



# **Adopted Budget for FY 2015**

**And**

# **The Four Year Financial Plan FY 2016-2019**

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# Summary



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The Fiscal Year (FY) 2015 budget along with a multi-year financial plan reflects the New York City Housing Authority's (NYCHA) 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 2015, 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, 2015, it comprises 177,666 apartments in 328 developments, and houses 175,747 families with 403,917 authorized residents. Of the population served, 27 percent of NYCHA residents are under age 18, and over 19 percent are age 62 or more. The average household income is \$23,310, and their average rent is \$464/month. (See Fact Sheet on page 162)

Currently there are 88,467 Section 8 apartments rented through the Leased Housing Program, serving 212,586 individuals. There are a total of 28,124 landlords who participate in the Section 8 Program. Units in the Section 8 Program average \$1,200/month rent, with the resident ("Tenant Share") paying an average of \$300/month and the voucher ("NYCHA Share") pays \$900/month. The average annual income of Section 8 residents is \$15,500. The combined Public Housing and Section 8 Programs occupy 12.1 percent of the City's rental apartments and serve 7.3 percent of the City population. This would rank NYCHA as the twenty seventh largest city in the United States.

### **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



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subsidy. NYCHA administers the largest Section 8 program in the nation with approximately 89,000 families served through a network of over 29,000 participating landlords.

NYCHA administers the program paying the Department of Housing and Urban Development (HUD) subsidies to participating landlords on behalf of eligible participating tenants. Program participants generally pay rent directly to the landlord equal to 30 percent 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.

### **Diminished Federal Operating Assistance**

Since FY 2001, NYCHA has been forced to utilize its reserves to fund \$1.05 billion of expenses as a result of an insufficient federal funding level. In FY 2014, for example, NYCHA received only 89 percent of the funding based on the HUD allocation formula.

FY 2015 also assumes last year's proration at 89 percent will continue with an expected loss of approximately \$115 million.

### **Assistance from the City of New York**

Mayor de Blasio and NYCHA's new administration have been made aware of the challenges NYCHA is facing to meet its mission; to continue providing affordable and safe housing. The Authority contends with an aging infrastructure averaging 50 to 60 years old. Steady and continued federal disinvestment since 2001 have resulted in a staggering \$1 billion deficit and significant pent-up capital needs, ranging from boilers to rooftops. The mayor has devoted unprecedented attention and historic support to NYCHA. This support includes a \$210.5 million plan to make NYCHA neighborhoods safer. This investment consists of \$122 million of City funds to relieve NYCHA from City obligations, so that money can be



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used for repairs and maintenance, \$50 million for physical improvements to enhance security, \$1.5 million for exterior lighting at 15 developments, \$21.4 million for the civilianization of 200 police officers; and \$15.6 million to expand key programs to help build stronger individuals, families and communities.

NYCHA formed a public-private partnership, the Triborough Preservation Partners, which will provide \$80 million in capital work for 875 units in Section 8 housing. The Section 8 housing properties are subsidized by Housing Assistance Payments from HUD. The steady reductions in HUD funding since 2001 have made it virtually impossible for NYCHA to keep up with critical repairs at all of its properties. In addition, six project-based Section 8 developments are ineligible for federal capital funding. This scarcity of funding has taken its toll – all told, the six developments need about \$48 million of capital work over the next five years, and about \$113 million over the next 15 years. Leveraging tax-exempt bond financing, provided through the Housing Development Corporation (HDC) and Low Income Housing Tax Credit (LIHTC) equity, NYCHA will be able to generate a return of approximately \$158 million in FY 2014 and \$100 million in subsequent years. These vital funds helped close NYCHA's 2014 operating deficit and will contribute to urgent capital needs at our Public Housing developments.

### **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 2015, the Authority anticipates an allocation of \$296 million or 30 percent less than it received 14 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 percent 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 99.6 percent equivalent to \$498 million of the \$500 million net proceeds.

### **FY 2014 Accomplishments**

Despite financial challenges, NYCHA continues to focus on its mission while addressing resident needs. With support from the current Administration and with an emphasis on safety and service levels, the following initiatives have been implemented.





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## ***Safety and Service Level***

### **Work Order Reduction Initiative**

Recognizing funding issues, New York City provided relief on payment obligation for NYPD, of which \$40 million was allocated to address a backlog of approximately 32 thousand work orders primarily for painting and tiling of apartments. With a focus on service improvement, NYCHA was able to reduce the average response time for a routine maintenance request to 9 days, down from 79 days, and decrease skilled trade work orders to 28 days, down from 56 days the previous year.

### **Appliance Replacement Initiative**

NYCHA dedicated approximately \$8 million of the NYPD forgiveness funds for the replacement of outdated ranges and refrigerators with energy-efficient models.

### **Light Towers Initiative**

In cooperation with the Mayor's plan to improve safety, temporary exterior lighting was installed at 15 developments with the highest violent crime rate. The current plan has extended to 186 towers at 17 developments. NYC has pledged an additional \$1.5 million in order to extend the initiative through August, 2015.

### **Homeless Housing Initiative**

As part of the Mayor's initiative to reduce the record level of homelessness in NYC, NYCHA completed the rehabilitation of 865 apartments, moving families out of homeless shelters and into permanent apartments. In addition to the 865 families who were moved out of shelters, more than 290 homeless families received Section 8 vouchers, bringing the total families helped to over eleven hundred.

### **FY 2015 Initiatives**

Within this document a number of initiatives for FY 2015 are explained, including service modifications to increase efficiencies and reduce costs. The following initiatives specifically address the FY 2015 deficit:

- Optimal Property Management Operating Model (OPMOM) Pilot.
- Choice Neighborhood Initiative (Choice)
- Next Generation NYCHA (NextGenNYCHA)
- Section 8 Recapitalization Transactions
- Capital Fund Bond Issue
- Randolph Houses Mixed Finance Renovation
- Information and Technology Initiatives



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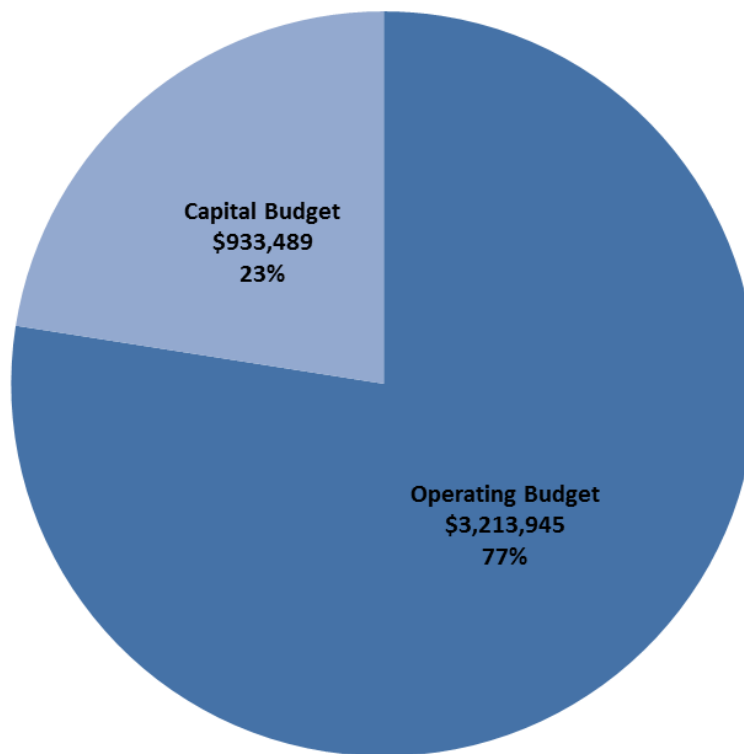
# Budget Overview

## FY 2015 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 2015 adopted budget is \$4.1 billion which consists of two major components: Operating and Capital. The Operating Budget is \$3.21 billion and the Capital Budget is \$933 million.

