENS	8329-SANDY RENO_AT_SURFSIDE	100,041	-	-	-	-	100,041
	8892-GROUNDS2_AT_SURFSIDE GARDENS	250	-	-	-	-	250
SURFSIDE GARDENS Total:		100,291	-	-	-	-	100,291
TILDEN	8969-HEATING2_AT_TILDEN	-	-	800	-	5,219	6,019
TILDEN Total:		-	-	800	-	5,219	6,019
TOMPKINS	8855-SEC ENHANCEMETS2_AT_TOMPKINS	5,889	-	-	-	-	5,889
TOMPKINS Total:		5,889	-	-	-	-	5,889
UNITY PLAZA (SITES 4,5A,6,7,9,11,12,27)	7548-CC-UPGRADE2_AT_UNITY PLZ CON	1,500	-	-	-	-	1,500
UNITY PLAZA (SITES 4,5A,6,7,9,11,12,27) Total:		1,500	-	-	-	-	1,500
VAN DYKE I	8854-SEC LIGHTING_AT_VAN DYKE I&II	6,584	-	-	-	-	6,584
VAN DYKE I Total:		6,584	-	-	-	-	6,584
WHITMAN	6659-APARTMENT RENO_AT_WHITMAN/INGER	68	-	-	-	-	68
	7601-BRICK/ROOF_AT_WHITMAN	9,500	9,500	-	-	-	19,000
	7628-HEATING2_AT_WHITMAN	-	-	-	-	50	50
WHITMAN Total:		9,568	9,500	-	-	50	19,118
WYCKOFF GARDENS	6876-CC-UPGRADE3_AT_WYCKOFF	1,326	-	-	-	-	1,326
	8345-GC2_AT_WYCKOFF	250	-	-	-	-	250
	8678-GROUNDS2_AT_WYCKOFF	150	-	-	-	-	150
	8979-BRICK/ROOFS_AT_WYCKOFF	10,000	-	-	-	-	10,000
WYCKOFF GARDENS Total:		11,726	-	-	-	-	11,726
Brooklyn Total		1,227,597	64,429	60,656	51,744	44,319	1,448,745
Manhattan							
131 SAINT NICHOLAS AVE	5765-CC-UPGRADE_AT_131 ST NICH	36	-	-	-	-	36
131 SAINT NICHOLAS AVE Total:		36	-	-	-	-	36
344 EAST 28TH ST	7788-SEC ENHANCEMETS_AT_344 E28TH	158	-	-	-	-	158
344 EAST 28TH ST Total:		158	-	-	-	-	158
830 AMSTERDAM AVE	8686-GROUNDS2_AT_830 AMSTER	200	-	-	-	-	200
830 AMSTERDAM AVE Total:		200	-	-	-	-	200
BARUCH	8320-SANDY RENO_AT_BARUCH	129,470	-	-	-	-	129,470
	8361-SEC ENHANCEMETS2_AT_BARUCH	90	-	-	-	-	90
BARUCH Total:		129,560	-	-	-	-	129,560
CAMPOS PLAZA I	8208-SANDY GC_AT_CAMPOS I	25,230	-	-	-	-	25,230
CAMPOS PLAZA I Total:		25,230	-	-	-	-	25,230
CAMPOS PLAZA II	8305-SANDY RENO_AT_CAMPOS PLAZA II	24,964	-	-	-	-	24,964
CAMPOS PLAZA II Total:		24,964	-	-	-	-	24,964
CARVER	8411-PLUMBING3_AT_CARVER	3,400	-	-	-	-	3,400
	8705-GROUNDS5_AT_CARVER	200	-	-	-	-	200
CARVER Total:		3,600	-	-	-	-	3,600



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
CHELSEA	8819-LIGHTING2_AT_CHELSEA	454	-	-	-	-	454
CHELSEA Total:		454	-	-	-	-	454
CLINTON	6947-ELEVATORS_AT_CLINTON	648	-	-	-	-	648
CLINTON Total:		648	-	-	-	-	648
DOUGLASS II (BLDGS 1-3,13-15)	7784-GROUNDS_AT_DOUGLASS II	250	-	-	-	-	250
DOUGLASS II (BLDGS 1-3,13-15) Total:		250	-	-	-	-	250
DREW - HAMILTON	6424-GROUNDS4_AT_DREW-HAM	165	-	-	-	-	165
DREW - HAMILTON Total:		165	-	-	-	-	165
DYCKMAN	7685-MAJOR RENO_AT_DYCKMAN	-	-	-	1,500	7,000	8,500
DYCKMAN Total:		-	-	-	1,500	7,000	8,500
EAST RIVER	8328-SANDY RENO_AT_EAST RIVER	76,394	-	-	-	-	76,394
EAST RIVER Total:		76,394	-	-	-	-	76,394
ELLIOTT	8415-PLUMBING_AT_ELLIOT	1,912	-	-	-	-	1,912
ELLIOTT Total:		1,912	-	-	-	-	1,912
FIRST HOUSES	6131-ENTR/EXIT-DWEL_AT_FIRST	43	-	-	-	-	43
FIRST HOUSES Total:		43	-	-	-	-	43
FT. WASHINGTON AVENUE REHAB	7448-CC-UPGRADE2_AT_FT WASH SCC	500	-	-	-	-	500
FT. WASHINGTON AVENUE REHAB Total:		500	-	-	-	-	500
FULTON	5788-CC-UPGRADE2_AT_FULTON CC	5,750	-	-	-	-	5,750
FULTON Total:		5,750	-	-	-	-	5,750
GOMPERS	6414-INT PUB SPACE_AT_GOMPERS	500	-	-	-	-	500
GOMPERS Total:		500	-	-	-	-	500
GRANT	8838-ROOFS4_AT_GRANT	-	-	-	-	465	465
GRANT Total:		-	-	-	-	465	465
HARBORVIEW TERRACE	5461-CC-UPGRADE_AT_HARBORVIEW	1,844	-	-	-	-	1,844
HARBORVIEW TERRACE Total:		1,844	-	-	-	-	1,844
HARLEM RIVER	6080-BRICKWORKS5_AT_HARLEM	370	-	-	-	-	370
	7682-MAJOR RENO_AT_HARLEM	-	-	11,000	21,000	12,000	44,000
HARLEM RIVER Total:		370	-	11,000	21,000	12,000	44,370
HOLMES TOWERS	8185-ENTR/EXIT-DWEL_AT_HOLMES	97	-	-	-	-	97
	8347-LIGHTING_AT_HOLMES	250	-	-	-	-	250
HOLMES TOWERS Total:		347	-	-	-	-	347
ISAACS	8346-VEHICLES_AT_ISAACS	39	-	-	-	-	39
	8693-GROUNDS_AT_ISAACS/HOLMES	150	-	-	-	-	150
	6429-GROUNDS2_AT_ISAACS	69	-	-	-	-	69
	7545-CC-UPGRADE2_AT_ISAACS CC	738	-	-	-	-	738
	8186-GROUNDS3_AT_ISAACS	149	-	-	-	-	149
	8367-SANDY RENO_AT_ISAACS	16,459	-	-	-	-	16,459
	8736-CC-UPGRADE5_AT_ISAACS	39	-	-	-	-	39
	8737-CC-UPGRADE6_AT_ISAACS	680	-	-	-	-	680
ISAACS Total:		18,323	-	-	-	-	18,323
JACKIE ROBINSON	8696-STAIRWAYS_AT_ROBINSON	2,420	-	-	-	-	2,420
JACKIE ROBINSON Total:		2,420	-	-	-	-	2,420



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<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
JEFFERSON	8708-GROUNDS2_AT_JEFFERSON	250	-	-	-	-	250
JEFFERSON Total:		250	-	-	-	-	250
KING TOWERS	7162-LAYERED ACCESS_AT_KING/TAFT	1,618	-	-	-	-	1,618
KING TOWERS Total:		1,618	-	-	-	-	1,618
LA GUARDIA	7552-PLUMBING_AT_LAGUARDIA	150	-	-	-	-	150
	8303-SANDY RENO_AT_LA GUARDIA	28,297	-	-	-	-	28,297
LA GUARDIA Total:		28,447	-	-	-	-	28,447
LAVANBURG HOMES	8315-SANDY RENO_AT_LAVANBURG	22,932	-	-	-	-	22,932
LAVANBURG HOMES Total:		22,932	-	-	-	-	22,932
LEXINGTON	8416-PLUMBING3_AT_LEXINGTON	1,950	-	-	-	-	1,950
	8738-GC_AT_LEXINGTON	7	-	-	-	-	7
LEXINGTON Total:		1,957	-	-	-	-	1,957
LINCOLN	7780-SEC ENHANCEMETS_AT_LINCOLN	1	-	-	-	-	1
	8826-ROOFS3_AT_LINCOLN	-	-	-	556	6,600	7,156
LINCOLN Total:		1	-	-	556	6,600	7,157
LOWER EAST SIDE REHAB (GROUP 5)	977-ELEVATORS_AT_LES V	10	-	-	-	-	10
	7416-HEATING3_AT_LES V	-	750	-	-	-	750
LOWER EAST SIDE REHAB (GROUP 5) Total:		10	750	-	-	-	760
MANHATTANVILLE	5145-ELEVATORS2_AT_MHTNVILLE	267	-	-	-	-	267
	8689-SEC ENHAMCEMETS_AT_MHTNVILLE	400	-	-	-	-	400
MANHATTANVILLE Total:		667	-	-	-	-	667
METRO NORTH PLAZA	8357-SEC ENHANCEMETS_AT_METRO N PLZ	100	-	-	-	-	100
	8709-GROUNDS2_AT_METRO N PLZ	200	-	-	-	-	200
METRO NORTH PLAZA Total:		300	-	-	-	-	300
POLO GROUNDS TOWER	8859-SEC LIGHTING_AT_POLO GROUNDS	1,272	-	-	-	-	1,272
POLO GROUNDS TOWER Total:		1,272	-	-	-	-	1,272
RANDOLPH	5718-MAJOR RENO2_AT_RANDOLPH	16,699	-	-	-	-	16,699
	8611-MAJOR RENO3_AT_RANDOLPH	1,013	-	-	-	-	1,013
RANDOLPH Total:		17,713	-	-	-	-	17,713
RANGEL	6727-ELEVATORS2_AT_RANGEL	1,315	-	-	-	-	1,315
	8322-SANDY RENO_AT_RANGEL	42,282	-	-	-	-	42,282
RANGEL Total:		43,597	-	-	-	-	43,597
RIIS I	8312-SANDY RENO_AT_RIIS I	124,757	-	-	-	-	124,757
RIIS I Total:		124,757	-	-	-	-	124,757
RIIS II	8314-SANDY RENO_AT_RIIS II	50,919	-	-	-	-	50,919
	8326-SANDY RENO_AT_METRO N PLZ	3,945	-	-	-	-	3,945
RIIS II Total:		54,864	-	-	-	-	54,864
ROBBINS PLAZA	8690-ENTR/EXIT-DWEL_AT_ROBBINS PLZ	45	-	-	-	-	45
	8691-PLUMBING2_AT_ROBBINS PLZ	45	-	-	-	-	45
ROBBINS PLAZA Total:		90	-	-	-	-	90
SAINT NICHOLAS	7658-HEATING3_AT_ST NICH	4,140	-	-	-	-	4,140
	8860-SEC LIGHTING_AT_ST NICHOLAS	5,333	-	-	-	-	5,333
SAINT NICHOLAS Total:		9,473	-	-	-	-	9,473
SEWARD PARK EXT	7553-CC-UPGRADE_AT_SEWARD PK E	750	-	-	-	-	750
	8353-GROUNDS2_AT_SEWARD PK E	129	-	-	-	-	129
SEWARD PARK EXT Total:		879	-	-	-	-	879



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(\$'000)**

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
SMITH	8323-SANDY RENO_AT_SMITH	56,482	-	-	-	-	56,482
	8636-PLUMBING4_AT_SMITH	5,095	-	-	-	-	5,095
SMITH Total:		61,577	-	-	-	-	61,577
TAFT	7413-HEATING2_AT_TAFT	-	3,200	-	-	-	3,200
TAFT Total:		-	3,200	-	-	-	3,200
THURGOOD MARSHALL PLAZA	7278-ROOFS2_AT_TMARSHALL	5,000	-	-	-	-	5,000
THURGOOD MARSHALL PLAZA Total:		5,000	-	-	-	-	5,000
TWO BRIDGES URA (SITE 7)	6716-HEATING3_AT_TWO BRDGS(7)	-	2,000	-	-	-	2,000
	8324-SANDY RENO_AT_TWO BRDGS(7)	17,606	-	-	-	-	17,606
	8326-SANDY RENO_AT_METRO N PLZ	37,019	-	-	-	-	37,019
TWO BRIDGES URA (SITE 7) Total:		54,625	2,000	-	-	-	56,625
VLADECK I	6163-CC-UPGRADE_AT_VLADECK	51	-	-	-	-	51
	7739-CC-UPGRADE3_AT_VLADECK	942	-	-	-	-	942
VLADECK I Total:		993	-	-	-	-	993
WAGNER	7787-SEC ENHANCMTS_AT_WAGNER	75	-	-	-	-	75
	8861-SEC LIGHTING_AT_WAGNER	11,194	-	-	-	-	11,194
WAGNER Total:		11,269	-	-	-	-	11,269
WALD	7799-SECTION 504 2_AT_WALD	1,700	-	-	-	-	1,700
	8269-ELECTRICAL4_AT_WALD	100	-	-	-	-	100
	8327-SANDY RENO_AT_WALD	118,739	-	-	-	-	118,739
WALD Total:		120,539	-	-	-	-	120,539
WASHINGTON	6509-ELEVATORS2_AT_WASHINGTON	1	-	-	-	-	1
	8711-GROUNDS3_AT_WASHINGTON	200	-	-	-	-	200
WASHINGTON Total:		201	-	-	-	-	201
WHITE	561-CC-UPGRADE_AT_WHITE CC	1,359	-	700	-	-	2,059
	7798-CC-UPGRADE2_AT_WHITE CC	366	-	-	-	-	366
WHITE Total:		1,725	-	700	-	-	2,425
WISE TOWERS	8695-GROUNDS2_AT_WISE TOWERS	86	-	-	-	-	86
WISE TOWERS Total:		86	-	-	-	-	86
W S U R (BROWNSTONES)	7020-HEATING5_AT_WSUR(BWN)	-	850	-	-	-	850
	8748-GROUNDS_AT_WSUR(BWN)	164	-	-	-	-	164
W S U R (BROWNSTONES) Total:		164	850	-	-	-	1,014
Manhattan Total		858,673	6,800	11,700	23,056	26,065	926,294
Queens							
ASTORIA	1676-CC-UPGRADE_AT_ASTORIA SCC	650	500	-	-	-	1,150
	7689-ROOFS3_AT_ASTORIA	3,000	-	-	-	-	3,000
	7791-GC4_AT_ASTORIA	300	-	-	-	-	300
	8306-SANDY RENO_AT_ASTORIA	88,053	-	-	-	-	88,053
ASTORIA Total:		92,003	500	-	-	-	92,503
BEACH 41ST ST - BEACH CHANNEL DRIVE	8311-SANDY RENO_AT_BEACH 41ST	68,275	-	-	-	-	68,275
BEACH 41ST ST - BEACH CHANNEL DRIVE Total:		68,275	-	-	-	-	68,275
CARLETON MANOR	8318-SANDY RENO_AT_CARLETON	29,554	-	-	-	-	29,554
CARLETON MANOR Total:		29,554	-	-	-	-	29,554
HAMMEL	7626-HEATING5_AT_HAMMEL	708	-	1,900	-	-	2,608
	8316-SANDY RENO_AT_HAMMEL	178,793	-	-	-	-	178,793
HAMMEL Total:		179,501	-	1,900	-	-	181,401
OCEAN BAY (BAYSIDE) FORMERLY EDGEMERE	7559-SECURITY SYSTEM_AT_BAYSIDE	121	-	-	-	-	121
	8313-SANDY RENO_AT_BAYSIDE	263,405	-	-	-	-	263,405
	8891-SEC ENHANCMTS_AT_BAYSIDE	495	-	-	-	-	495
OCEAN BAY (BAYSIDE) FORMERLY EDGEMERE Total:		264,021	-	-	-	-	264,021