**Table 1: FY 2015 Budget \$4.1 Billion  
(\$000)**



### Operating Budget

The New York City Housing Authority (NYCHA or the Authority) Board adopted the 2015-2019 Operating Plans on November 26, 2014. The Five Year Plan incorporates initiatives to reduce the financial gap.

The Plan projects an Operating deficit of \$98 million in 2015. NYCHA's Operating Budget is divided into two major areas: Personnel Services (PS) and Other Than Personnel Services (OTPS). The PS budget, which is \$1.27 billion, pays for salaries and fringe benefits for all of NYCHA's staff. Approximately 11,318 full-time NYCHA employees are responsible for all service delivery within NYCHA developments, including: building maintenance, rent collection, administration of the Section 8



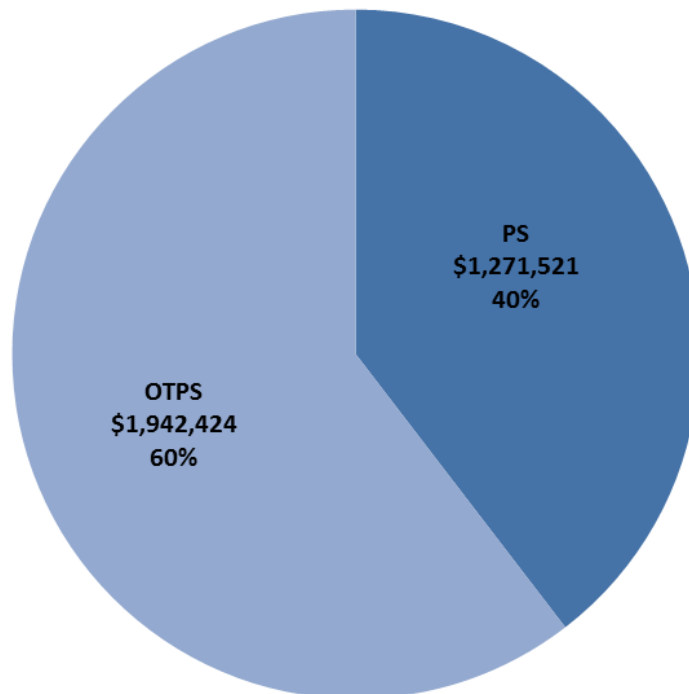
program, annual inspections and certifications, grounds maintenance, community center staffing, social services, and administrative services.

The OTPS budget, which is \$1.94 billion, 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.

The listing of budgets by Department on pages 30-32, does not include the anticipated service reductions and hiring freeze, which will result in a savings of \$16 million in FY 2015. While revenue is expected to increase as a result of a change in flat rents policy (the 2014 Appropriations Act), NYCHA continues to experience structural deficit stemming from ongoing federal underfunding, operating of unfunded City/State Public Housing units (approx. 5 thousand units) as well as mounting “uncontrollable” costs such as pension and benefits related expenses.

In FY 2014 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.

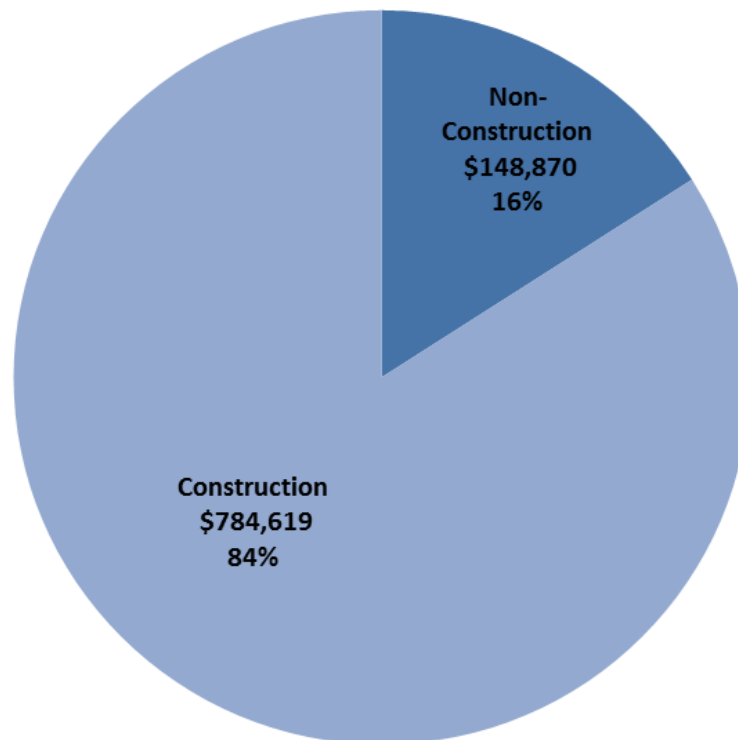
**Table 2: FY 2015 Operating Budget  
(\$000)**



## Capital Budget

NYCHA's Capital Budget of \$933.5 million 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 2015 Capital Budget  
(\$000)**



NYCHA's 2015 Capital Plan provides approximately \$4.217 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 percent is from Annual Federal Capital Grants, 59.3 percent is from funds related to disaster recovery, 6.7 percent come from the City of New York, and .2 percent comes from other sources.



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## Budget Gap

Although in 2014 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 \$98 million in FY2015 and further reduced much needed capital investments.

### **Federal Funding Decline**

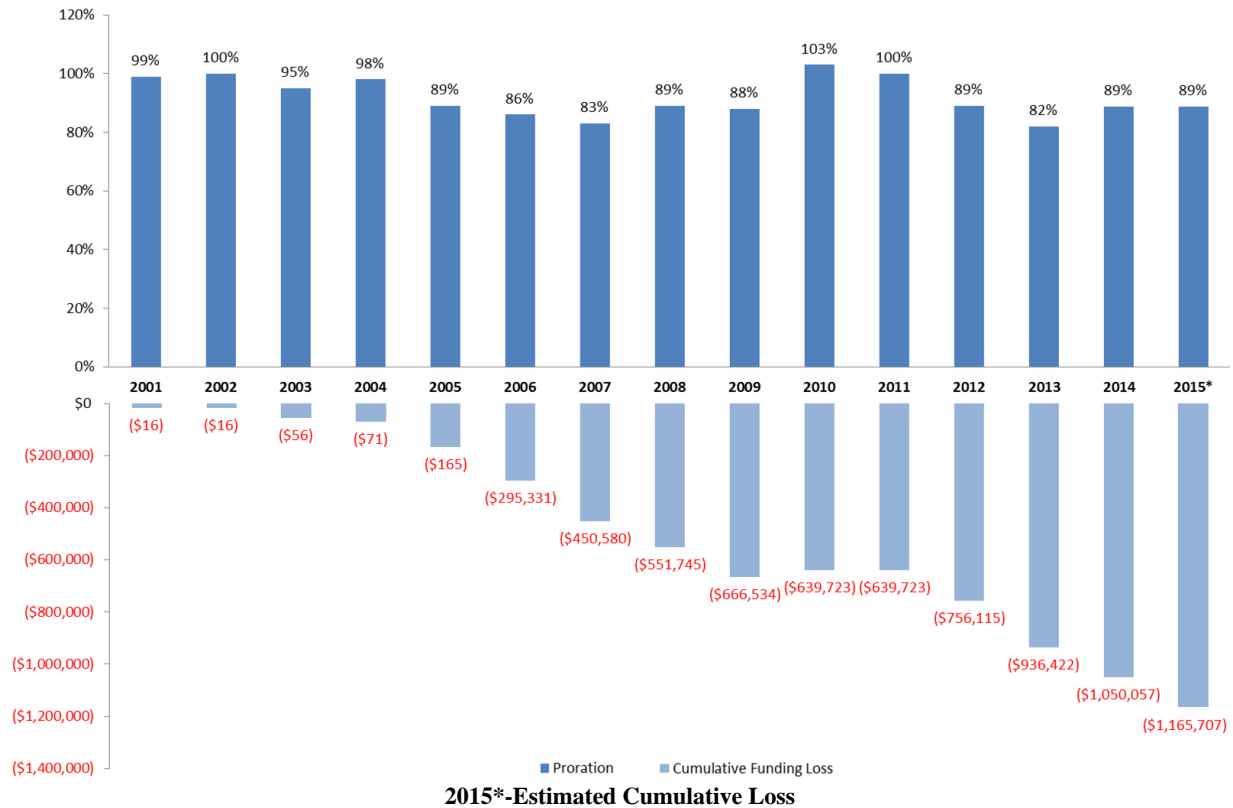
Adding to the deficit this year is a funding shortfall by the Federal government. Funding for the operating subsidy is based on congressional appropriation. Over the past five years, national appropriations have been insufficient to meet actual needs. Furthermore, NYCHA has experienced a cumulative federal capital grant funding loss of \$1.16 billion since 2001.

Federal capital grants for infrastructure improvements and major rehabilitation declined steadily over the last ten years, jeopardizing the preservation of the Public Housing asset. Moreover, as capital needs of aging buildings remain unmet, operating costs such as maintenance and repairs have increased further straining the operating budget.

### ***Federal Operating Funding Loss***

HUD's Public Housing operating fund provides subsidies to Public Housing Authorities (PHAs) nationwide to operate and maintain Public Housing in local communities. Federal subsidies account for nearly 44 percent of NYCHA's General Fund revenues (with the remaining balance primarily tenant rents) and 98 percent of NYCHA's Section 8 HCV Program revenues. If NYCHA were to be awarded 100 percent of total eligibility, there would be no operating deficit in 2015. 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 2015 Operating Subsidy Proration and Cumulative Loss  
(\$000)**



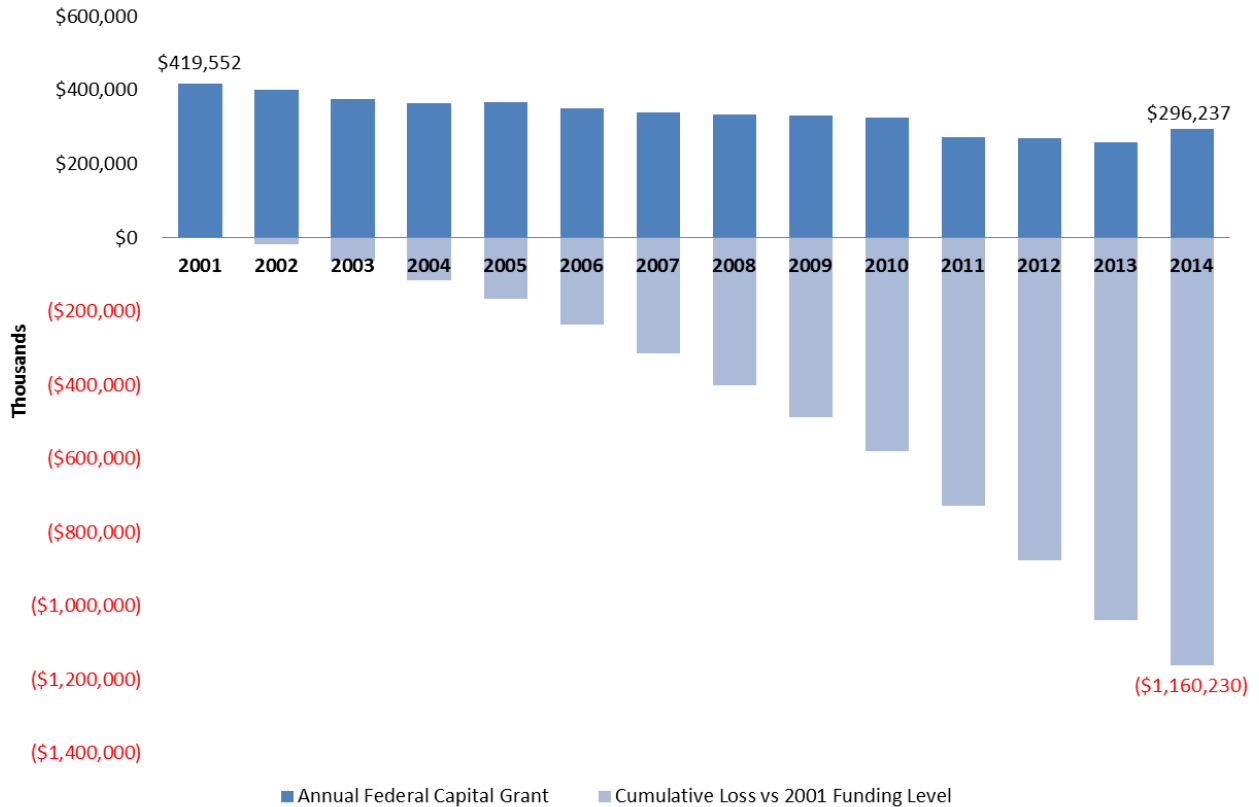
**Capital Funding Loss**

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 percent are more than 40 years old and have over \$18 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 2014, annual federal capital grants have declined \$124 million, or 30 percent, from \$420 million to \$296 million. As a result, NYCHA has experienced a cumulative federal capital grant funding loss of \$1.16 billion since 2001. Even in the years of flat appropriations to the Capital Fund, rising costs have resulted in very real cuts to program. This chronic funding gap severely constrains NYCHA’s ability to make necessary repairs and upgrades to brickwork, roofs, elevators, building systems (including heating and plumbing systems), and apartment interiors.

NYCHA has experienced a cumulative federal capital grant funding loss of \$1.16 billion since 2001. Funding shortfalls have meant that only \$1.40 billion has been invested in capital improvements during the last five years.

**Table 5: FY 2015 Capital Federal Funding and Cumulative Loss  
(\$000)**



### Delayed Implementations

The current funding mechanism has resulted in chronic underfunding, 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 percent 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 percent 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 percent of the fair market rent (FMR) effective June 1, 2014. However, the statute limits annual flat rent increases to 35 percent of the existing flat rent amount.





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These changes in rent are expected to yield an average annual 1.2 percent compound growth rate in projected Dwelling Rent over the Plan period, from \$997 million in 2015 to \$1.045 billion in 2019.

### ***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 3,500 units will be converted into the Section 8 funding model by the end of 2014.

Current Plan assumes NYCHA continues its conversion efforts for the remaining units (approx. 5 thousand) by transitioning an additional 230 units in 2015 and 100 units annually for 2016-2019. It is expected that revenue will increase from \$49 million in 2015 to \$60 million in 2019, as shown in the Section 8 Phased Conversion budget line.

### ***Contract-Based Section 8 Properties***

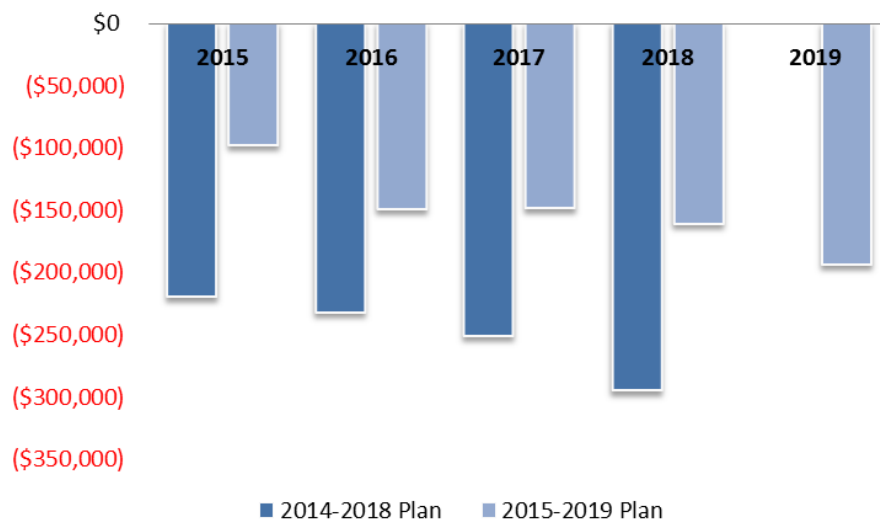
By leveraging tax-exempt bond financing provided through HDC and Low Income Housing Tax Credit (LIHTC) equity, the Authority will be able to invest approximately \$80 million in capital work at six project-based Section 8 properties, bringing them up to a state of good repair and adding other elements such as new interior apartment renovations, resiliency measures and energy efficiency. Additionally, the transaction will generate a return to NYCHA of approximately \$158 million in FY 2014 and \$100 million in subsequent years 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 services to residents.