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
OCEAN BAY (OCEANSIDE) FORMERLY ARVERNE	8321-SANDY RENO_AT_OCEANSIDE	66,983	-	-	-	-	66,983
OCEAN BAY (OCEANSIDE) FORMERLY ARVERNE Total:		66,983	-	-	-	-	66,983
POMONOK	7633-HEATING3_AT_POMONOK	-	-	-	50	-	50
POMONOK Total:		-	-	-	50	-	50
QUEENSBRIDGE NORTH	7203-CC-UPGRADE2_AT_QUEENSBDGE N	777	-	-	-	-	777
	7366-BRICK/ROOF_AT_QUEENSBDGE N	34,748	1,000	-	-	-	35,748
	8717-GROUNDS_AT_QUEENSBRIDGE N	450	-	-	-	-	450
	8862-SEC LIGHTING_AT_QUEENSBRIDGEI	15,032	-	-	-	-	15,032
QUEENSBRIDGE NORTH Total:		51,007	1,000	-	-	-	52,007
QUEENSBRIDGE SOUTH	5558-CCTV_AT_QUEENSBDGE S	76	-	-	-	-	76
	7201-GC5_AT_QUEENSBDGE S	2,170	-	-	-	-	2,170
	7365-BRICK/ROOF_AT_QUEENSBDGE S	37,565	1,000	-	-	-	38,565
QUEENSBRIDGE SOUTH Total:		39,811	1,000	-	-	-	40,811
REDFERN	8310-SANDY RENO_AT_REDFERN	142,242	-	-	-	-	142,242
	8715-GROUNDS_AT_REDFERN	150	-	-	-	-	150
	8825-ROOFS_AT_REDFERN	-	-	-	1,213	-	1,213
REDFERN Total:		142,392	-	-	1,213	-	143,605
SOUTH JAMAICA I	7663-PLUMBING5_AT_SJAMAICA	46	-	-	-	-	46
	8716-GROUNDS2_AT_SJAMAICA	50	-	-	-	-	50
	8970-HEATING4_AT_SJAMAICA I	-	-	-	50	-	50
SOUTH JAMAICA I Total:		96	-	-	50	-	146
SOUTH JAMAICA II	8972-HEATING3_AT_SJAMAICA II	-	-	-	50	-	50
SOUTH JAMAICA II Total:		-	-	-	50	-	50
WOODSIDE	5666-BRICK/ROOF_AT_WOODSIDE	175	-	-	-	-	175
	6432-CCTV_AT_WOODSIDE	9	-	-	-	-	9
	8363-GROUNDS_AT_WOODSIDE	500	-	-	-	-	500
WOODSIDE Total:		684	-	-	-	-	684
Queens Total		934,325	2,500	1,900	1,363	-	940,089
Staten Island							
CASSIDY - LAFAYETTE	6718-PLUMBING2_AT_CASSIDY-LAF	5,139	-	-	-	-	5,139
	7607-BRICK/ROOF_AT_CASSIDY-LAF	10,200	-	-	-	-	10,200
CASSIDY - LAFAYETTE Total:		15,339	-	-	-	-	15,339
MARINER'S HARBOR	6885-CCTV_AT_MARINER'S HB	35	-	-	-	-	35
MARINER'S HARBOR Total:		35	-	-	-	-	35
NEW LANE AREA	8889-SEC ENHANCEMETS_AT_NEW LANE	500	-	-	-	-	500
NEW LANE AREA Total:		500	-	-	-	-	500
STAPLETON	3173-ROOFS_AT_STAPLETON	67	-	-	-	-	67
	8852-SEC LIGHTING_AT_STAPLETON	4,232	-	-	-	-	4,232
STAPLETON Total:		4,299	-	-	-	-	4,298
TODT HILL	8888-SEC ENHANCEMETS_AT_TODT HILL	1,500	-	-	-	-	1,500
TODT HILL Total:		1,500	-	-	-	-	1,500
Staten Island Total		21,672	-	-	-	-	21,672
Central Office							
Property Mgt Dept-Manhattan Boro Mgt	6655-SIDEWALK SHEDS_AT_MANH	74	-	-	-	-	74
	7642-GARBAGE DISPOS3_AT_MANH	1,500	-	-	-	-	1,500
	7751-A&E_AT_MANH	83	-	-	-	-	83
Property Mgt Dept-Manhattan Boro Mgt Total:		1,656	-	-	-	-	1,656
Property Mgt Dept-Bronx Boro Mgt	7008-HEATING3_AT_VARIOUS(BX)	63	-	-	-	-	63
Property Mgt Dept-Bronx Boro Mgt Total:		63	-	-	-	-	63



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
Property Mgt Dept-Brooklyn Boro Mgt	7529-BRICKWORK7_AT_BROOKLYN	30	-	-	-	-	30
	7615-HEATING_AT_BROOKLYN	4	-	-	-	-	4
	7749-A&E_AT_BKLYN E	95	-	-	-	-	95
Property Mgt Dept-Brooklyn Boro Mgt Total:		129	-	-	-	-	129
EVP - Administration	PR_ADM_01_HR-PERFORMANCE MANAGEMENT	-	150	-	-	-	150
EVP - Administration Total:		-	150	-	-	-	150
EVP - Capital Projects	8936-IT_AT_BET I SCC	100	-	-	-	-	100
	8981-PLUMBING14_AT_VARIOUS	10,283	10,000	3,000	-	-	23,283
	8376-HEATING8_AT_VARIOUS	180	-	-	-	-	180
	1896-ENERGY-INST HOT WATER HEATERS	-	-	7,642	-	-	7,642
	4178-NEEDS ASSESS_AT_PHA WIDE	17,800	8,650	-	1,000	-	27,450
	5060-CHANGE ORDER/UNPLANNED_AT_CPD	2,658	-	-	-	-	2,659
	5444-COST ESTIMATING_AT_VARIOUS LOC	60	-	-	-	-	60
	6481-BRICKWORK10_AT_VARIOUS	576	-	-	-	-	576
	6644-FRONT LINE COSTS	16,755	16,000	16,000	16,000	16,000	80,755
	7450-BRICKWORK4_AT_VARIOUS	95	-	-	-	-	95
	7733-INSPECTION SERV2_AT_VARIOUS	252	-	-	-	-	252
	7767-HEATING5_AT_VARIOUS	106	-	-	-	-	106
	7768-HEATING6_AT_VARIOUS	1,558	1,500	1,500	1,500	1,500	7,558
	7781-SEC ENHANCEMTS_AT_VARIOUS	266	-	-	-	-	266
	7987-BRICKWORK5_AT_VARIOUS	17,947	20,000	22,500	20,000	20,000	100,447
	7988-BRICKWORK6_AT_VARIOUS	882	-	-	-	-	882
	7989-BRICKWORK7_AT_VARIOUS	4,615	-	-	-	-	4,615
	8104-SECTION 504_AT_BKLYN/S.I.	2,500	1,422	2,500	2,500	2,500	11,422
	8113-CM FEES_AT_VARIOUS	12,956	-	-	-	-	12,955
	8369-CC-UPGRADE_AT_VARIOUS	2,000	-	-	-	-	2,000
	8382-SANDY ASSESS_AT_VARIOUS	188,034	-	-	-	-	188,034
	8397-INST HOT WATER HEATERS_AT_MANH	-	4,991	-	-	-	4,991
	8399-INST HOT WATER HEATERS_AT_BX/QNS	-	10,920	-	-	-	10,920
	8400-INST HOT WATER HEATERS_AT_VARIOUS	2,000	11,560	-	-	-	13,560
	8617-LOCAL LAW 11 INSPECT3_AT_VARIOUS	843	-	-	-	-	843
	8618-LOCAL LAW 11 INSPECT4_AT_VARIOUS	186	-	-	-	-	186
	8619-LOCAL LAW 11 INSPECT5_AT_VARIOUS	595	-	-	-	-	595
	8621-LOCAL LAW 11 INSPECT7_AT_VARIOUS	133	-	-	-	-	133
	8622-LOCAL LAW 11 INSPECT8_AT_VARIOUS	1,110	-	-	-	-	1,110
	8623-LOCAL LAW 11 INSPECT9_AT_VARIOUS	383	-	-	-	-	383
	8624-LOCAL LAW 11 INSPECT10_AT_VARIOUS	660	-	-	-	-	660
	8655-HEATING10_AT_VARIOUS	2,392	2,000	2,000	2,000	2,000	10,392
	8657-FIRE PRO-ALARM3_AT_VARIOUS	3,000	3,000	3,000	2,500	2,500	14,000
	8721-SEC LIGHTING_AT_VARIOUS	950	-	-	-	-	950
	8722-SEC LIGHTING2_AT_VARIOUS	720	-	-	-	-	720
	8723-SEC LIGHTING3_AT_VARIOUS	830	-	-	-	-	830
	8728-SEC ENHANCEMTS4_AT_VARIOUS	169	-	-	-	-	169
	8740-SEC LIGHTING4_AT_VARIOUS	1,652	-	-	-	-	1,652
	8799-COMMERCIAL/STOREFRONTS_AT_VARIOUS	500	500	1,000	500	500	3,000
	8803-APARTMENT RENO2_AT_VARIOUS	15,400	-	-	-	-	15,400
	8852-SEC LIGHTING_AT_STAPLETON	2,413	-	-	-	-	2,413
	8854-SEC LIGHTING_AT_VAN DYKE I&II	5,638	-	-	-	-	5,638
	8862-SEC LIGHTING_AT_QUEENSBRIDGEI	297	-	-	-	-	297
	8888-SEC ENHANCEMTS_AT_TODT HILL	300	-	-	-	-	300
	8889-SEC ENHANCEMTS_AT_NEW LANE	200	-	-	-	-	200
	8897-ROOFS4_AT_VARIOUS	-	100,000	100,000	-	-	200,000
	8899-SEC LIGHTING5_AT_VARIOUS	24,500	-	-	-	-	24,500
	8900-SEC ENHANCEMTS_AT_MELROSE	620	-	-	-	-	620
	8908-GROUNDS2_AT_WILLIAMSBURG	300	-	-	-	-	300
	8909-GROUNDS2_AT_MELROSE	179	-	-	-	-	179
	8910-GROUNDS_AT_CARLETON	250	-	-	-	-	250
	8911-GROUNDS2_AT_AMSTERDAM	500	-	-	-	-	500
	8913-CCTV2_AT_MARBLE HILL	39	-	-	-	-	39
	8915-CCTV_AT_WISE REHAB	75	-	-	-	-	75
	8916-CCTV_AT_LAGUARDIA A	70	-	-	-	-	70
	8917-GROUNDS2_AT_ASTORIA	350	-	-	-	-	350
	8918-CCTV_AT_FOREST	400	-	-	-	-	400
	8919-GC_AT_AMSTERDAM	50	-	-	-	-	50
	8920-CCTV_AT_HIGHBRIDGE	1,400	-	-	-	-	1,400



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<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
	8921-SEC ENHANCEMENTS_AT_THROGGS NK	1,050	-	-	-	-	1,050
	8922-CCTV4_AT_HOLMES	500	-	-	-	-	500
	8923-GROUNDS_AT_LEXINGTON	385	-	-	-	-	385
	8924-CCTV2_AT_LEXINGTON	500	-	-	-	-	500
	8925-SEC ENHANCEMENTS2_AT_BERRY-S9TH	125	-	-	-	-	125
	8926-SEC ENHANCEMENTS_AT_GOWANUS	200	-	-	-	-	200
	8927-SEC ENHANCEMENTS_AT_WILLIAMS	77	-	-	-	-	77
	8928-DOORS_AT_DOUGLASS HOUSES	200	-	-	-	-	200
	8929-GROUNDS2_AT_GRANT	450	-	-	-	-	450
	8930-CCTV3_AT_BAYVIEW	250	-	-	-	-	250
	8931-GROUNDS3_AT_SHEEPSHEAD	250	-	-	-	-	250
	8932-CC-UPGRADE2_AT_MONROE	1,000	-	-	-	-	1,000
	8933-GROUNDS3_AT_COOPER PARK	205	-	-	-	-	205
	8934-HEATING6_AT_HOPE GDNS	500	-	-	-	-	500
	8937-GROUNDS2_AT_WILSON	375	-	-	-	-	375
	8938-CC-UPGRADE_AT_CORSI HOUSES	1,000	-	-	-	-	1,000
	8939-CC-UPGRADE_AT_CLAREMONT 2 CC	450	-	-	-	-	450
	8940-CCTV_AT_LEAVITT-34	50	-	-	-	-	50
	8941-CCTV5_AT_VARIOUS	250	-	-	-	-	250
	8942-GROUNDS2_AT_VARIOUS	500	-	-	-	-	500
	8944-LIGHTING2_AT_FIORENTINO	250	-	-	-	-	250
	8945-GROUNDS3_AT_VARIOUS	750	-	-	-	-	750
	8946-GROUNDS4_AT_VARIOUS	300	-	-	-	-	300
	8947-CCTV2_AT_W BRIGHTON I	3,200	-	-	-	-	3,200
	8948-SEC ENHANCEMENTS5_AT_VARIOUS	1,010	-	-	-	-	1,010
	8949-SEC ENHANCEMENT_AT_PALMETTO	500	-	-	-	-	500
	8952-CC-UPGRADE_AT_THROGGS NECK	60	-	-	-	-	60
	8953-GROUNDS_AT_QUEENSBRIDGE	500	-	-	-	-	500
	8966-BRICKWORK13_AT_VARIOUS	75,000	-	-	-	-	75,000
	8982-EXT COMPACTORS_AT_VARIOUS	-	-	-	3,200	-	3,200
	8983-EXT COMPACTORS2_AT_VARIOUS	-	-	-	4,200	-	4,200
	8985-INT COMPACTORS_AT_VARIOUS	-	-	-	1,200	1,300	2,500
	PR_CPD_02_CCTV_AT_VARIOUS_	1,500	-	-	-	-	1,500
	8379-CONTRACT OVERSIGHT	1,078	-	-	-	-	1,078
EVP - Capital Projects Total:		441,195	190,543	159,142	54,600	46,300	891,779
Design Dept-Off of the Dir	140-A&E-03_AT_PHA WIDE	8	-	-	-	-	8
Design Dept-Off of the Dir Total:		8	-	-	-	-	8
Capital Projects Administration-Off of Program Adm	8992-PLUMBING15_AT_VARIOUS	5,000	-	-	-	-	5,000
	7424-GC2_AT_VARIOUS	498	-	-	-	-	498
	8735-GC3_AT_VARIOUS	99	-	-	-	-	99
Capital Projects Administration-Off of Program Adm Total:		5,597	-	-	-	-	5,597
Off of the Chair	3482-MANAGEMENT FEES PROJECT	22,500	10,000	10,000	10,000	10,000	62,500
Off of the Chair Total:		22,500	10,000	10,000	10,000	10,000	62,500
Off of the Chief Information Officer	7108-FRONT LINE COSTS-IT	6,989	3,149	4,257	4,209	4,399	23,002
Off of the Chief Information Officer Total:		6,989	3,149	4,257	4,209	4,399	23,002
IT Infrastructure Dept-Telecommunications	6102-IT-CENTRALIZED CALL CENTER	131	-	-	-	-	131
IT Infrastructure Dept-Telecommunications Total:		131	-	-	-	-	131
EVP - IT/CIO	7106-IT-COLLABORATION SPACE	346	-	-	-	-	346
EVP - IT/CIO Total:		346	-	-	-	-	346
Enterprise Portfolio Management-Off of the Dir	6740-IT-DESKTOP REFRESH	3,265	-	-	-	-	3,265
	6764-IT-SERVERS	36	-	-	-	-	36
	6922-IT-ERP ENHANCEMENT	991	-	-	-	-	991
	7127-IT-STAFF AUGMENTATION	122	-	-	-	-	122
	7427-IT-HYPERION	1	-	-	-	-	1
	7727-IT-ATAD ENHANCEMENTS	1,366	500	-	-	-	1,866
	8148-IT-REES eService	432	-	-	-	-	432
	8173-IT-EMERGENCY REPORTING SYSTEM	350	-	-	-	-	350
	8174-IT-MAXIMO ENHANCEMENT	2,557	769	778	770	770	5,643
	8177-IT-FUSION UPGRADE SOD	99	99	99	104	104	503
	8178-IT-EXE DASHBOARD PHASE II	185	172	-	-	-	357
Enterprise Portfolio Management-Off of the Dir Total:		9,402	1,540	876	873	873	13,565