The 2015 Plan forecasts the General Fund deficit in 2015-2019 will be reduced to \$98 million – 194 million, which is a significant improvement when compared to the prior operating plan, which included projected deficits of \$220-295 million from 2014-2018. The 2015 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)



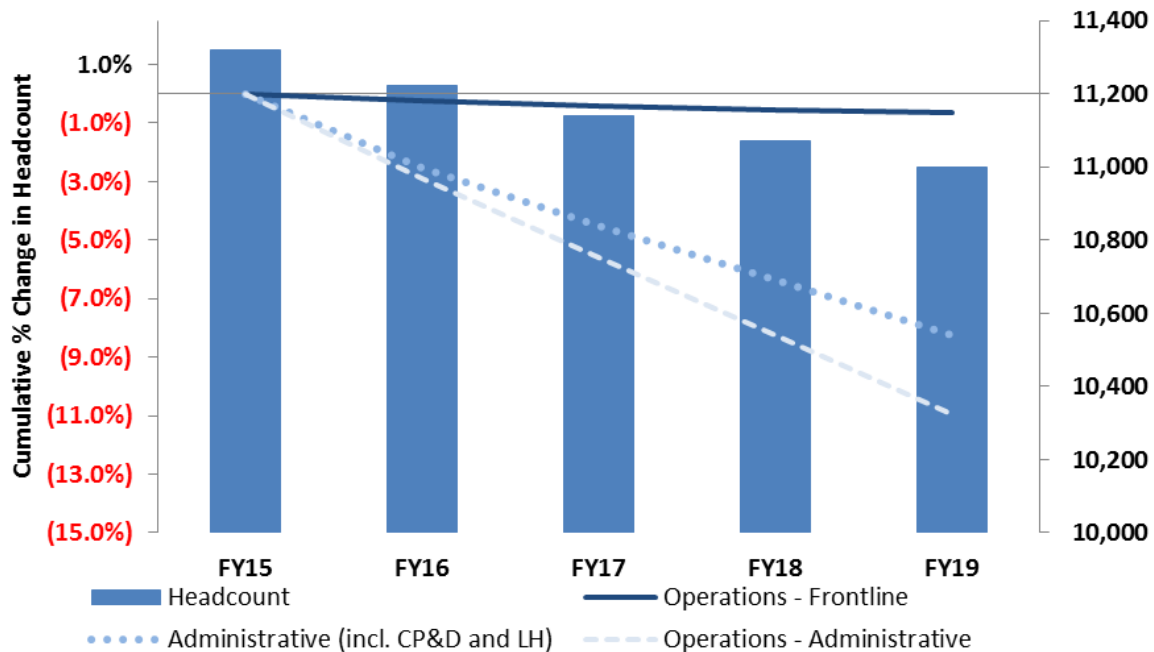
## Workforce and Salary

In order to balance the needs, the Plan reflects ongoing efforts to streamline operations at its central office cost centers (COCC) with an emphasis on increasing efficiencies and effectiveness 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 and active performance management. The staffing level at the development (frontline) will be maintained ensuring NYCHA's ongoing commitment to providing service to its residents.

Full-time salaries are budgeted for \$613 million in 2015, decreasing to \$596 million in 2019. Part-time salary represents expenditures associated with part-time or temporary staff positions. Seasonal salary represents expenditures associated with the Authority's seasonal hiring program. Other Salary includes assignment differentials, license differentials, increment payments, meal allowances, and other miscellaneous pay adjustments.

This plan does not reflect any wage increases based on collective bargaining.

**Table 8: Head Count Planned Reduction**





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## Future Initiatives

While the focus has been addressing existing issues, progress will be limited if measures are not taken to both improve 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.

### **Optimal Property Management Operating Model (OPMOM) Pilot**

The Optimal Property Management Operating Model (OPMOM) aims to maximize customer service through efficiency and quality of service. This pilot program will shift decision making from the central office to local property management. Under OPMOM, Property Managers will build their own budgets and purchase materials and services from central office and vendors on an as-needed basis, leaving more resources available for frontline operations. In collaboration with residents and staff, Property Managers will also identify additional budget priorities, boosting customer satisfaction. Employees in the OPMOM pilot developments will receive enhanced training and support to provide better service to residents. By decentralizing decision making, NYCHA expects to see more efficiency and innovation with decisions tailored for the specific conditions at each development. OPMOM will launch in 18 developments in January 2015 and, if successful, eventually be implemented throughout the five boroughs. The initial participating developments are: 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.

### **Choice Neighborhood Initiative (Choice)**

NYCHA's Choice Neighborhoods Initiative Transformation Plan is focused in Mott Haven located in the southernmost section of the Bronx. Mott Haven is in one of the poorest congressional districts in the country and is plagued by deteriorating housing, low educational achievement, few job prospects, and high crime. Unfortunately, these difficult challenges have come to define the neighborhood and its residents.

NYCHA embarked on a comprehensive planning process to reverse these trends using planning grant funds. Early on, ten neighborhood challenges were identified by the community and elevated as the key issues. Over the course of the 2-year planning period, we focused on addressing these concerns. The result is a comprehensive transformation plan which will change the trajectory of Mott Haven.

The key Identified Issues:

- NYCHA developments are in disrepair
- The affordable housing supply is limited
- Parks are underutilized because of security concerns
- All children are not school ready and are not testing close to grade level
- Students are not prepared for 21st century jobs
- Residents' skills are mismatched with the current needs of the economy, and limited job training opportunities are available for growth-sector industries
- Limited jobs in the neighborhood make it difficult to connect to workforce opportunities
- Local small businesses need support to grow
- Rates of chronic diseases are very high in Mott Haven, and residents with chronic disease need targeted and consistent support
- Mott Haven has among the highest violent crime rates in the city, particularly gun crimes

The presence of Public Housing prevented a full-scale abandonment of the neighborhood in the 1970s and the construction of new Public Housing in the 1970s and 1980s helped to revitalize the area. Public Housing preservation will help to ensure that new generations of residents benefit from the stability and security that permanently affordable housing provides. And in many ways, it is why the neighborhood revitalization is deeply connected to Public Housing. This is why preserving the existing Public Housing stock is the core of the transformation plan. Furthermore, NYCHA residents, consisting of a third of the population, have long standing roots in the neighborhood, which sustain and support the surrounding community.

Alongside residents, we named the Choice Neighborhoods Initiative Transformation Plan “Make Mott Haven...” The premise is that through a transparent and inclusive process, together we can make the community better. “Make Mott Haven...” is a call to action for the residents, local organizations, government and businesses. No longer can organizations operate in silos or residents accept a deteriorating neighborhood. All of the stakeholders will come together to be part of the solution. The plan is a comprehensive roadmap for an expanded and comprehensive array of capital and human development programs, pursuing a substantial increase in private and public investment, and enlarging the circle of partners funding.

#### **Next Generation NYCHA (NextGenNYCHA)**

Next Generation 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 and residents. The plan will address how NYCHA looks, operates and is financed.