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IT Infrastructure Dept-Off of the Dir	3838-IT-PRINTERS	83	-	-	-	-	83
	3843-IT-SERVERS 2	482	-	-	-	-	482
	3848-IT-MAN IMPL	41	-	-	-	-	41
	3849-IT-WIRELESS	623	-	-	-	-	623
	4791-IT-LAN MGT TOOLS	74	-	-	-	-	74
	5437-IT-LAW INVOICE SYSTEM	623	62	52	62	31	830
	5567-IT-KRONOS ENH	134	42	-	-	-	176
	6162-IT-ROUTERS	1,134	1,000	-	-	-	2,134
	6763-IT-EMC STORAGE	301	-	-	-	-	301
	6785-IT-VOIP	1,814	500	-	-	-	2,314
	7102-IT-NETWORK SECURITY	437	186	124	248	104	1,099
	7104-IT-COMMUNICATION UPGRADE	403	-	-	-	-	403
	7105-IT-DATA CENTER CONSOL	2	-	-	-	-	2
	7224-IT- MOBILE ACCESS	5,642	1,700	-	-	-	7,342
	7430-IT-ORACLE EXADATA	540	299	104	104	104	1,149
	8169-IT-WINDOWS OS 7	1	-	-	-	-	1
	8171-IT-MAXIMO HEATING	232	-	-	-	-	232
	8172-IT-MAXIMO UPGRADE	62	-	-	-	-	62
	8179-IT-PRIMAVERA SUPPORT	253	-	-	-	-	253
	8180-IT-PROCUREMENT	129	-	-	-	-	129
8182-IT-DISASTER RECOVERY2	190	-	-	-	-	190	
8183-IT-CLOUD SOLUTION	-	983	-	-	-	983	
8581-IT-SIEBEL UPGRADE 8.2	276	6	6	-	-	288	
IT Infrastructure Dept-Off of the Dir Total:		13,476	4,778	286	414	238	19,192
IT Infrastructure Dept-Administration	3922-IT-CAPITAL PROJECTS SYSTEM	875	-	-	-	-	875
IT Infrastructure Dept-Administration Total:		875	-	-	-	-	875
Business Solution Tech-Off of the Dir	3840-IT-IMAGING	737	189	225	158	158	1,466
	4775-IT-CAPACITY UPRGRD	6	-	-	-	-	6
	5568-IT-ORACLE UGR2	679	284	284	284	284	1,813
	7126-IT-BUSINESS PROCESS IMP	884	-	-	-	-	883
	7128-IT-BUSINESS SYS TECH IMP	1,540	-	-	-	-	1,540
	7716-IT-HR MANAGEMENT	483	336	34	23	10	886
	Business Solution Tech-Off of the Dir Total:		4,328	808	542	465	451
EVP - Community Operations	6148-IT-TECH3_AT_PHA WIDE	1	-	-	-	-	1
	7796-GROUNDS_AT_VARIOUS	-	380	-	-	-	380
EVP - Community Operations Total:		1	380	-	-	-	381
Energy Dept-5040	4987-ENERGY STRATEGIC PLAN	565	-	-	-	-	565
	8879-LIGHTING & HEATING_AT_VARIOUS	2,072	-	-	-	-	2,072
Energy Dept-5040 Total:		2,638	-	-	-	-	2,638
Budget Dept-Capital Unit	3482-MANAGEMENT FEES PROJECT	9,600	-	-	-	-	9,600
	3921-CONTINGENCY (NON-CPD)	2,114	2,784	2,794	2,794	2,794	13,281
	6460-CFFP DEBT SERVICE	121,728	60,500	60,500	60,500	60,500	363,728
Budget Dept-Capital Unit Total:		133,442	63,284	63,294	63,294	63,294	386,609
EVP - Finance	6859-TRANSFER TO OP FY2010 I	33,072	17,569	17,569	17,569	17,569	103,346
	EVP - Finance Total:	33,072	17,569	17,569	17,569	17,569	103,346
Development-Office of the Director	6055-MISC FEES_AT_DEVELOPMENT	100	-	-	-	-	100
Development-Office of the Director Total:		100	-	-	-	-	100
EVP - Operations	4037-RELOCATION-04_AT_PHA WIDE I	30	10	10	10	10	70
	5495-OIL SPILL INSPECTIONS	200	150	150	150	150	800
	6746-APARTMENT RENO_AT_VARIOUS	16,000	9,522	8,825	4,155	4,155	42,657
	6760-HEATING_AT_OPERATIONS	4,200	-	-	-	-	4,200
	6762-GROUNDS_AT_OPERATIONS	1,400	500	500	500	500	3,400
	7069-ENVIRO REVIEW SERV_AT_VARIOUS	250	-	-	-	-	250
	7204-FIRE PRO-ALARM-08_AT_PHA WIDE	1,050	250	250	250	250	2,050
	7205-FIRE PRO-SPRINKLER_AT_VARIOUS	1,455	500	500	500	500	3,455
	8585-PLUMBING7_AT_VARIOUS	60	-	-	-	-	60
	8880-PLUMBING12_AT_VARIOUS	272	-	-	-	-	272
	8959-GC4_AT_VARIOUS	815	-	-	-	-	815
	8990-HEATING12_AT_VARIOUS	1,500	-	-	-	-	1,500



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<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
	8991-HEATING13_AT_VARIOUS	2,000	-	-	-	-	2,000
	9038-PAINTING_AT_VARIOUS	6,000	6,000	6,000	6,000	6,000	30,000
	8955-PAINTERS APPRENTICE_AT_VARIOUS	8,000	-	-	-	-	8,000
	8956-EQUIP UPGRADE_AT_ROBBINS PL	50	-	-	-	-	50
EVP - Operations Total:		43,282	16,932	16,235	11,565	11,565	99,579
Technical Services Dept-Environmental Health & Safety	149-ASBESTOS AIR MONITORING	1,500	900	900	900	900	5,100
	155-ASBESTOS LAB & INSPECTION	400	240	240	240	240	1,360
	159-ASBESTOS ABATEMENT	250	150	150	150	150	850
	2367-LEAD RISK RE-EVALUATIONS	2,240	1,344	1,344	1,344	1,344	7,616
	3884-VAT ABATEMENT	6,400	2,240	2,240	2,240	2,240	15,360
	3885-LEAD INSPECTIONS	900	540	540	540	540	3,060
	3981-ENVIRO CONSULTING & SURVEY	2,050	1,230	1,230	1,230	1,230	6,970
	4100-LEAD LABORATORY ANALYSIS	340	204	204	204	204	1,156
Technical Services Dept-Environmental Health & Safety Total:		14,080	6,848	6,848	6,848	6,848	41,472
Technical Services Dept-Central Off Staff	4921-SILICATE REFINISHING	1,000	-	-	-	-	1,000
	4953-SECTION 504_AT_PHA WIDE	1,500	1,500	1,500	1,500	1,500	7,500
Technical Services Dept-Central Off Staff Total:		2,500	1,500	1,500	1,500	1,500	8,500
Supp Chain Op Dept-Order Mgt	6533-ENERGY EFF REFRIG_AT_VARIOUS	2,041	3,338	3,500	3,500	3,500	15,878
	6532-ENERGY EFF RANGES_AT_VARIOUS	3,413	3,338	3,500	3,500	3,500	17,250
Supp Chain Op Dept-Order Mgt Total:		5,453	6,675	7,000	7,000	7,000	33,128
Central Office Total		741,262	324,156	287,549	178,337	170,037	1,701,341
All Projects Total		4,088,556	444,908	412,015	311,237	311,237	5,567,955



Budget Process



Overview of the Budget Process

Responsibilities

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

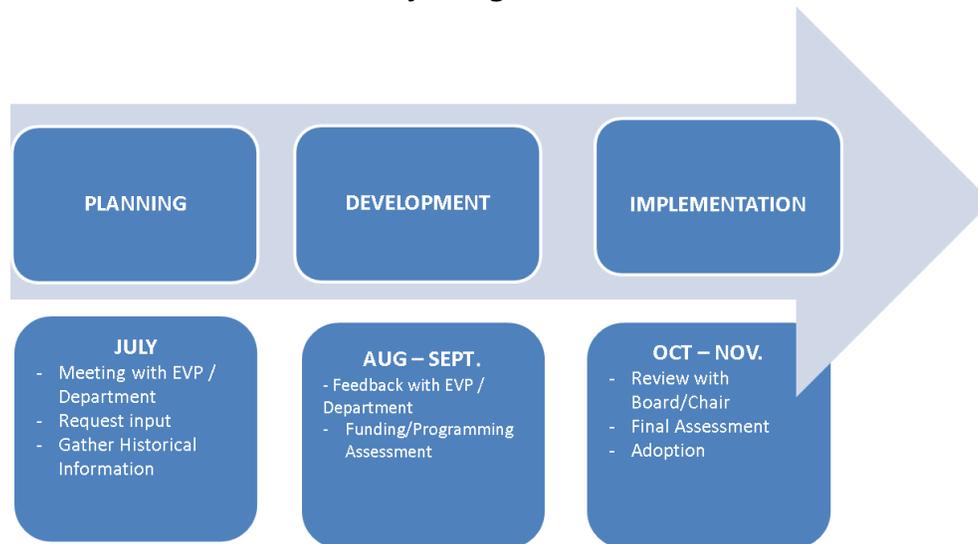
Budget Process

Each year the financial plan seeks to respond to the demands and needs of NYCHA within the context of a changing financial environment in a way that reflects the Board's vision and NYCHA's overall policy. NYCHA's budget process builds on previous financial plans incorporating feedback from stakeholders in each department. This facilitates long-term planning and allows for adjustments to the baseline to demonstrate the effect of spending decisions. At the conclusion of the budget process, 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 which can be new needs or proposals to eliminate the gap;
- Incorporates the balancing of revenues and expenditures. For the Revenue Budget this sets forth the estimated revenues and receipts of the Authority for the current and four succeeding fiscal years. For the Expense Budget this sets forth the proposed appropriations for the operating expenses of the Authority for the current and four succeeding fiscal years; The process also includes estimating the federal capital allocation for the next year, collecting, and reviewing plan submissions from departments, prioritizing projects based on NYCHA needs and briefing the Executive Department, General Manager, Chair and other City Stakeholders.
- Monitor the implementation of the budget.

In the future, as part of the capital planning process, NYCHA will be evaluating the operating budget impact for all requested projects. Budget & Financial Planning will be requesting that departments who manage capital funds provide a return on investment and long term operating impact. The Executive Department will use this information, along with the physical needs of the properties, to determine whether to fund the capital projects. Currently, the Capital Plan focuses on maintaining the building envelope, improving heating and plumbing systems, providing security to residents and mitigating damages caused by Hurricane Sandy.

Table 1: Preliminary Budget Calendar



Planning

The CFO through the Department of Budget and Financial Planning initiates the budget process by developing instructions for distribution to departments that succinctly communicate instructions related to development of budgets at the BRG level. DBFP establishes the budget calendar depicted on the tables below Operating and Capital, it captures the different activities and dates that are critical to the planning, and development of NYCHA’s budget.

Development

With updated forecasts from funding agencies and 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. Updating systems such as Oracle and Hyperion and disseminating reports to BRGs

Budget Management

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. As part of ongoing budget management activities BRG Managers periodically review their performance against budget. One of the focus points of this review is to determine the adequacy of the current budget to

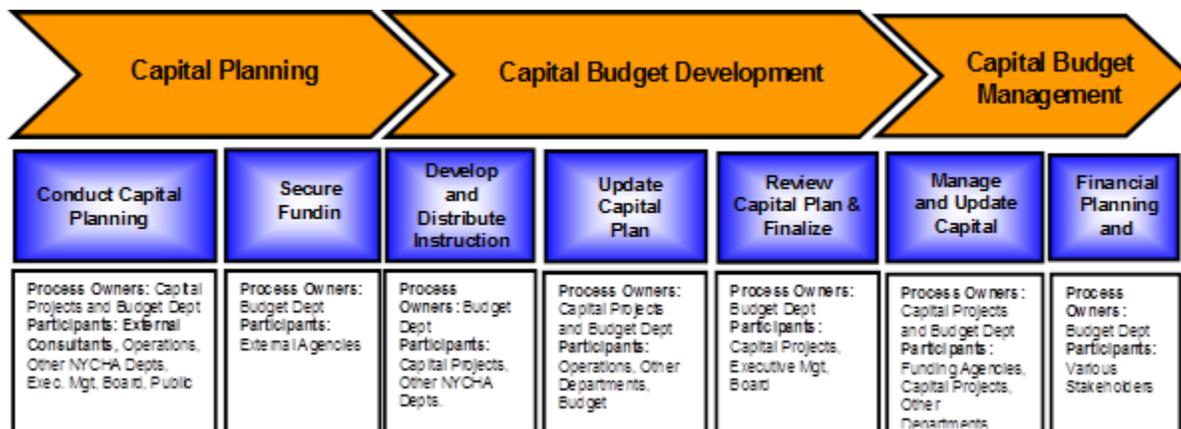
sustain current and future operating requirements of the BRG. In the event the review identifies the need to make a modification or revision to the current budget, the BRG Manager executes a modification/revision in line with the revision protocols:

- The operating budget revision rules are broken into two major types, minor revisions, and major revisions. Minor revisions provide BRGs with the flexibility to transfer funds between OTPS discretionary accounts. All other revisions are considered to be major revisions and require review and approval by the DBFP.
- The Capital revision within the same department can be submitted by the Program Administrator or their staff and do not require additional approval. Revisions crossing departments will require approval from a representative of each department and would only be processed by the DBFP

Table 2: Operating Budget Process



Table 3: Capital Planning Process





Financial Management



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

The financial management policies reflect long-standing principles and practices, which have enabled NYCHA to maintain its financial stability. It is intended that the policies be reviewed annually so that the guidelines represent a realistic, framework for public policy decisions.

The information that follows provides a summary of financial management policies for the following areas:

- Budget;
- Audit;
- Debt;
- Cash Management;
- Risk Finance; and
- Contract Registration.

Budget Role

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 Executive Vice President for Policy, Planning, and Management Analysis.

Audit Committee

In June 2003, the Authority's Board of Directors ("Board") approved the establishment of a five-member Audit Committee. Until 2013, the Vice Chair on the Board was the Audit Committee Chair and the Audit Committee consisted of the one full time NYCHA employee and five other non-NYCHA members. In 2013, the New York State legislature enacted an amendment to the State statute, Public Housing Law Section 402, which changed the composition of the Board and eliminated a full-time Vice Chair position. As a result, the Audit Committee now consists of five highly accomplished executives from outside NYCHA with a diverse range of expertise including finance, information technology, performance management, construction, and real estate, which makes the Authority unique among the nation's PHAs. It underscores the Board's commitment to the importance of accountability and corporate governance in its operations. Per its Board-approved Charter, the Audit Committee is charged with assisting the Board in overseeing the integrity of financial reporting, the adequacy of internal controls, and compliance with statutory and regulatory requirements.