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# Operating Budget



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## Overview

The operating budget for FY 2015 is \$3.2 billion. This includes a \$1.7 million expense increase over the FY 2014 current modified budget. The budget provides \$0.6 million in additional funds to cover the expenses of shifting Central Office position to Operations front line and skill trades positions. The plan also includes an increase of \$16.2 million in overtime to capture true expenditure patterns and implementation of control measures to manage and better utilize overtime spending. The FY 2015 budget includes cost savings measures aimed at closing the budget deficit. The Budget also includes anticipated service reductions and hiring freeze, which will result in a savings of \$16 million.

Table 1 highlights NYCHA's actual revenues and expenses for FY 2013, the current modified budget for FY 2014 and the FY 2015 budget by account type. It also indicates the variance between the current modified FY 2014 budget and the FY 2015 budget.



Table 1: Comparison FY 2013 - FY 2015

	(\$000)			
	2013	2014	2015	Variance
Expenditures	<u>YTD Actuals</u>	<u>Cur Mod Budget</u>	<u>Budget</u>	<u>FY 14 vs FY 15</u>
<b>Personnel Services :</b>				
Salary F/T	603,077	612,597	613,149	552
Salary P/T	1,409	514	1,265	750
Seasonal	4,790	1,029	30	(998)
Overtime	92,901	58,271	74,550	16,279
Shift Differential	1,711	1,395	3,346	1,951
Fringe	510,484	542,279	562,029	19,750
Retro	23,116	132	907	774
Other	16,726	19,484	16,245	(3,239)
<b>Subtotal Personnel Services</b>	<b>\$1,254,213</b>	<b>\$1,235,702</b>	<b>\$1,271,521</b>	<b>\$35,819</b>
<b>Other Than Personnel Services :</b>				
Leases	36,036	38,483	40,576	2,093
Supplies	58,584	66,175	60,741	(5,434)
Utilities	570,237	576,557	593,180	16,623
Equipment	6,895	38,339	14,726	(23,613)
Contracts	165,079	185,570	147,612	(37,958)
Insurance	38,861	49,386	51,994	2,608
Section 8 Payments	964,451	956,982	955,354	(1,628)
Payment in Lieu of Taxes	25,893	29,791	33,234	3,443
Debt Service	695	593	837	244
Other OTPS	64,260	34,657	44,170	9,513
<b>Subtotal Other Than Personnel Services</b>	<b>\$1,930,991</b>	<b>\$1,976,535</b>	<b>\$1,942,424</b>	<b>(\$34,111)</b>
<b>Total Expenses</b>	<b>\$3,185,204</b>	<b>\$3,212,237</b>	<b>\$3,213,945</b>	<b>\$1,708</b>
<b>Revenues</b>				
<b>Revenue from Operations:</b>				
Tenant Rental Revenue	900,402	954,980	996,820	41,840
Other Revenue from Operations	18,146	18,330	18,160	(170)
<b>Subtotal Revenue from Operations</b>	<b>\$918,548</b>	<b>\$973,310</b>	<b>\$1,014,980</b>	<b>\$41,670</b>
<b>Other Revenues</b>				
Federal Subsidies	830,264	789,032	898,785	109,753
Contract-Based Section 8 Properties Subsidy	10,802	5,403	0	(5,403)
Debt Services Subsidy	724	622	525	(96)
Section 8 Phased Conversion	41,517	47,062	49,773	2,710
Section 8 Management Fees	0	0	0	0
Capital Fund Reimbursements	101,751	74,408	60,949	(13,459)
Interest on Investments	1,494	1,159	2,049	890
Other	82,947	23,160	36,969	13,809
Land Lease	0	0	0	0
Sandy Reimbursement	0	23,872	0	(23,872)
Categorical Grants	16,922	11,531	4,308	(7,223)
Section 8 Subsidy	933,571	879,751	955,385	75,634
Section 8 Admin	63,019	62,121	69,675	7,554
Section 8 Admin Reserve	0	0	3,758	3,758
City Funds	16,007	40,053	18,600	(21,453)
<b>Subtotal Other Revenues</b>	<b>\$2,099,016</b>	<b>\$1,958,173</b>	<b>\$2,100,776</b>	<b>\$142,603</b>
<b>Total Revenues</b>	<b>\$3,017,565</b>	<b>\$2,931,482</b>	<b>\$3,115,756</b>	<b>\$184,273</b>
<b>Surplus Deficit</b>	<b>(\$167,640)</b>	<b>(\$280,754)</b>	<b>(\$98,189)</b>	<b>\$182,565</b>





## Operating Budget FY 2015 – FY 2019

NYCHA's Financial Plan sets forth projected operating costs on a modified accrual basis for FY 2015 through 2019. The four-year financial plan is submitted to the Board simultaneously with the FY 2015 budget. NYCHA's budget plan is not balanced.

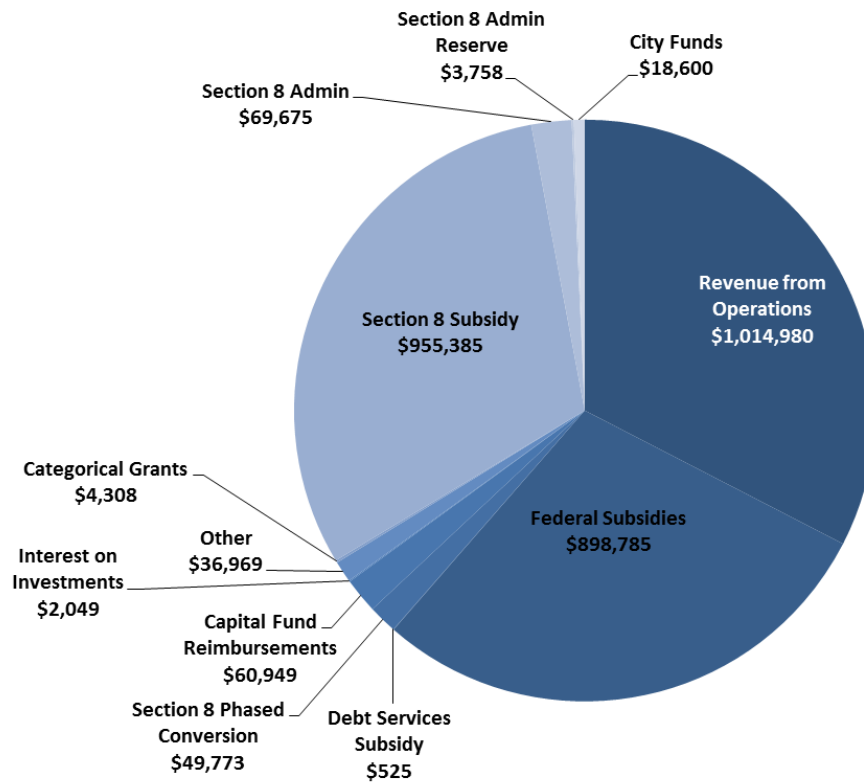
**Table 2: FY 2015 – FY 2019 Financial Plan  
(\$000)**

	2015	2016	2017	2018	2019
<b>Expenditures</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
<b>Personnel Services :</b>					
Salary F/T	613,149	607,598	603,084	599,349	595,588
Salary P/T	1,265	1,265	1,265	1,265	1,265
Seasonal	30	30	30	30	30
Overtime	74,550	52,501	52,501	52,501	52,501
Shift Differential	3,346	3,346	3,346	3,346	3,346
Fringe	562,029	575,689	594,052	613,557	634,425
Retro	907	907	907	907	907
Other	16,245	16,245	16,245	16,245	16,245
<b>Subtotal Personnel Services</b>	<b>\$1,271,521</b>	<b>\$1,257,580</b>	<b>\$1,271,429</b>	<b>\$1,287,199</b>	<b>\$1,304,306</b>
<b>Other Than Personnel Services :</b>					
Leases	40,576	41,805	42,852	43,965	46,017
Supplies	60,741	60,230	60,230	60,230	60,223
Utilities	593,180	610,430	616,500	635,060	656,760
Equipment	14,726	14,691	13,331	13,369	13,369
Contracts	147,612	216,171	216,683	217,235	217,031
Insurance	51,994	54,321	56,740	59,256	61,871
Section 8 Payments	955,354	949,009	954,603	948,664	943,813
Payment in Lieu of Taxes	33,234	33,585	34,210	33,156	31,762
Debt Service	837	733	628	534	455
Other OTPS	44,170	44,185	44,230	44,280	44,197
<b>Subtotal Other Than Personnel Services</b>	<b>\$1,942,424</b>	<b>\$2,025,160</b>	<b>\$2,040,007</b>	<b>\$2,055,750</b>	<b>\$2,075,499</b>
<b>Total Expenses</b>	<b>\$3,213,945</b>	<b>\$3,282,740</b>	<b>\$3,311,436</b>	<b>\$3,342,949</b>	<b>\$3,379,805</b>
<b>Revenues</b>					
<b>Revenue from Operations:</b>					
Tenant Rental Revenue	996,820	1,020,785	1,036,147	1,040,697	1,045,307
Other Revenue from Operations	18,160	19,653	20,258	20,675	21,105
<b>Subtotal Revenue from Operations</b>	<b>\$1,014,980</b>	<b>\$1,040,438</b>	<b>\$1,056,405</b>	<b>\$1,061,373</b>	<b>\$1,066,412</b>
<b>Other Revenues</b>					
Federal Subsidies	898,785	909,824	922,917	946,734	946,734
Contract-Based Section 8 Properties Subsidy	0	0	0	0	0
Debt Services Subsidy	525	438	360	285	230
Section 8 Phased Conversion	49,773	53,524	55,733	57,996	60,312
Section 8 Management Fees	0	0	0	0	0
Capital Fund Reimbursements	60,949	60,035	59,778	59,778	59,778
Interest on Investments	2,049	3,235	4,717	5,930	7,412
Other	36,969	37,434	37,626	37,919	38,283
Land Lease	0	0	0	0	0
Sandy Reimbursement	0	0	0	0	0
Categorical Grants	4,308	3,725	3,725	3,725	3,175
Section 8 Subsidy	955,385	893,965	890,282	895,538	853,791
Section 8 Admin	69,675	59,953	59,341	58,240	57,101
Section 8 Admin Reserve	3,758	0	0	0	0
City Funds	18,600	8,550	0	0	0
<b>Subtotal Other Revenues</b>	<b>\$2,100,776</b>	<b>\$2,030,682</b>	<b>\$2,034,478</b>	<b>\$2,066,144</b>	<b>\$2,026,816</b>
<b>Total Revenues</b>	<b>\$3,115,756</b>	<b>\$3,071,119</b>	<b>\$3,090,883</b>	<b>\$3,127,517</b>	<b>\$3,093,228</b>
<b>Surplus Deficit</b>	<b>(\$98,189)</b>	<b>(\$211,621)</b>	<b>(\$220,552)</b>	<b>(\$215,432)</b>	<b>(\$286,577)</b>

## Operating Revenue

NYCHA receives revenue from several sources through a number of separate appropriations. The sources of funds to support the operating budget can be seen on Table 4, and are explained below.

**Table 3: FY 2015 Operating Revenue**  
(\$000)



**Total Revenue \$3.1 Billion**

Dwelling Rent and Federal Subsidies account for 61 percent of total revenues. Section 8 Subsidy for HAP and Administrative Fee accounts for 34 percent of total revenues. The remaining 5 percent consists of many different components, but principally Capital Fund Reimbursements and City Funds

**Table 4: FY 2015 Revenue by Funding Categories**  
(%)

GF01	64.0 %
F006	35.2 %
City Grants	0.6 %
Federal Grants	0.2 %
<b>Total</b>	<b>100.0 %</b>



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## **Tenant Rental Revenue**

Projected rent paid to NYCHA by residents represents 32 percent of total revenues in 2015. 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 2015 to \$ 1.045 billion in 2019, a compound growth rate of 1 percent.

## **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 2015 to \$21 million in 2019. The projected increase is primarily attributable to growing excess utility charges and increasing 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 \$899 million for the year 2015 increasing to \$947 million in 2019. 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 91 percent for the past decade. NYCHA has based its 2015 budget on the 2014 appropriation of 89 percent. In 2015, the Authority would be eligible for \$1.014 billion but is estimated to only receive \$899 million, a shortfall of \$115 million. For years 2016-2019, the Plan also assumes an operating subsidy proration of 89 percent.

## **Contract-Based Section 8 Properties Subsidy**

NYCHA owns and operates six developments that exclusively contain project-based Section 8 units. These properties are expected to be sold by the end of 2014 and therefore no subsidy is assumed in the FY2015 – FY2019 financial plan.

## **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 3,500 units will be converted



by year-end 2014 generating an estimated \$46 million of subsidy. The approximately 4,900 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 loss in subsidy from the 4,900 unconverted units is approximately \$70 million annually.

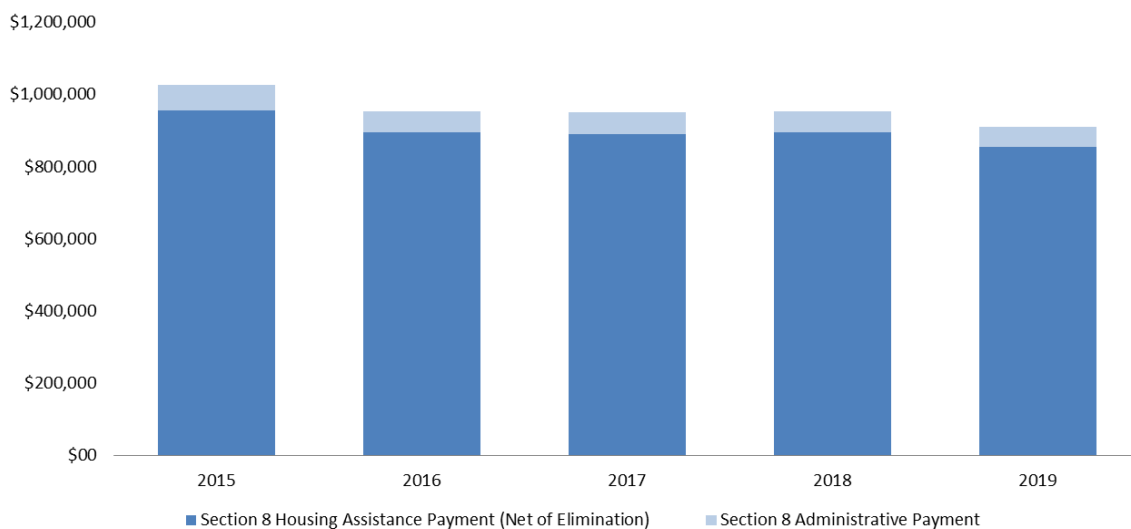
This Plan reflects an initiative to convert 230 units in 2015 and 100 units annually for 2016 to 2019 with revenue increasing from approximately \$50 million in 2015 to approximately \$60 million in 2019.

### Section 8 Subsidy and Admin Fee

Section 8 Revenue is the total of the HAP and the Administrative Fees subsidy in the 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 2015 Section 8 Subsidy and Admin Fee (\$000)**



The Plan projects Section 8 Revenue to decrease from \$1.025 billion in 2015 to \$910.9 million in 2019. This assumes a total Unit Months Leased (UML) of 1,031,225 for an average of 85,935 vouchers in 2015.



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## **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 2015-2019 are budgeted at \$4.3 million in 2015 and decreasing to \$3.2 million in 2019.

## **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 percent 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 \$60.9 million in 2015, \$60.0 million in 2016, and \$59.8 million in the years 2017-2019.