The Audit Committee oversees the work of the Audit Department and actively monitors all internal audits and external audits performed by the Independent Auditor and other external agencies as well as management's corrective action and implementation plans to all audit findings. The Audit Committee promotes continuous reviews of NYCHA's internal control framework and also approves the annual and five year risk assessment audit plan prepared by the Audit Director. The annual and five year risk assessment plans are continuously monitored and revised as needed to meet the changing risks to which the Authority may be exposed.

External Audit

NYCHA is required by statute to have an independent Auditor annually conduct a Single Audit of its operations including opining on its internal controls over financial reporting and compliance to Federal award programs. In addition, the Authority requires that an Independent Auditor annually audit its financial statements. The Independent Auditor shall have broad experiences in auditing large local government agencies in compliance with relevant federal rules and regulations such as the Single Audit Act.

In addition to the above audits, the Authority operations are monitored and audited by the United States Department of Housing and Urban Development (HUD).



Debt

NYCHA has no legal debt limit. HUD is the primary source for operating and capital improvement revenues, and secures the Authority's debt.

HDC Loans

On September 10, 2013, the Authority entered into a Loan Agreement with the New York City Housing Development Corporation ("HDC"), borrowing approximately \$701 million of bond proceeds issued under the Capital Fund Grant Revenue Bond Program at a weighted average interest rate 4.8%. The face amount of the bonds consisted of \$185,785,000 of Series 2013A bonds ("Series A bonds") and \$470,300,000 of Series 2013 B ("Series B bonds"). The Series B bonds had two sub-series: Series 2013 B-1 \$348,130,000 and Series 2013 B-2 \$122,170,000. The bond premiums were \$15,020,118 and \$29,695,129 on the Series A bonds and Series B bonds, respectively. The proceeds of the face amount of these bonds were loaned to the Authority by HDC in the principal amounts of \$185,785,000 and \$470,300,000 for the Series A bonds and Series B bonds, respectively.

The Series 2013A bonds proceeds were issued at a weighted average rate of 4.4% and were used together with other available funds in the prior Series 2005A bond program as an advance refund of the remaining balance of the pre-existing Series 2005A bonds and to defease the existing debt. The bond proceeds of the new Series 2013A bonds were deposited in an irrevocable trust with an escrow agent to provide for all remaining debt service payments on the 2005A Series bonds. The advance refunding resulted in a difference between the reacquisition price and the net carrying amount of the old debt of \$10,388,000. This difference, a deferred amount on refunding, is being amortized through the year 2025 using the effective-interest method. The Authority completed the advance refunding to reduce total debt service payments over the next 11 years by \$7.0 million and to obtain an economic gain of \$2.9 million.

The Series 2013 B bond proceeds were issued at a weighted average rate of 5.0% and is available to be used to fund acquisition, construction or rehabilitation, and make capital improvement at up to 39 specified Authority developments. Capital improvements primarily include "building envelope" work on roofs, brickwork, and windows, etc. The proceeds of these bonds that have been loaned to the Authority by HDC were placed in escrow accounts with the Trustee banks. The Authority will draw down funds from the Trustee by means of capital fund requisitions as work is completed.

Certificates of Indebtedness

The State of New York has loaned the Authority funds to finance the construction of State-aided developments from proceeds of State Housing Bonds issued. The Authority has acknowledged its indebtedness for such loans by issuance of Certificates of Indebtedness. Debt service requirements are met by funds provided by the State of New York.



Mortgage Loans

As part of the Authority's March 16, 2010 mixed-finance transactions (see Note 21), HDC issued bonds totaling \$477,455,000. The bonds issued by HDC were comprised of seven different series as follows: \$23,590,000 2009 Series L-1, \$68,000,000 2009 Series L-2, \$150,000,000 2010 Series B (Bridge Bonds), \$140,000,000 2011 Series A (Bridge Bonds), \$25,325,000 2010 Series A-1, \$3,000,000 2010 Series A-2 (Fixed-Rate Taxable Bonds), and \$67,540,000 2012 Series A (Index Floating Rate).

The bond proceeds were used to provide financing in the form of mortgage loans to LLC I and LLC II. Of the seven different series of bonds issued as part of the mixed-finance transactions, 2009 Series L-1, 2010 Series A-1, and 2010 Series A-2 were outstanding as of December 31, 2013, with 2009 Series L-2, 2010 Series B, 2011 Series A, and 2012 Series A being paid off in 2013. In September 2013 all three remaining loans were converted from construction to permanent loans, and principal and interest are payable monthly.

For LLC I, the proceeds from the mortgage issued in connection with the \$23,590,000 2009 Series L-1 Bonds were used to finance the acquisition of the developments. These mortgage loans are secured by the net operating income of the respective development's Section 8 rental revenue.

The LLC II financing structure for rehabilitation provided private activity bond proceeds from a long-term bond issue of \$25,325,000 2010 Series A-1 Bonds. Similarly, acquisition funds were provided from the proceeds of the \$3,000,000 2010 Series A-2 Bonds.

Equipment Purchase/Lease Agreement

In January 2013, HUD approved a 13 year \$18,045,000 Energy Performance Contract ("EPC") Plan to upgrade or repair boilers, instantaneous hot water heaters, apartment temperature sensors, and upgrade computerized heating automated systems at six (6) developments, and upgrade an apartment convector at one of these six developments. With this EPC approval, NYCHA entered into an \$18,045,000 Equipment Purchase/Lease Agreement with Bank of America, maturing in 2026, to purchase and finance the equipment necessary to execute the EPC plan. This EPC plan provides for approximately \$15 million in Federal Capital Funds that were previously earmarked for boiler replacement projects at these six developments, thereby enabling NYCHA to use these funds for other capital improvements pursuant to NYCHA's Five Year Capital Plan.



The tables that follow provide information about the change in long term debt over the past year for the Authority and its blended component units (\$ in thousands):

Description of Long Term Debt	Jan. 1, 2014	Payments & Amortization	Dec. 31, 2014	Due Within One Year
<u>Bonds:</u>				
State Guaranteed Certificates of Indebtedness Outstanding (State Program) five issues remaining bearing interest of 3.50% to 3.875% per annum maturing annually through July 2024.	\$ 18,840	\$ (2,913)	\$ 15,927	\$ 2,913
State Guaranteed Certificates of Indebtedness Outstanding (incorporated into the Federal Housing Program), four issues remaining bearing interest of 3.50% to 4.75% per annum, maturing annually through July 2024.	2,550	(332)	2,218	331
<u>Loans Funded by:</u>				
HDC Capital Fund Program Revenue Bonds, Series 2013 A (\$185,785,000); Loan Agreement with an interest rate of 3.0% to 5.0% per annum, maturing annually through July 2025.	185,785	(9,155)	176,630	12,840
HDC Capital Fund Program Revenue Bonds, Series 2013 B-1 (\$348,130,000); Loan Agreement with an interest rate of 3.0% to 5.0% per annum, maturing annually through July 2033.	348,130	(6,940)	341,190	15,205
HDC Capital Fund Program Revenue Bonds, Series 2013 B-2 (\$122,170,000); Loan Agreement with an interest rate of 5.0% to 5.25% per annum, maturing annually through July 2032.	122,170	-	122,170	-
Loan Payable - Equipment Lease/Purchase Agreement with Bank of America for Energy Performance Contract (\$18,045,580) at an interest rate of 1.98% per annum, maturing January 19, 2026.	17,736	(471)	17,265	858
HDC 2009 Series L-1 Bonds (\$23,590,000); Permanent Mortgage Loan at an interest rate of 6.3% per annum, maturing November 2043; secured by mortgage.	23,523	(278)	23,245	296
HDC 2010 Series A-1 Bonds (\$25,325,000); Permanent Mortgage Loan at an interest rate of 5.1% per annum, maturing November 2041; secured by mortgage.	25,222	(424)	24,798	446
HDC 2010 Series A-2 Bonds (\$3,000,000); Permanent Mortgage Loan at an interest rate of 5.1% per annum, maturing May 2041; secured by mortgage.	2,988	(50)	2,938	53
Long Term Debt (before Premium)	746,944	(20,563)	726,381	32,942
Add Premium on HDC Revenue Bond Loan Agreements	42,637	(6,663)	35,974	-
TOTAL LONG TERM DEBT	\$ 789,581	\$ (27,226)	\$ 762,355	\$ 32,942



Pledged Revenue

CFFP Series 2013A & B Bonds - As security for the Series 2013 A, B-1, and B-2 CFFP Bonds which were issued by HDC, the Authority pledged future HUD Capital Fund Program grant revenue to service the bond debt (thereby satisfying NYCHA’s loans payable to HDC). With HUD’s approval, the Authority pledged as sole security for the bonds, a portion of its annual appropriation from HUD. The bonds are payable with pledged revenue through 2033. The Authority has committed to appropriate capital contributions of the Capital Fund Program in amounts sufficient to cover the scheduled principal and interest requirements of the debt. As of December 31, 2014, total principal and interest remaining on the combined debt for Series 2013 A, B-1, and B-2 are \$639,990,000 and \$325,152,000, respectively, with annual debt service ranging from \$28,045,000 in 2015 to \$36,945,000 in the final year. Issuance of these bonds was in September of 2013, and there were no scheduled payments of principal and interest through year-end 2013. For 2014, total principal and interest paid by the Authority was \$41,655,000

Equipment Purchase/Lease Agreement - As security for the Equipment Purchase/Lease Agreement with Bank of America, the Authority pledged HUD Operating Subsidy revenue to service the loan debt. With HUD’s approval, the Authority pledged as sole security, a portion of its annual appropriation from HUD that consists of HUD Financial Incentive Payments. The loan is payable with pledged revenue through 2026. The Authority has committed to appropriate HUD Operating Subsidy revenue in amounts sufficient to cover the scheduled principal and interest requirements of the debt. As of December 31, 2014, total principal and interest remaining on the Equipment Purchase/Lease Agreement are \$17,266,000 and \$2,237,000, with annual debt service ranging from \$1,197,000 in 2015 to \$853,000 in 2026. Operating subsidy contributions, from which appropriations have been made, amounted to \$819,000 during 2014.

Combined Debt of the Authority

Future principal and interest payments of all the Authority’s outstanding long-term debt (excluding amortizable bond premium) at December 31, 2014 are payable as follows (\$ in thousands):

	<u>Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Current portion	2015	\$ 32,942	\$ 35,022	\$ 67,964
Long-term portion:				
	2016	33,637	34,027	67,664
	2017	35,051	32,581	67,632
	2018	35,916	30,928	66,844
	2019	37,595	29,249	66,844
	2020-2024	214,641	117,690	332,331
	2025-2029	166,703	68,797	235,500
	2030-2034	147,290	26,078	173,368
	2035-2039	13,589	4,682	18,271
	2040-2043	9,017	883	9,900
Total long-term portion		<u>693,439</u>	<u>344,915</u>	<u>1,038,354</u>
Total payments		<u>\$ 726,381</u>	<u>\$ 379,937</u>	<u>\$ 1,106,318</u>



Interest rates on outstanding debt range from 1.98 % to 6.3 %. During 2014 and 2013, principal repayments totaled \$20,563,000 and \$371,096,000, respectively.

Deposits

At December 31, 2014, the Authority's deposits had a carrying amount of \$1,151,944,000 and a bank balance of \$1,150,881,000. These deposits were insured up to \$250,000 per bank by the Federal Deposit Insurance Corporation ("FDIC"). Deposits in excess of FDIC coverage were fully collateralized, with the collateral being held in a segregated custodian account in the Authority's name.

Deposits were comprised of the following at December 31, 2014 and 2013 (\$ in thousands):

<u>Unrestricted</u>	<u>Bank Balance</u>	
	<u>2014</u>	<u>2013</u>
FDIC insured	\$ 1,000	\$ 837
Collateralized	<u>599,162</u>	<u>988,323</u>
Subtotal	<u>600,162</u>	<u>989,160</u>
 <u>Restricted</u>		
FDIC insured	44,908	39,534
Collateralized	<u>505,811</u>	<u>596,589</u>
Subtotal	<u>550,719</u>	<u>636,123</u>
Total Deposits	<u>\$ 1,150,881</u>	<u>\$ 1,625,283</u>

Unrestricted deposits consist mostly of amounts earmarked towards the funding of certain liabilities or future obligations, as described below and consist mostly of deposits to fully collateralized Money Market and interest-bearing bank accounts. Collateral coverage is monitored and maintained on a daily basis. The maximum exposure, represented by the highest daily cash balance held in all deposit accounts maintained by the Authority during the year, was \$1,272,621,000.

At December 31, 2014, \$169,098,000 of the Authority's unrestricted deposits was designated to pay claims of the Authority's self-insurance programs.

Restricted deposits totaling \$550,719,000 include funds held with fiscal agents, funds held in depository accounts on behalf of the federalization mixed-finance transaction, as well as escrowed vendor retainage (pending completion of related contract requirements), tenant participation activity subsidy funds earmarked by HUD for use by resident councils for the benefit of residents, and funds received from HUD for Section 8 Housing Assistance Payments. Of this amount, \$317,796,000 was held with a fiscal agent as of December 31, 2014, representing loan proceeds from HDC's issuance of 2013 Capital Fund Financing Program ("CFFP") bond issuance. Tenant security deposits in the amount of \$39,493,000 are also



restricted and held in the form of Certificates of Deposit, maturing on March 31, 2015, and reinvested through March 31, 2016. The liability related to these deposits is included in unearned revenues and other current liabilities (see Note 12).

Investments

Unrestricted Investments

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, Federal Farm Credit Bank and the Federal National Mortgage Association. At December 31, 2014, fair market value in the amount of \$383,618,000 of the Authority’s long-term investments was 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 consists of fully collateralized Money Market and interest-bearing bank accounts.

The Authority’s investment policies comply with HUD 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 unrestricted investments was \$1,707,000 at December 31, 2014.

The Authority did not have any unrestricted investments as of December 31, 2013.

Investments, stated at fair value, consisted of the following at December 31, 2014 (\$ in thousands):

<u>Unrestricted</u>	<u>2014</u>
U.S. Agency Security Notes	\$ 549,802
Total Unrestricted	<u>\$ 549,802</u>

The maturities of the Authority’s unrestricted investments at December 31, 2014 were (\$ in thousands):

Investment Type	<u>Investment Maturities</u>		
	<u>Total</u>	<u>1-5 years</u>	<u>>5 years</u>
U.S. Agency Securities	<u>\$ 549,802</u>	<u>\$ 426,849</u>	<u>\$ 122,953</u>
Total	<u>\$ 549,802</u>	<u>\$ 426,849</u>	<u>\$ 122,953</u>

At December 31, 2014, the Authority’s weighted average term to maturity for unrestricted investments is 3.77 years. The Authority determines maturity levels based upon current available interest rates, expectations for future rates and the appropriate amount of liquidity



needed for operations. HUD policy allows for investments with maturities up to three years and the Authority has received a HUD waiver to invest long-term reserves up to seven years.

Restricted Investments

At December 31, 2014, \$125,137,000 of restricted funds was held by various Trustees (fiscal agents) relating to both mixed-finance transactions and HDC loans. This amount was comprised of \$122,371,000 in restricted investments and \$2,766,000 in restricted cash equivalents.

Of the \$122,371,000 in restricted investments held with fiscal agents, there was \$1,557,000 in debt service reserves invested on behalf of obligations related to the mixed-finance transactions, and the remaining \$120,814,000 consisted of available proceeds from the HDC loans issued on behalf of the 2013 Capital Fund Financing Program to NYCHA which were invested in debt service reserve accounts and loan fund accounts. Accrued interest receivable on restricted investments was \$923,000 and \$454,000 at December 31, 2014 and 2013.