## **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 \$2.049 million in 2015 to \$7.412 million in 2019, reflecting higher portfolio balances and expectation of modest increases in yields over the planning period.

## **City Funds**

Funds from the City of New York to assist the Authority absorb the impact of the Federal underfunding. The budgeted amount for 2015 is \$18.6 million.

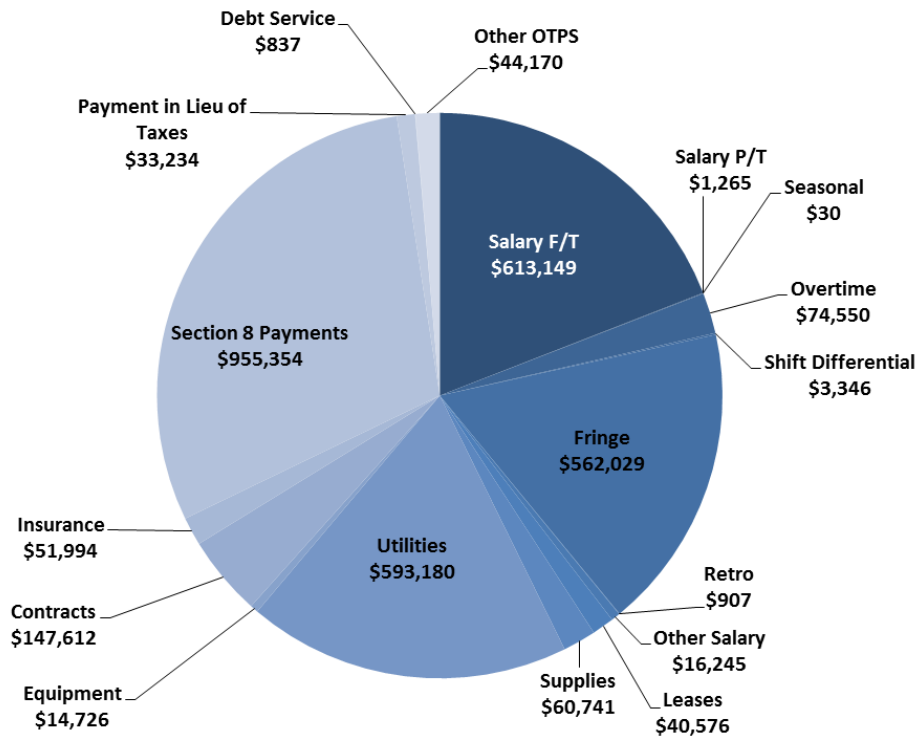
## **Other Non-Operating Revenues**

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 increase from \$37 million in 2015 to \$38.3 million in 2019. The increase is primarily driven by storefront rentals, oversight fees relating to ground rental, and sublease income from underutilized office space.

## Operating Expenses

Table 3 shows by category the \$3.214 billion expenditures in NYCHA's 2015 operating budget:

**Table 7: FY 2015 Use of Operating Funds**  
(\$000)



**Total Uses \$3.2 Billion**

### Personnel Services (PS)

NYCHA will spend \$1.3 billion on Personnel Services (PS) which includes full-time, part-time, 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 \$613.1 million, and covers annual salaries for the 11,318 employees who work on average between 35 and 40 hours a week.
- The budget for part-time salaries is \$1.2 million.
- The seasonal budget is \$ 30 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 \$562 million, and covers the benefits associated with personnel. The fringe benefits budget covers Workers' Compensation, Social Security, health insurance, pension, welfare, annuity, retiree health insurance, retiree welfare and unemployment costs.
- The overtime budget is \$74.5 million which pays for scheduled and unscheduled overtime.
- The budget for longevity and service differentials is \$16.2 million.
- The shift differential budget is \$3.3 million and reflects trade staff that work evening shifts.
- The retro budget is \$907 thousand.

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

NYCHA will spend \$1.9 billion for Other Than Personnel 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 \$955.4 million and provides funding for payments to landlords who provide private housing to families in the Section 8 program. Under this federally-funded program, families pay 30 percent of their income for rent and NYCHA pays the difference in rent up to a maximum amount.
- The utilities budget of \$593.2 million includes fuels, cooking gas, electricity and water Authority-wide.
- The contracts budget is \$147.6 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 \$40.6 million, and represents the leasing of various borough and administrative offices throughout the City.
- The insurance budget is \$52 million, and is used to pay tort claims and premiums; for multiple insurance coverage such as property insurance.
- The budget for payment in lieu of taxes (PILOT) is \$33.2 million, and represents payments to the City of New York. NYCHA's properties are exempt from paying local real estate taxes.
- The budget for supplies is \$60.7 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 \$14.7 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 \$45.0 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 2015.

**Table 8: FY 2015 Departmental Budget**  
(\$000)

DEPARTMENT	HC	PS	OTPS	TOTAL EXPENSES
<b>Chair</b>				
Office of the Chair	9	\$1,478	\$44	\$1,522
NYCHA Board Members	1	\$112	\$337	\$450
Office of the Secretary	22	\$2,601	\$151	\$2,752
Inspector General	40	\$4,722	\$52	\$4,774
Law Department	164	\$19,254	\$715	\$19,968
<b>Chair Total:</b>	<b>236</b>	<b>\$28,166</b>	<b>\$1,300</b>	<b>\$29,466</b>
<b>General Manager</b>				
Office of the General Manager	6	\$956	\$278	\$1,234
Enterprise Program Management Office	10	\$1,379	\$6	\$1,385
Research and Management Analysis	20	\$2,457	\$8	\$2,465
Audit	14	\$1,850	\$1,023	\$2,873
Development Department	27	\$4,099	\$1,271	\$5,370
<b>General Manager Total:</b>	<b>77</b>	<b>\$10,741</b>	<b>\$2,586</b>	<b>\$13,328</b>
<b>EVP External Affairs</b>				
Office of the EVP External Affairs	3	\$469	\$0	\$469
Communications	23	\$2,619	\$316	\$2,936
Intergovernmental Relations	9	\$1,291	\$16	\$1,307
<b>EVP External Affairs Total:</b>	<b>35</b>	<b>\$4,379</b>	<b>\$333</b>	<b>\$4,712</b>
<b>EVP Operations</b>				
Office of the EVP Operations	5	\$710	\$929	\$1,639
Manhattan Property Management	1,275	\$134,067	\$129,802	\$263,868
Brooklyn Property Management	1,649	\$171,103	\$158,240	\$329,344
Queens_Staten Island Property Management	795	\$80,990	\$83,942	\$164,932
Bronx Property Management	1,129	\$120,323	\$144,292	\$264,614
Optimal Property Management	625	\$58,295	\$97,908	\$156,203
Family Services Department	143	\$13,228	\$1,014	\$14,242
Lease Enforcement Department	21	\$2,321	\$1	\$2,321
Quality Assurance Department	17	\$2,181	\$6	\$2,187
VP Operations	131	\$11,611	\$1,355	\$12,966
VP Support Services	833	\$111,487	\$1,100	\$112,587
VP Maintenance and Technical Services	1,190	\$133,211	\$6,810	\$140,021
Mixed Finance Asset Management	929	\$88,980	\$188,231	\$277,211
<b>EVP Operations Total:</b>	<b>8,742</b>	<b>\$928,505</b>	<b>\$813,630</b>	<b>\$1,742,135</b>
<b>EVP Capital Projects</b>				
Office of the EVP Capital Projects	3	\$498	\$4	\$502
Office of the VP Capital Projects	11	\$1,868	\$9	\$1,877
Capital Projects Administration	51	\$5,313	\$291	\$5,604
Design	87	\$10,086	\$32	\$10,118
Local Law 11	30	\$3,403	\$21	\$3,424
Construction	113	\$13,408	\$82	\$13,490