Restricted investments consist of the following at December 31, 2014 and 2013 (\$ in thousands):

<u>Restricted</u>	2014	2013
U.S. Agency Securities	\$ 90,990	\$ 52,245
Guaranteed Investment Contracts	29,824	29,824
NYC General Obligation Taxable Bond Series G-2	1,557	1,595
Repurchase Agreements	<u>2,766</u>	<u>326</u>
Total Restricted investments, including cash equivalents	125,137	83,990
Less amount reported as restricted cash equivalents	<u>2,766</u>	<u>326</u>
Restricted investments	<u>\$ 122,371</u>	<u>\$ 83,664</u>

The maturities of the Authority's restricted investments at December 31, 2014 were (\$ in thousands):

Investment Type	Investment Maturities			
	Total	<1 year	1-5 years	>5 years
Restricted				
U.S. Agency Securities	\$ 90,990	\$ -	\$ 90,990	\$ -
Guaranteed Investment Contracts	29,824	-	-	29,824
NYC General Obligation Taxable Bond Series G-2	1,557	1,557	-	-
Repurchase Agreements	<u>2,766</u>	<u>2,766</u>	-	-
Total	<u>\$ 125,137</u>	<u>\$ 4,323</u>	<u>\$ 90,990</u>	<u>\$ 29,824</u>



At December 31, 2014, the Authority's weighted average term to maturity for restricted investments is 5.79 years. The Authority determines maturity levels based upon current available interest rates, expectations for future rates and the appropriate amount of liquidity needed for operations.

Policies governing investments

The Authority has adopted the HUD investment policy outlined in HUD Notice PIH-2002-13 (HA), as its formal investment policy. In accordance with its Annual Contributions Contract (the "ACC") with HUD, the Authority is required to comply with this HUD notice. These guidelines require the Authority to deposit funds in accordance with the terms of a General Depository Agreement, which must be in a form approved by HUD and executed between the Authority and the depository, and restricts the Authority's investments to HUD-authorized securities, such as those issued by the U.S. Treasury, U.S. Government Agencies, and their instrumentalities, and requires that all investments be held in a segregated custody account in the name of the Authority.

The Authority's current investment strategy involves a consideration of the basic risks of fixed-income investing, including interest rate risk, market risk, credit risk, re-investment risk and structural risk. In managing these risks, the primary factors considered are safety of principal, yield, liquidity, maturity, and administrative costs.

Interest rate risk

Interest rate risk is the risk that changes in interest rates will adversely affect the fair value of the Authority's investment portfolio. In accordance with the Authority's investment policy, interest rate risk is mitigated by an investment program utilizing mostly U.S. Treasury securities, or securities issued by U.S. Government Agencies and their instrumentalities. The Authority utilizes a detailed, forecasting and reporting mechanism with the objective that securities are held full-term and never need to be sold prior to maturity, unless as part of a re-investment strategy or to ensure the safety of invested principal.

Credit Risk

It is the Authority's policy to limit its investments mostly to HUD-authorized investments issued by the U.S. Government, a government agency or by a government-sponsored agency. The Authority's policy is to invest mostly in Federal Agency and U.S. Treasury securities which are AA and AAA rated by Standard and Poor's or Moody's, or in fully collateralized Money Market and interest-bearing bank accounts at banks rated A or better by Moody's, Fitch or S&P. Depository bank accounts maintaining federal funds are fully collateralized by Treasury and/or Federal Agency securities.

Concentration of Credit Risk



The Authority strives to invest in only AA and AAA rated Federal Agency and/or U.S. Treasury securities. Therefore, the Authority's policy does not place a limit on investments with any one issuer. The Authority's cash deposits are maintained in fully collateralized Money Market and fully collateralized interest-bearing bank accounts. Consequently, the Authority does not limit deposits to any one bank. Nevertheless, the Authority strives to diversify holdings in cash and cash equivalents, whenever possible, to further minimize any potential concentration of credit risk.

Custodial credit risk

The Authority maintains a perfected security interest in the collateral held on its behalf at the custodial agents. Custodial credit risk is the risk that the Authority will not be able to recover its collateral held by a third-party custodian, in the event that the custodian defaults. The Authority has no custodial credit risk due to the Authority's perfected security interest in its collateral in a segregated custodian account, which is registered in the Authority's name. The Authority's policy requires that securities shall be maintained in a third-party custodian account and the manner of collateralization shall provide the Authority with a continuing perfected security interest in the collateral for the full term of the deposit, in accordance with applicable laws and Federal regulations. Such collateral shall, at all times, have a market value at least equal to the amount of deposits so secured.

Risk 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.

The Authority's risk management program minimizes its exposure to potential losses. The Risk Finance Department's risk control efforts were developed to support the Authority's insurance program and to guard the health and safety of the Authority's staff. These efforts produce positive results as injury rates continue to decline. Risk Finance chairs the Authority's Safety Committee and manages the Employee Safety Program which is multi-faceted. The Office of Safety & Security was created in 2012. This office embraces a broader safety strategy through the collaborative efforts of various stakeholders both inside and outside the Authority. Mitigation of hazards is addressed through proper identification of high injury rate locations. "Multiple Accident Focus Groups" help address safe work practices. The Safety Committee communicates operational changes required to senior management.

Contract Registration

All contracting activity and associated accounting are performed in the financial systems as part of the Authority's new contract registration process, and in conjunction with NYCHA's departmental budgets implemented in September 2003. This process requires that contracts



must be registered in the financial system before final execution and must have budgetary approval. This means that work to be performed under the contract cannot commence until registration is completed. It ensures that sufficient funding exists to support the obligation associated with the contract, provides a central repository for contract documentation necessary to maintain an audit trail supporting the general ledger, and ensures the accuracy of accounting and funds available information posted in the Oracle financial system.



Fund Structure



Fund Structure Summary

The Authority's basic financial statements consist of a single enterprise fund, which includes the following programs:

- Federal Low Rent Housing Program (Conventional Public Housing);
- City/State Housing Program (Conventional Public Housing);
- Housing Choice Voucher Program (Section 8);
- Section 8 Rental New Construction Program (Project-Based);
- Capital Fund Program;
- Other Grant Programs.

Excluding the capital fund program, these funds collectively comprise NYCHA's Operating Budget. The Authority maintains its accounting records by program.

Budgets by Fund

Budgets and headcounts are maintained by funding source. Funding sources are monies which support specific programs. NYCHA's operating budget is categorized into four major funding sources:

- General Fund, (GF01) which includes conventional Public Housing (Federal, State and City units) and NYCHA's Section 8 project-based developments;
- Section 8 (F006), which includes revenues and expenses incurred by the administration of this federal program.
- Grants, which includes competitive grants received by NYCHA.
- Elimination used offset inter-fund revenues.

Fund Balance

For budgetary purposes, "fund balance" refers to a balanced budget (i.e. existing resources that are used to supplement current revenues and similar items to cover current expenditures). NYCHA budgets on a cash basis. The following tables show beginning and ending cash from FY 2014- FY 2016. Going into FY 2016, NYCHA has a \$59.9 million deficit.

Table 1 lists headcounts associated by funding sources from FY 2016- FY 2020. Table 2 shows the beginning and ending cash flows from FY 2013 -2015. Tables 3 - 7 list FY 2015 through FY 2019 by line item for each major funding source.



**Table 1: FY 2016 –FY 2020 Head Count
By Funding**

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
General Funds	10,519	10,460	10,234	10,210	10,187
Section 8 Funds	488	472	455	447	441
Grants	45	16	16	16	16
Total	11,052	10,948	10,705	10,673	10,644



Table 2: FY 2014 –FY 2016 Comparison
(\$000)

Expenditures	FY 2014	FY 2015	FY 2016	Variance
	YTD Actual	Cur. Mod. Budget	Budget	FY 15 vs. FY 16
<u>Personnel Services:</u>				
Salary F/T	611,346	613,149	629,800	16,651
Salary P/T	1,315	1,265	1,263	(2)
Seasonal	1,027	1,265	325	(940)
Overtime	85,747	1,265	67,499	66,234
Salary Retro	13,907	1,265	4,611	3,346
Shift Differential	2,089	1,265	1,216	(49)
Fringe	508,509	1,265	727,344	726,079
Other	12,091	1,265	13,164	11,899
Subtotal Personnel Services	1,236,031	622,004	1,445,222	823,218
<u>Other Than Personnel Services:</u>				
Leases	38,396	40,576	41,166	590
Supplies	60,332	60,741	70,493	9,752
Utilities	577,472	593,180	600,196	7,016
Equipment	30,831	14,726	21,164	6,438
Contracts	150,303	147,612	162,216	14,604
Insurance	49,216	51,994	55,403	3,409
Section 8 Payments	969,430	955,354	960,993	5,639
Payment in Lieu of Taxes	27,640	33,234	-	(33,234)
Debt Services	593	837	733	(104)
Other OTPS	37,441	44,170	22,320	(21,850)
Subtotal Other Than Personnel Services	1,941,654	1,942,424	1,934,684	(7,740)
Total Expenses	3,177,685	2,564,428	3,379,906	815,478
Revenues				
<u>Revenues from Operations:</u>				
Tenant Rental Revenue	937,541	996,820	997,364	544
Other Revenue from Operations	17,981	18,160	17,896	(264)
Subtotal Revenues from Operations	955,522	1,014,980	1,015,260	280
<u>Other Revenues:</u>				
Federal Subsidies	900,776	898,785	910,035	11,250
Contract Based Section 8 Properties Subsi	11,616	-	-	-
Debt Services Subsidy	784	525	438	(87)
Section 8 Phased Conversion	45,737	49,773	51,902	2,129
Section 8 Management Fees	-	-	-	-
Capital Funds Reimbursements	74,571	60,949	52,569	(8,380)
Interest on Investments	1,015	2,049	4,557	2,508
Other	126,148	36,969	140,241	103,272
Categorical Grants	8,293	4,308	3,904	(404)
Section 8 Subsidy	963,153	955,385	930,852	(24,533)
Section 8 Admin	66,938	69,675	69,693	18
Section 8 Admin Reserve	-	3,758	-	(3,758)
City Funds	24,639	18,600	140,481	121,881
Subtotal Other Revenues	2,223,670	2,100,776	2,304,672	203,896
Total Revenues	3,179,192	3,115,756	3,319,932	204,176
Surplus/ (Deficit)	1,507	551,328	(59,974)	(611,302)



Table 3: All Funds FY 2016–FY 2020
(\$000)

	2016	2017	2018	2019	2020
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Expenditures					
Personnel Services:					
Salary F/T	629,800	619,815	603,984	601,764	600,137
Salary P/T	1,263	1,254	1,254	1,254	1,254
Seasonal	325	30	30	30	30
Overtime	67,499	67,355	67,278	67,288	67,202
Salary Retro	4,611	4,591	4,591	4,591	4,591
Shift Differential	1,216	1,211	1,210	1,210	1,210
Fringe	727,344	724,698	750,166	741,735	728,486
Other	13,164	13,102	13,025	13,025	13,025
Subtotal Personnel Services	1,445,222	1,432,057	1,441,539	1,430,898	1,415,936
Other Than Personnel Services:					
Leases	41,166	42,000	43,063	58,017	29,807
Supplies	70,493	69,923	70,128	69,322	67,586
Utilities	600,196	610,913	619,754	620,279	633,701
Equipment	21,164	15,020	11,707	11,857	11,601
Contracts	162,216	156,423	157,786	157,522	157,435
Insurance	55,403	58,463	61,753	65,364	69,291
Section 8 Payments	960,993	977,883	979,073	983,490	987,854
Payment in Lieu of Taxes	-	-	-	-	-
Debt Services	733	628	534	455	376
Other OTPS	22,320	19,282	19,306	19,223	19,223
Subtotal Other Than Personnel Services	1,934,684	1,950,534	1,963,104	1,985,529	1,976,874
Total Expenses	3,379,906	3,382,591	3,404,643	3,416,427	3,392,810
Revenues					
Revenues from Operations:					
Tenant Rental Revenue	997,364	1,012,570	1,023,512	1,023,559	1,023,609
Other Revenue from Operations	17,896	20,211	27,788	27,889	27,084
Subtotal Revenues from Operations	1,015,260	1,032,781	1,051,300	1,051,448	1,050,693
Other Revenues:					
Federal Subsidies	910,035	901,988	899,375	907,608	920,242
Contract Based Section 8 Properties Subsidy	-	-	-	-	-
Debt Services Subsidy	438	360	285	230	180
Section 8 Phased Conversion	51,902	56,000	60,099	64,201	68,303
Section 8 Management Fees	-	-	-	-	-
Capital Funds Reimbursements	52,569	47,569	47,569	47,569	47,569
Interest on Investments	4,557	6,836	8,936	11,847	14,759
Other	140,241	52,926	90,971	155,101	101,600
Categorical Grants	3,904	618	618	68	68
Section 8 Subsidy	930,852	939,958	951,471	958,584	963,024
Section 8 Admin	69,693	70,000	70,051	69,776	69,474
Section 8 Admin Reserve	-	-	-	-	-
City Funds	140,482	76,835	92,887	103,000	113,506
Subtotal Other Revenues	2,304,673	2,153,091	2,222,262	2,317,984	2,298,727
Total Revenues	3,319,932	3,185,872	3,273,562	3,369,432	3,349,419
Surplus/ (Deficit)	(59,974)	(196,719)	(131,081)	(46,996)	(43,391)



**Table 4: General Funds FY 2015 –FY 2019
(\$000)**

	2016	2017	2018	2019	2020
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Expenditures					
<u>Personnel Services:</u>					
Salary F/T	599,045	591,345	576,478	574,803	573,502
Salary P/T	1,254	1,254	1,254	1,254	1,254
Seasonal	14	14	14	14	14
Overtime	66,856	66,834	66,757	66,767	66,681
Salary Retro	4,611	4,591	4,591	4,591	4,591
Shift Differential	1,215	1,210	1,209	1,209	1,209
Fringe	703,331	701,437	726,501	717,580	703,631
Other	12,519	12,457	12,380	12,380	12,380
Subtotal Personnel Services	1,388,846	1,379,142	1,389,185	1,378,599	1,363,263
<u>Other Than Personnel Services:</u>					
Leases	36,135	36,940	37,888	52,682	24,114
Supplies	69,754	69,862	70,067	69,266	67,530
Utilities	600,010	610,726	619,566	620,089	633,505
Equipment	17,665	12,966	9,974	10,147	9,917
Contracts	149,567	152,728	154,061	154,001	153,930
Insurance	55,201	58,250	61,529	65,130	69,045
Section 8 Payments	-	-	-	-	-
Payment in Lieu of Taxes	-	-	-	-	-
Debt Services	414	334	267	216	166
Other OTPS	19,493	18,455	18,479	18,534	18,534
Subtotal Other Than Personnel Services	948,239	960,261	971,832	990,065	976,741
Total Expenses	2,337,085	2,339,404	2,361,017	2,368,663	2,340,004
Revenues					
<u>Revenues from Operations:</u>					
Tenant Rental Revenue	997,364	1,012,570	1,023,512	1,023,559	1,023,609
Other Revenue from Operations	17,896	20,211	27,788	27,889	27,084
Subtotal Revenues from Operations	1,015,260	1,032,781	1,051,300	1,051,448	1,050,693
<u>Other Revenues:</u>					
Federal Subsidies	908,665	900,616	898,003	906,236	918,871
Contract Based Section 8 Properties Subsidy	-	-	-	-	-
Debt Services Subsidy	438	360	285	230	180
Section 8 Phased Conversion	51,902	56,000	60,099	64,201	68,303
Section 8 Management Fees	13,939	14,000	14,010	13,955	13,895
Capital Funds Reimbursements	52,569	47,569	47,569	47,569	47,569
Interest on Investments	4,557	6,836	8,936	11,847	14,759
Other	138,716	51,419	89,483	153,633	100,155
Categorical Grants	-	-	-	-	-
Section 8 Subsidy	-	-	-	-	-
Section 8 Admin	-	-	-	-	-
Section 8 Admin Reserve	-	-	-	-	-
City Funds	119,982	58,475	64,796	64,796	64,796
Subtotal Other Revenues	1,290,767	1,135,275	1,183,181	1,262,468	1,228,528
Total Revenues	2,306,027	2,168,056	2,234,481	2,313,916	2,279,221
Surplus/ (Deficit)	(31,058)	(171,348)	(126,535)	(54,747)	(60,783)



**Table 5: Section 8 FY 2015 –FY 2019
(\$000)**

	2016	2017	2018	2019	2020
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Expenditures					
<u>Personnel Services:</u>					
Salary F/T	28,254	27,362	26,398	25,958	25,632
Salary P/T	-	-	-	-	-
Seasonal	16	16	16	16	16
Overtime	521	521	521	521	521
Salary Retro	-	-	-	-	-
Shift Differential	1	1	1	1	1
Fringe	21,888	22,409	22,804	23,370	24,063
Other	645	645	645	645	645
Subtotal Personnel Services	51,324	50,954	50,386	50,511	50,878
<u>Other Than Personnel Services:</u>					
Leases	5,031	5,060	5,175	5,334	5,693
Supplies	57	57	57	57	57
Utilities	186	187	188	190	197
Equipment	3,500	2,054	1,733	1,710	1,684
Contracts	17,360	17,473	17,513	17,476	17,399
Insurance	203	213	224	235	246
Section 8 Payments	1,012,894	1,033,884	1,039,173	1,047,690	1,056,157
Payment in Lieu of Taxes	-	-	-	-	-
Debt Services	-	-	-	-	-
Other OTPS	689	689	689	689	689
Subtotal Other Than Personnel Services	1,039,919	1,059,616	1,064,751	1,073,381	1,082,121
Total Expenses	1,091,243	1,110,570	1,115,137	1,123,892	1,132,999
Revenues					
<u>Revenues from Operations:</u>					
Tenant Rental Revenue	-	-	-	-	-
Other Revenue from Operations	-	-	-	-	-
Subtotal Revenues from Operations	-	-	-	-	-
<u>Other Revenues:</u>					
Federal Subsidies	-	-	-	-	-
Contract Based Section 8 Properties Subsidy	-	-	-	-	-
Debt Services Subsidy	-	-	-	-	-
Section 8 Phased Conversion	-	-	-	-	-
Section 8 Management Fees	-	-	-	-	-
Capital Funds Reimbursements	-	-	-	-	-
Interest on Investments	-	-	-	-	-
Other	880	880	880	880	880
Categorical Grants	-	-	-	-	-
Section 8 Subsidy	982,754	995,959	1,011,570	1,022,785	1,031,328
Section 8 Admin	69,693	70,000	70,051	69,776	69,474
Section 8 Admin Reserve	-	-	-	-	-
City Funds	-	-	-	-	-
Subtotal Other Revenues	1,053,327	1,066,839	1,082,501	1,093,441	1,101,682
Total Revenues	1,053,327	1,066,839	1,082,501	1,093,441	1,101,682
Surplus/ (Deficit)	(37,916)	(43,731)	(32,636)	(30,452)	(31,317)



**Table 6: Grants FY 2015 –FY 2019
(\$000)**

	2016	2017	2018	2019	2020
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Expenditures					
<u>Personnel Services:</u>					
Salary F/T	2,501	1,108	1,108	1,004	1,004
Salary P/T	9	-	-	-	-
Seasonal	295	-	-	-	-
Overtime	122	-	-	-	-
Salary Retro	-	-	-	-	-
Shift Differential	-	-	-	-	-
Fringe	2,125	853	860	785	792
Other	-	-	-	-	-
Subtotal Personnel Services	5,052	1,961	1,968	1,789	1,795
<u>Other Than Personnel Services:</u>					
Leases	-	-	-	-	-
Supplies	682	4	4	-	-
Utilities	-	-	-	-	-
Equipment	-	-	-	-	-
Contracts	9,228	222	222	-	-
Insurance	-	-	-	-	-
Section 8 Payments	-	-	-	-	-
Payment in Lieu of Taxes	-	-	-	-	-
Debt Services	319	293	267	239	210
Other OTPS	2,138	137	137	-	-
Subtotal Other Than Personnel Services	12,367	657	630	239	210
Total Expenses	17,418	2,618	2,598	2,028	2,005
Revenues					
<u>Revenues from Operations:</u>					
Tenant Rental Revenue	-	-	-	-	-
Other Revenue from Operations	-	-	-	-	-
Subtotal Revenues from Operations	-	-	-	-	-
<u>Other Revenues:</u>					
Federal Subsidies	1,370	1,372	1,372	1,372	1,372
Contract Based Section 8 Properties Subsidy	-	-	-	-	-
Debt Services Subsidy	-	-	-	-	-
Section 8 Phased Conversion	-	-	-	-	-
Section 8 Management Fees	-	-	-	-	-
Capital Funds Reimbursements	-	-	-	-	-
Interest on Investments	-	-	-	-	-
Other	645	628	608	587	565
Categorical Grants	3,904	618	618	68	68
Section 8 Subsidy	-	-	-	-	-
Section 8 Admin	-	-	-	-	-
Section 8 Admin Reserve	-	-	-	-	-
City Funds	20,500	18,360	28,091	38,203	48,709
Subtotal Other Revenues	26,418	20,978	30,689	40,231	50,714
Total Revenues	26,418	20,978	30,689	40,231	50,714
Surplus/ (Deficit)	9,000	18,360	28,091	38,203	48,709



**Table 7: Eliminations FY 2015 –FY 2019
(\$000)**

	2016	2017	2018	2019	2020
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Expenditures					
<u>Personnel Services:</u>					
Salary F/T	-	-	-	-	-
Salary P/T	-	-	-	-	-
Seasonal	-	-	-	-	-
Overtime	-	-	-	-	-
Salary Retro	-	-	-	-	-
Shift Differential	-	-	-	-	-
Fringe	-	-	-	-	-
Other	-	-	-	-	-
Subtotal Personnel Services	-	-	-	-	-
<u>Other Than Personnel Services:</u>					
Leases	-	-	-	-	-
Supplies	-	-	-	-	-
Utilities	-	-	-	-	-
Equipment	-	-	-	-	-
Contracts	(13,939)	(14,000)	(14,010)	(13,955)	(13,895)
Insurance	-	-	-	-	-
Section 8 Payments	(51,902)	(56,000)	(60,099)	(64,201)	(68,303)
Payment in Lieu of Taxes	-	-	-	-	-
Debt Services	-	-	-	-	-
Other OTPS	-	-	-	-	-
Subtotal Other Than Personnel Services	(65,840)	(70,000)	(74,109)	(78,156)	(82,198)
Total Expenses	(65,840)	(70,000)	(74,109)	(78,156)	(82,198)
Revenues					
<u>Revenues from Operations:</u>					
Tenant Rental Revenue	-	-	-	-	-
Other Revenue from Operations	-	-	-	-	-
Subtotal Revenues from Operations	-	-	-	-	-
<u>Other Revenues:</u>					
Federal Subsidies	-	-	-	-	-
Contract Based Section 8 Properties Subsidy	-	-	-	-	-
Debt Services Subsidy	-	-	-	-	-
Section 8 Phased Conversion	(51,902)	(56,000)	(60,099)	(64,201)	(68,303)
Section 8 Management Fees	(13,939)	(14,000)	(14,010)	(13,955)	(13,895)
Capital Funds Reimbursements	-	-	-	-	-
Interest on Investments	-	-	-	-	-
Other	-	-	-	-	-
Categorical Grants	-	-	-	-	-
Section 8 Subsidy	-	-	-	-	-
Section 8 Admin	-	-	-	-	-
Section 8 Admin Reserve	-	-	-	-	-
City Funds	-	-	-	-	-
Subtotal Other Revenues	(65,840)	(70,000)	(74,109)	(78,156)	(82,198)
Total Revenues	(65,840)	(70,000)	(74,109)	(78,156)	(82,198)
Surplus/(Deficit)	-	-	-	-	-



NYCHA Fact Sheet

Facts About NYCHA



Mission and Overview

The New York City Housing Authority's (NYCHA) mission is to increase opportunities for low- and moderate-income New Yorkers by providing safe, affordable housing and facilitating access to social and community services. To that end, NYCHA administers a Conventional Public Housing Program as well as a citywide Section 8 Leased Housing Program in rental apartments. NYCHA also works with numerous partners to connect our residents to 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, New York City's first public housing development, located on the Lower East Side of Manhattan. To fulfill our mission, NYCHA must preserve an aging housing stock through timely maintenance and modernization of developments.

The Way It Is Today

NYCHA is the largest public housing authority in North America. NYCHA's Conventional Public Housing Program has 178,557 (March 1, 2014) apartments in 334 developments throughout the City in 2,563 residential buildings containing 3,330 elevators (as of March 1, 2014). NYCHA has 11,605 employees (as of March 10, 2014) serving 175,587 families and 403,120 authorized residents (as of January 1, 2014). This includes 3,052 Section 8 Transition Households (as of January 1, 2014) residing in former State- and City-funded developments.

A total of 615,199 New Yorkers are served by NYCHA's Public Housing and Section 8 Programs. If NYCHA was a city, it would rank 27th in population size in the United States, with New York City ranked first (as per 2012 U.S. Census Estimate). Based upon the 2011 NYC Housing and Vacancy Survey (HVS), NYCHA Public Housing represents 8.2 percent of the City's rental apartments and, based on the 2012 Census Estimate, is home to 4.8



Broadband Technology Opportunities Program
Computer Class at Astoria Houses Community Center

percent of the City's population. NYCHA residents and Section 8 voucher holders combined occupy 12.4 percent of the City's rental apartments and comprise 7.4 percent of New York City's population.

Conventional Public Housing (as of March 1, 2014)

- The Bronx has 90 developments with 44,493 apartments.
- Brooklyn has 100 developments with 58,698 apartments.
- Manhattan has 102 developments with 53,570 apartments.
- Queens has 22 developments with 17,112 apartments.
- Staten Island has 10 developments with 4,499 apartments.
- 10 developments comprising FHA Acquired Homes total 185 apartments. Four FHA Homes groups are located entirely in Queens, the remainder in multiple boroughs with a majority in Queens.
- 42 developments are for seniors only; 15 seniors-only buildings exist within mixed-population developments.

Facts About NYCHA



Jacob Riis Houses

Conventional Public Housing (continued)

- NYCHA has approximately 9,822 apartments designated for seniors only.
- There also are 7,636 retrofitted apartments for families of persons who are mobility impaired.
- There also are 7,694 retrofitted apartments for families of persons who are mobility impaired.

Section 8 Leased Housing Program

- 91,103 apartments were rented as of January 1, 2014.

As of January 1, 2014:

- A total of 2,009 apartments, known as Portability Vouchers, are located outside of NYC.
- There are 220,470 residents in Section 8 units.
- There are 29,157 participating-private landlords.

How Affordable is Public Housing?

As of January 1, 2014:

- Families in the Conventional and Section 8 programs pay no more than 30 percent 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 \$23,150.
- Average monthly rent is \$445.
- Working families account for 47.2 percent of NYCHA families.

- 11.4 percent of NYCHA families receive Public Assistance.
- Social Security, SSI, Pensions, Veteran's Benefits, etc., support 41.4 percent of the families.
- 37.0 percent of the households are headed by persons age 62 and older.
- 19.0 percent of the NYCHA population is age 62 or older.
- 33.9 percent of the NYCHA population are residents younger than age 21 and 27.4 percent are minors younger than age 18.

The Waiting List for Public Housing

On March 27, 2013 there were:

- 167,353 families on the waiting list for Conventional Public Housing.
- 123,533 families on the waiting list for Section 8 Housing. The Section 8 waiting list had reopened on February 12, 2007, and subsequently closed on May 14, 2007.
- 23,319 applicants are on both waiting lists.

How the Selection Process Works

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.

Facts About NYCHA



The Rivera Family at Nostrand Houses

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 2013 for NYCHA conventional public housing apartments was 3.1 percent.
- The vacancy rate of apartments available for occupancy was 0.95 percent as of January 1, 2014.
- 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 2,878 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 19 years, NYCHA has invested more than \$6.1 billion in preserving our buildings.

As of March 1, 2014: 14 developments are at least 70 years old; a total of 42 developments are at least 60 years old; there are 54 developments 50 to 59 years old; another 110 developments are 40 to 49 years old; and 46 developments are 30 to 39 years old. A total of 266 developments are 30 or more years old.

More Than 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 1, 2014

A translation of this document is available in your management office and online at www.nyc.gov/nycha
La traducción de este documento está disponible en su oficina de administración y en Internet en www.nyc.gov/nycha
所居公房管理處和房屋局網站 (網址: www.nyc.gov/nycha) 備有文件譯本可供索取
Перевод этого документа находится в Вашем домоуправлении и на интернете www.nyc.gov/nycha



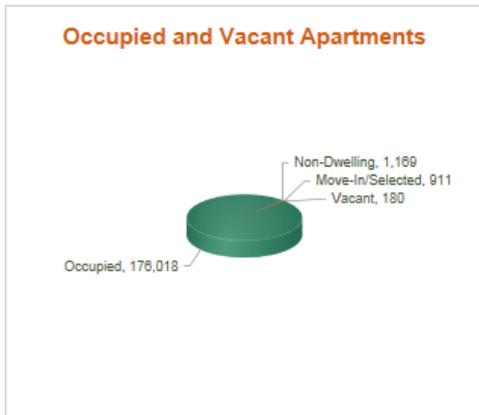
NYCHA Metrics

Through NextGen NYCHA is committed to a new level of transparency, public participation, and collaboration with our stakeholders. You can use our data to take a look at the Authority's performance. This information will be updated monthly on our website using the following link, <https://eapps.nycha.info/NychaMetrics/>. Simply mouse over each chart to see a more detailed dataset. Here you will find information on many facets of NYCHA, such as work orders listed by public housing development, Section 8 occupancy, rent collection levels and more.

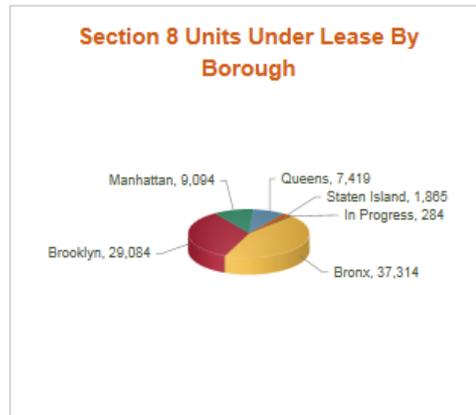


NYCHA is committed to a new level of transparency, public participation, and collaboration with our stakeholders. You can use our data to take a look at the Authority's performance. This information will be updated monthly. Simply mouse over each chart to see a more detailed dataset. Here you will find information on many facets of NYCHA, such as work orders listed by public housing development, Section 8 occupancy, rent collection levels and more.

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



This chart shows how many NYCHA apartments are occupied or available to move into. It also indicates "non-dwelling" units that may be under renovation or not for residential use.



This chart shows how many apartments are rented by people with Section 8 vouchers.

Service Level Performance (Days) by Trade			
Trade	Prior Year	Current	Above/Below Target
Bricklayer	25	31	■
Carpenter	63	73	■
Electrician	34	68	■
Exterminator	9	4	■
Glazier	17	37	■
Maintenance	12	8	■
Painter	51	90	■
Plaster	64	82	■
Plumber	48	68	■
Roofer	28	12	■
Vendor	129	193	■

This chart shows the average number of days it takes different types of NYCHA workers to complete a repair. You can compare current wait times to last year's and see if NYCHA is meeting its service response goal.

Service Level Performance (Days) by Repair Category			
Category	Prior Year	Current	Trend
COMPACTOR	11	7	■
DOOR	19	18	■
INTERCOM	15	12	■
LEAKS	9	12	■
MILDEW	9	8	■
PUBLIC SPACE LIGHT	22	10	■
ROOF FAN	28	35	■

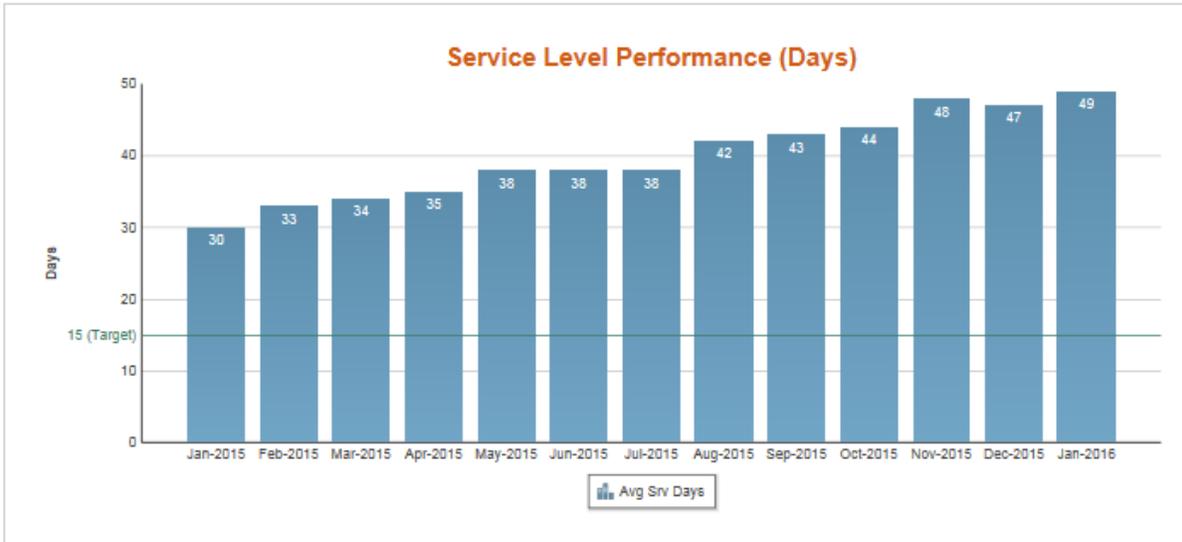
This chart shows the average number of days it takes to address different types of repairs. You can compare current wait times to last year's and gauge NYCHA's performance.

Public Housing Charts

Repairs Emergency Work Orders Vacancies Transfers Rent Collection

Trade

All



This chart shows how many days, on average, it takes NYCHA to complete repairs. You can compare how NYCHA is doing for each month of the past year.

Borough

All

Development

All



This graph represents the number of work orders for repairs that are open at the end of each month. NYCHA's manageable workload is about 90,000 work orders.

Public Housing Charts

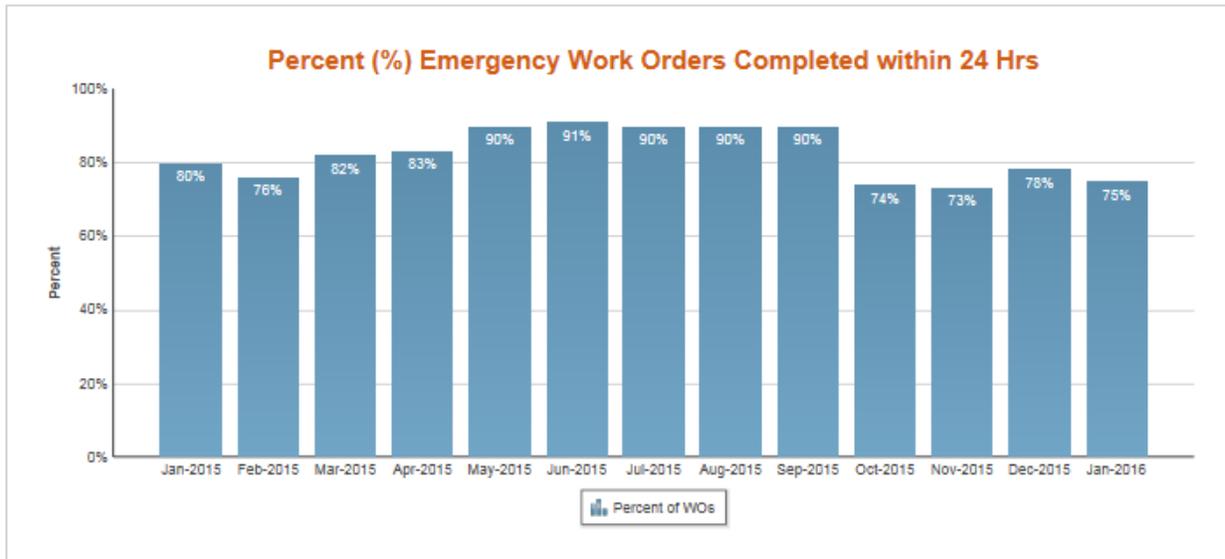
Repairs **Emergency Work Orders** Vacancies Transfers Rent Collection

Borough

All

Development

All



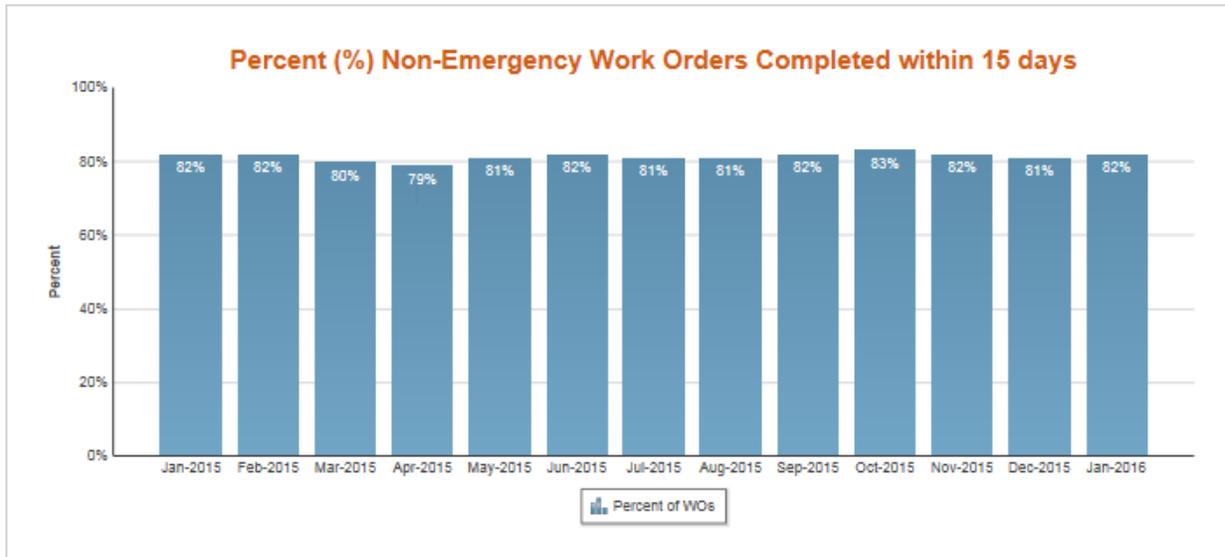
This chart shows the percentage of emergency repair requests (work orders) that are completed by NYCHA within 24 hours, which is the Housing Authority's service response goal.

Borough

All

Development

All



This chart shows the percentage of non-emergency repair requests (work orders) that are completed by NYCHA within 15 days, which is the Housing Authority's service response goal.

Public Housing Charts

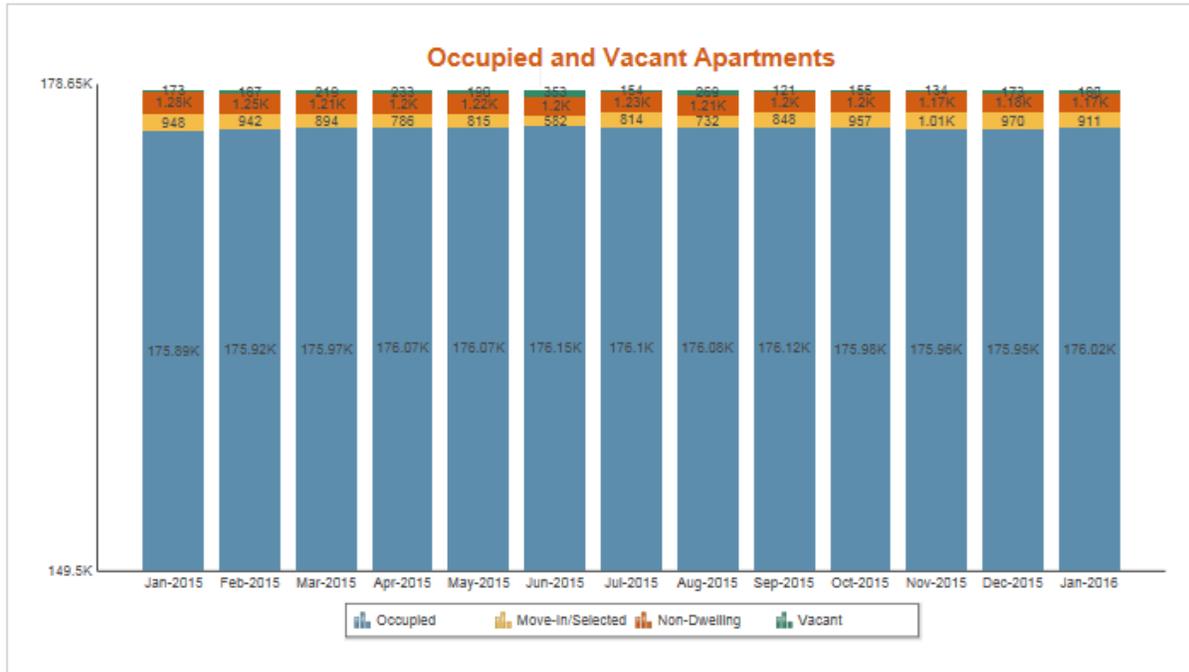
Repairs Emergency Work Orders **Vacancies** Transfers Rent Collection

Borough

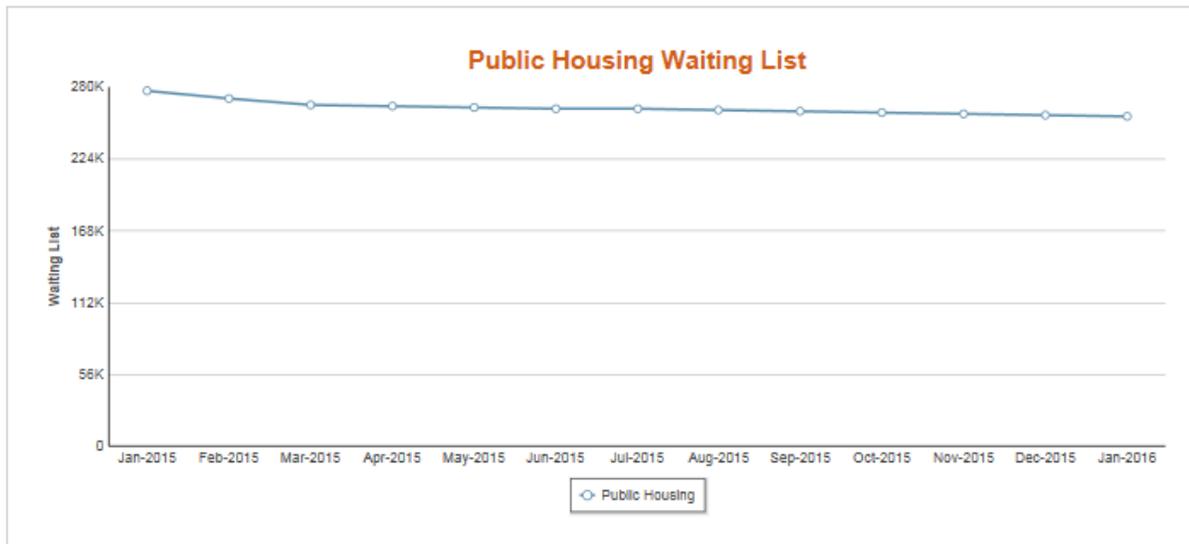
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Development

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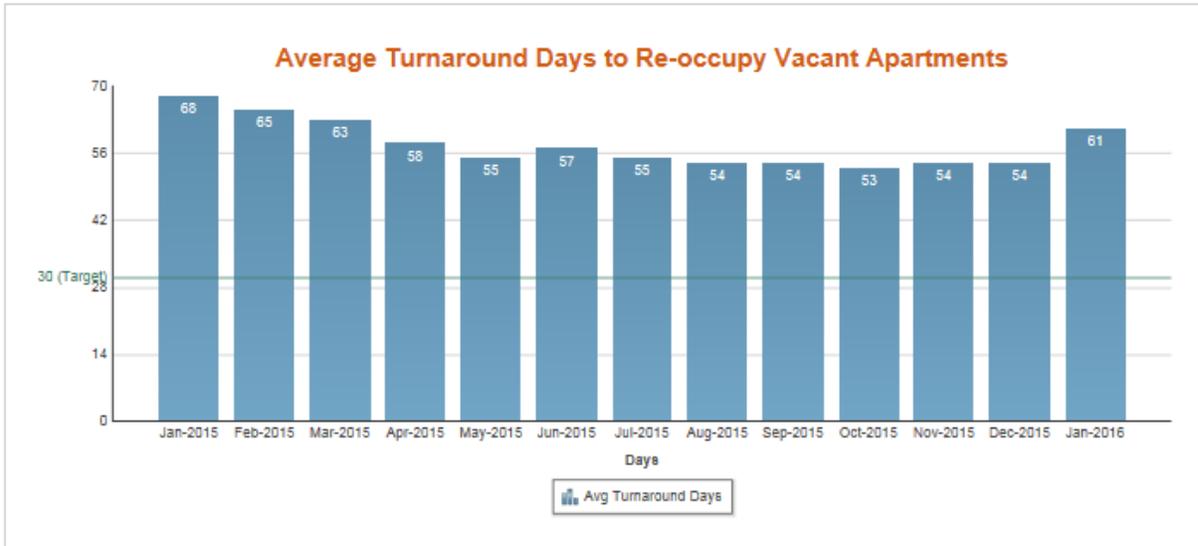
This chart shows how many NYCHA apartments are occupied and how many are vacant, including how many have been chosen for a family to move into (move-in/selected) and how many are being renovated or are not for residential use (non-dwelling).



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

Borough

All



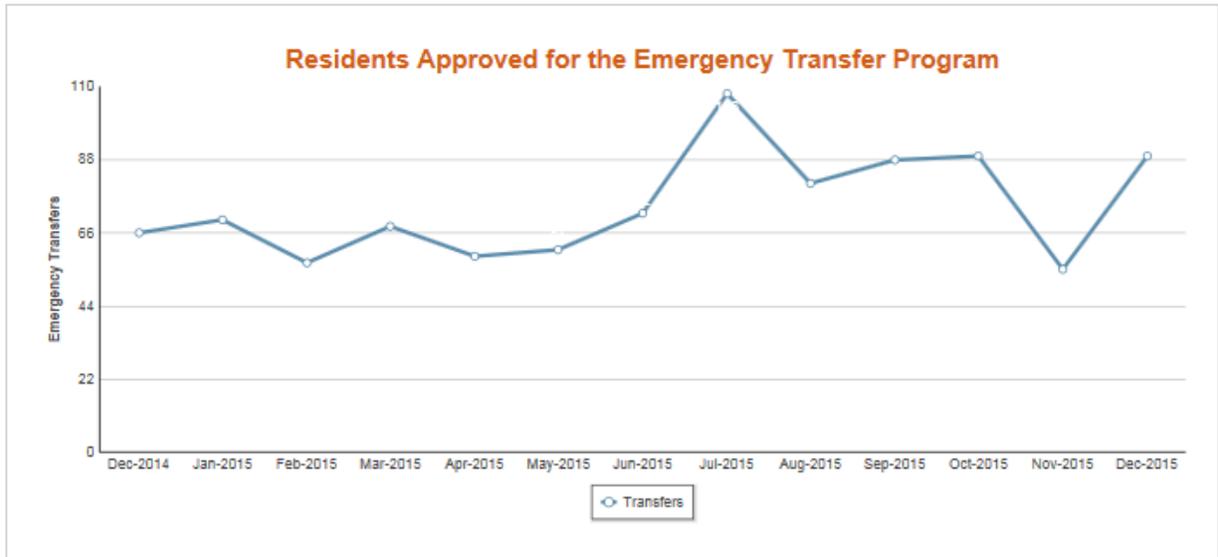
This chart shows how many days, on average, it takes NYCHA to move a new resident into an apartment after the previous resident moved out. You can compare how NYCHA is doing for each month of the past year.

Public Housing Charts

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

Borough

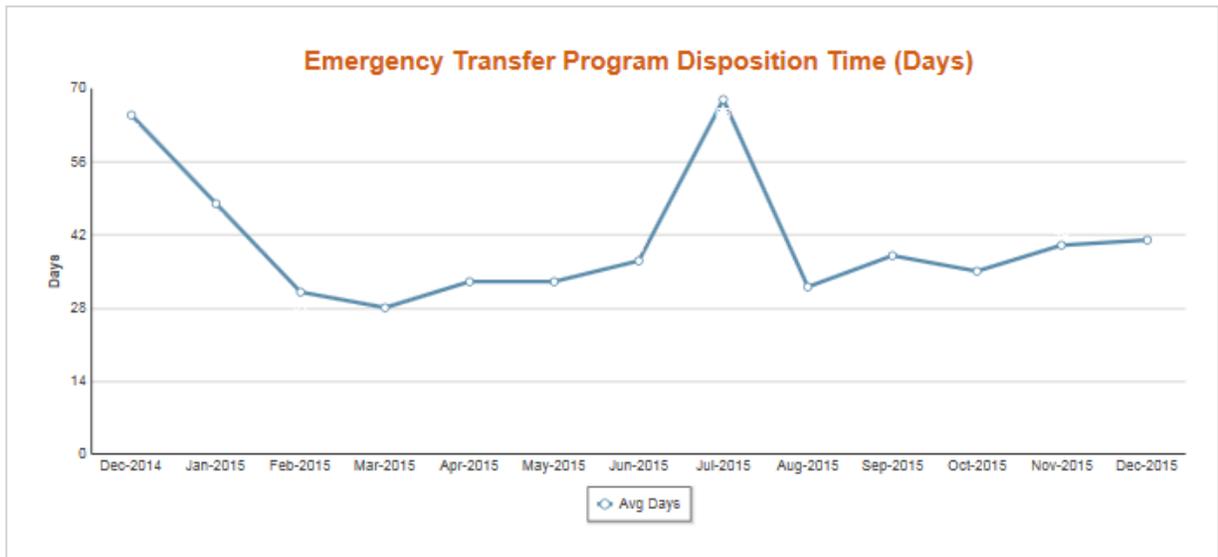
All



This chart shows how many residents are approved to move into a NYCHA apartment through its emergency transfer program. You can compare how many were approved for each month of the past year.

Borough

All



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

NYCHA Metrics

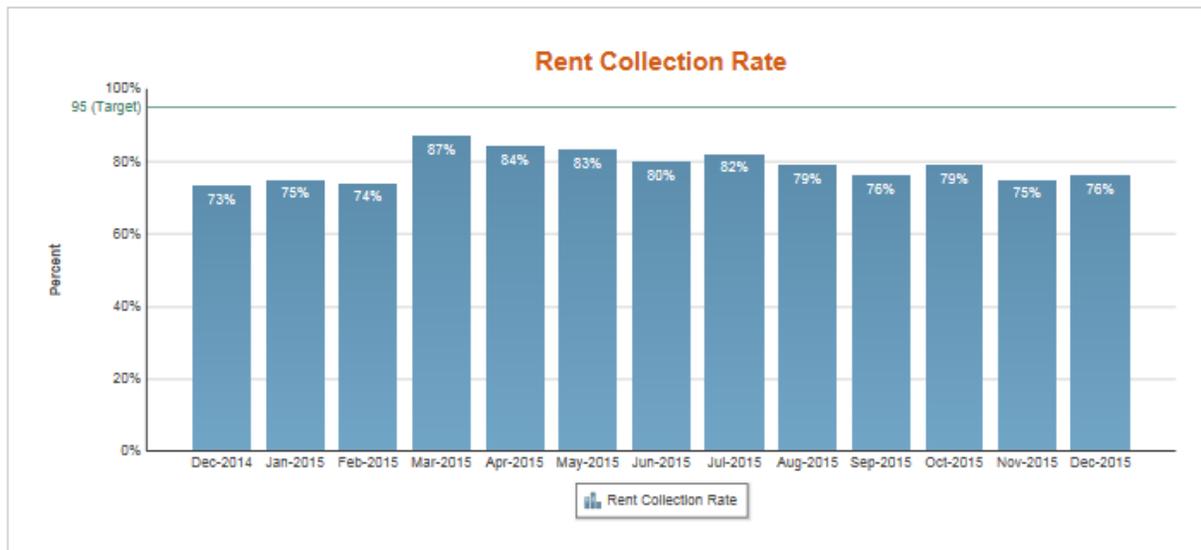
- 
[NYCHA Metrics Home](#)
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[Feedback](#)

Public Housing Charts

- [Repairs](#)
- [Emergency Work Orders](#)
- [Vacancies](#)
- [Transfers](#)
- [Rent Collection](#)

Borough

All ▼



This chart shows the percentage of rent collected from NYCHA residents for each month of the past year. You can see how NYCHA is doing compared to its goal of a 95 percent collection rate.

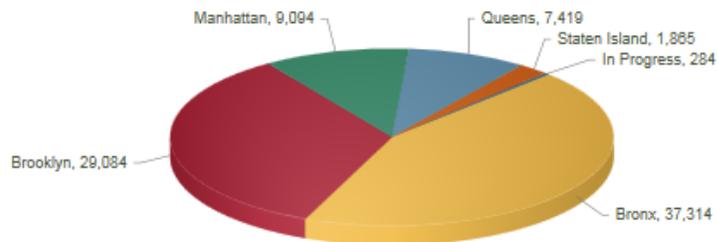
Section 8 Charts

Units Metrics

Owners Metrics

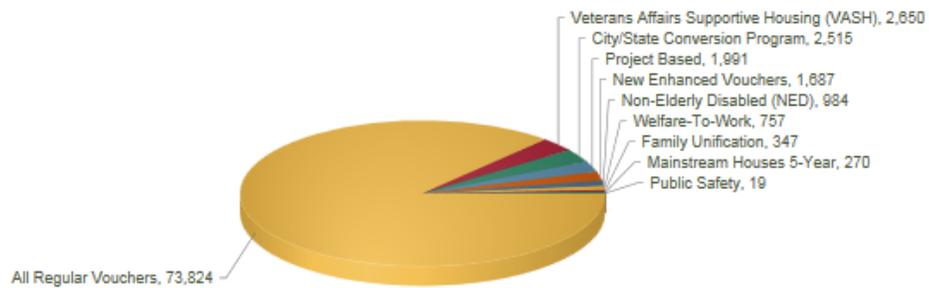
VASH Metrics

Section 8 Units Under Lease By Borough



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

Section 8 Units Under Lease By Voucher Type



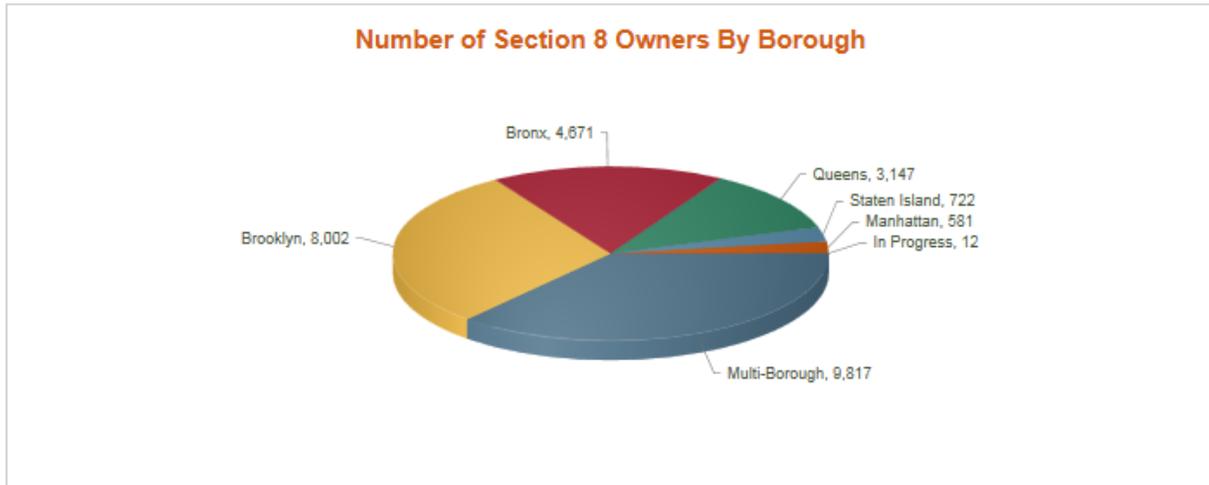
This chart shows how many apartments are rented by families with Section 8 vouchers, by the type of voucher they have.

Section 8 Charts

Units Metrics

Owners Metrics

VASH Metrics



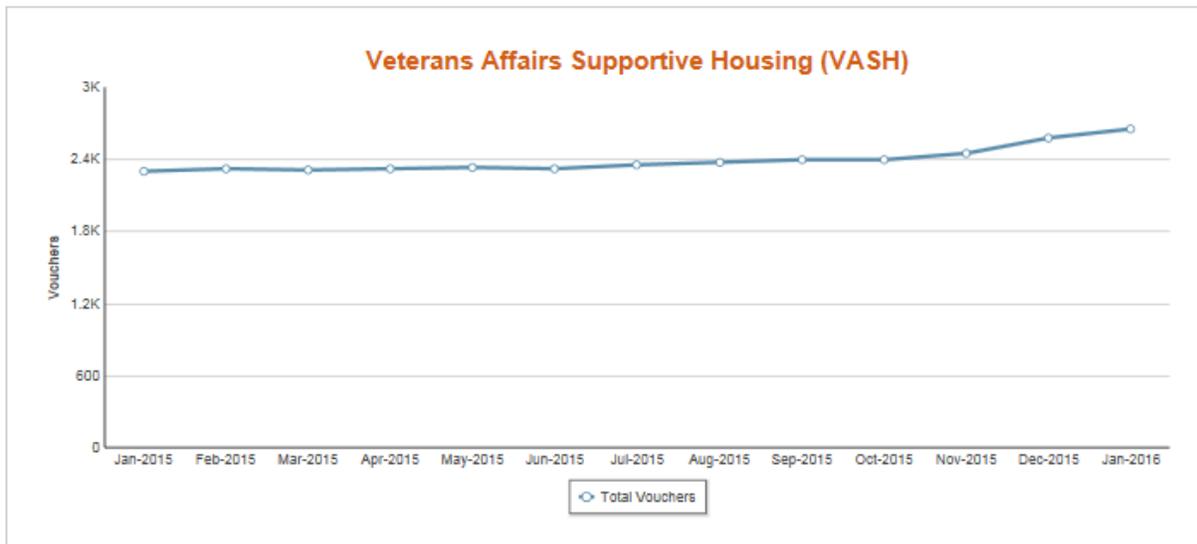
This chart shows how many landlords in each borough have at least one tenant using a Section 8 voucher, including how many operate in more than one borough.

Section 8 Charts

Units Metrics

Owners Metrics

VASH Metrics



This chart shows how many apartments are rented by families with Section 8 VASH vouchers, which are available to veterans. You can compare how many there were for each month of the past year.



Glossary of Terms



Accounts - The lowest level within the Authority's chart of accounts that identifies the expenditure type. Examples of Accounts are: supplies, equipment, contracts, travel, and utilities.

Accrual - An accounting expense recognized in the books before it is paid for. A Negative Un-Liquidated Actual represents an accrual set up for the goods or services received in the prior Fiscal Year but not yet paid.

Action Plan - A plan of actions to be funded by the Authority over a period for five years to make the necessary physical and management improvements identified in the PHA's Comprehensive Plan. The Five-Year Action Plan is based upon HUD's and the PHA's best estimates of the funding reasonably expected to become available. It is updated annually to reflect a rolling five-year base.

Annual Contributions Contract (ACC) - A contract under the United States Housing Act of 1937, as amended, between HUD and the Authority containing the terms and conditions under which the Department assists the Authority in providing decent, safe, and sanitary housing for low-income families.

Annual Statement - A work statement submitted to HUD covering the first year of the Five-Year action Plan. It sets forth the major work categories and costs by development for the Federal Fiscal Year (FFY) grant, and provides a summary of costs by development account as well as implementation schedules for obligation and expenditure of the funds.

Amortized - Payment of a debt or credit by regular intervals over a specific period 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.

Chair - Appointed by the Mayor, the Chair presides at all Board meetings, directs the business and affairs of the Authority, is responsible for the execution of all policies, resolutions, motions, and rules and regulations adopted by the Board.

Chart of Accounts - The complete listing of all accounts listed in the General Ledger that Accounting tracks. Each account is accompanied by a reference number which indicates the account type. Such categories include revenues and expenses.

Commitment (Encumbrance) - The total value of encumbered funds associated with requisitions, or standard or planned purchase orders submitted but not yet approved.

Comprehensive Plan - A plan prepared by the Authority and approved by HUD setting forth all 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 and an Authority-wide resource on functional and technical matter 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.

Executive Vice President (EVP) - The EVPs functions are to act for the General Manager, when required, and to work with the General Manager in the day-to-day operation and administration of the business of the Authority.

Development - A low-income housing project that consists of a building or group of buildings housing NYCHA residents. Each has a unique name and responsibility center number.

Director - Supervises the activities and daily operations of the department. The director implements NYCHA policy and procedures in his/her department.

Division - Organizational component of a department.

Expenses - Represents the total cost of operations during a period, regardless of the timing of related expenses.

Federal Fiscal Year (FFY) - October 1 - September 30.

Field Office (FO) - The local HUD office with which the Authority transacts its low-income housing business. In addition, the Field Office reviews the Comprehensive Plan, including the Five-Year Action Plan, in accordance with statutory/regulatory criteria and notifies the Authority in writing of approval or disapproval.

Fiscal Year - for NYCHA, it is the same as the calendar year. This 12-month period begins with January 1, and ends on December 31.

Fund - A fiscal and accounting tool with a self-balancing set of accounts to record revenue and expenditures.

Fund Balance - The excess of an entity's assets over its liabilities.

Funding Source - Identifies a specific pool of funds or revenue source.

Funds Available - Represents the difference between the Budget and the Total Actual and Total Encumbrances.

Fundability - A concept which permits the Authority to substitute any work item from the latest approved Five-Year Action Plan to any previously approved CFP Annual Statement, and to move to work items among approved modernization budgets without prior HUD approval.

Gap Sheet - A tool used by 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 Chair in the supervision of the business affairs of the Authority and is responsible for the proper execution of all orders, rules and regulations made or approved by the Authority.

Grant - A contribution by a government or other organization to support a 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
PG01	P324000	PFA4000300	PFA

Parent/Child Relationship - Describes the relationship between the Management Office and the developments within a consolidation. For example:



GF01	B100300	4301200000	Consolidation
GF01	B000300	4301200000	Child
PG01	BP00300	P301200000	Parent

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 Chair (of NYCHA) - One member of the Authority's Board is designated to be the Vice-Chair, and in the event of a vacancy in the office of the Chair or when the Chair is absent or unable to act, the Vice-Chair assumes his/her duties and powers.

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.