**Table 8: FY 2015 Departmental Budget  
(\$000)**

<b>DEPARTMENT</b>	<b>HC</b>	<b>PS</b>	<b>OTPS</b>	<b>TOTAL EXPENSES</b>
City Capital	19	\$2,395	\$15	\$2,410
Capital Planning	21	\$2,412	\$15	\$2,426
Quality Assurance	51	\$5,645	\$25	\$5,671
Special Projects	18	\$2,462	\$15	\$2,477
<b>EVP Capital Projects Total:</b>	<b>404</b>	<b>\$47,492</b>	<b>\$508</b>	<b>\$48,000</b>
<b>EVP Administration</b>				
Office of EVP Administration	4	\$629	\$3	\$632
Facility Planning and Administration	36	\$4,246	\$155	\$4,401
Facility Planning and Administration-CMA	0	\$0	\$40,718	\$40,718
General Services	99	\$8,628	\$890	\$9,518
General Services-CMA	0	\$0	\$13,723	\$13,723
Human Resources	143	\$16,050	\$692	\$16,742
Security	24	\$2,446	\$5,964	\$8,410
Procedures Development and Administration	9	\$1,118	\$3	\$1,121
Equal Opportunity	21	\$2,022	\$332	\$2,354
Customer Contact Center	183	\$14,114	\$2,072	\$16,186
<b>EVP Administration Total:</b>	<b>519</b>	<b>\$49,252</b>	<b>\$64,552</b>	<b>\$113,805</b>
<b>EVP Finance</b>				
Office of the EVP Finance	4	\$800	\$308	\$1,108
VP Finance	1	\$80	\$0	\$80
Budget and Financial Planning	43	\$4,656	\$40	\$4,696
Budget and Financial Planning-CMA	0	\$58,987	\$3,505	\$62,492
Accounting and Fiscal Services	125	\$13,807	\$225	\$14,032
Accounting CMA	0	\$0	\$1,940	\$1,940
Business and Revenue Development	6	\$859	\$117	\$976
Energy Finance and Sustainability Management	28	\$3,412	\$45	\$3,457
Energy-CMA-Utilities	0	\$0	\$5,109	\$5,109
Risk Finance	10	\$1,241	\$5	\$1,246
Risk Finance-CMA-Insurance	0	\$0	\$36,413	\$36,413
Treasury	17	\$1,901	\$58	\$1,959
<b>EVP Finance Total:</b>	<b>234</b>	<b>\$85,743</b>	<b>\$47,764</b>	<b>\$133,507</b>
<b>EVP Information Technology</b>				
Office of the EVP IT	6	\$1,178	\$75	\$1,253
Business Solution Technology	75	\$11,548	\$57	\$11,605
Enterprise Technology Portfolio Management	22	\$3,294	\$31	\$3,324
IT Infrastructure	91	\$12,762	\$93	\$12,855
IT Infrastructure-CMA-Tech Systems and Maint	0	\$0	\$25,862	\$25,862
Information Management	20	\$2,244	\$18	\$2,262
<b>EVP Information Technology Total:</b>	<b>214</b>	<b>\$31,026</b>	<b>\$26,135</b>	<b>\$57,161</b>
<b>EVP Community Programs</b>				
Office of the EVP Community Programs	8	\$1,283	\$2,351	\$3,634
Community Programs Administration	25	\$2,633	\$2,337	\$4,970
Citywide Programs and Assessment	15	\$1,405	\$1,475	\$2,880



**Table 8: FY 2015 Departmental Budget**  
(\$000)

DEPARTMENT	HC	PS	OTPS	TOTAL EXPENSES
Office of Public Private Partnerships	6	\$814	\$130	\$944
Resident Engagement	60	\$5,917	\$485	\$6,402
Resident Economic Empowerment and Sustainability	49	\$5,017	\$238	\$5,256
Bronx Community Programs	29	\$2,412	\$1,071	\$3,482
Brooklyn Community Programs	40	\$3,964	\$1,410	\$5,375
Manhattan Community Programs	31	\$2,825	\$1,006	\$3,831
Queens-Staten Island Community Programs	21	\$2,060	\$375	\$2,435
<b>EVP Community Programs Total:</b>	<b>284</b>	<b>\$28,330</b>	<b>\$10,879</b>	<b>\$39,209</b>
<b>EVP Supply Management</b>				
Office of the EVP Supply Management	6	\$846	\$124	\$970
Supply Management - Warehouse Distribution	56	\$5,688	\$342	\$6,030
Supply Management - Materials Management	28	\$3,090	\$47	\$3,138
Supply Management - Procurement	65	\$7,046	\$210	\$7,256
<b>EVP Supply Management Total:</b>	<b>155</b>	<b>\$16,670</b>	<b>\$724</b>	<b>\$17,394</b>
<b>EVP Leased Housing</b>				
Office of the EVP Leased Housing	3	\$538	\$914	\$1,453
Inspection & Central Office Operations	86	\$8,342	\$63	\$8,405
Leased Housing Finance	22	\$2,290	\$5	\$2,295
Policy & Program Administration	102	\$9,990	\$26	\$10,015
Client Services	167	\$16,209	\$136	\$16,345
Internal Assessment	26	\$2,471	\$56	\$2,527
Quality Assurance Performance Management	12	\$1,377	\$3	\$1,380
Leased Housing-CMA	0	\$0	\$972,809	\$972,809
<b>EVP Leased Housing Total:</b>	<b>418</b>	<b>\$41,216</b>	<b>\$974,013</b>	<b>\$1,015,229</b>
<b>Total NYCHA Budget</b>	<b>11,318</b>	<b>\$1,271,521</b>	<b>\$1,942,424</b>	<b>\$3,213,945</b>



## Head Count Plan

The following table details NYCHA's full-time headcount plan by department for FY 2015 through FY 2019. Also included is the budgeted headcount for FY 2014. All decreases in authorized headcount will be achieved through a combination of attrition and the elimination of vacant positions.

**Table 9: FY 2014 – FY 2019 Authorized Head Count**

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
<b>Chair</b>						
Office of the Chair	8	9	9	9	9	9
NYCHA Board Members	1	1	1	1	1	1
Office of the Secretary	22	22	22	22	22	22
Inspector General	42	40	37	35	33	31
Law Department	170	164	155	147	140	133
<b>Total Chair</b>	<b>243</b>	<b>236</b>	<b>224</b>	<b>214</b>	<b>205</b>	<b>196</b>
<b>General Manager</b>						
Office of the General Manager	4	6	6	6	6	6
Enterprise Program Management Office	5	10	10	10	10	10
Research and Management Analysis	18	20	20	20	20	20
Audit	15	14	14	14	14	14
Development Department	20	27	26	25	24	23
<b>Total General Manager</b>	<b>62</b>	<b>77</b>	<b>76</b>	<b>75</b>	<b>74</b>	<b>73</b>
<b>EVP External Affairs</b>						
Office of the EVP External Affairs	3	3	3	3	3	3
Communications	18	23	22	22	22	22
Intergovernmental Relations	8	9	9	9	9	9
<b>Total EVP External Affairs</b>	<b>29</b>	<b>35</b>	<b>34</b>	<b>34</b>	<b>34</b>	<b>34</b>
<b>EVP Operations</b>						
Office of the EVP Operations	5	5	5	5	5	5
Manhattan Property Management	1,457	1,275	1,273	1,271	1,271	1,271
Brooklyn Property Management	1,851	1,649	1,647	1,644	1,644	1,644
Queens_ Staten Island Property Management	789	795	794	793	793	793
Bronx Property Management	1,301	1,129	1,127	1,125	1,125	1,125
Optimal Property Management	0	625	625	625	625	625
Family Services Department	145	143	137	131	125	119
Lease Enforcement Department	21	21	21	21	21	21
Quality Assurance Department	17	17	17	17	17	17
VP Operations	206	131	131	131	131	131
VP Support Services	844	833	830	827	824	821
VP Maintenance and Technical Services	1,190	1,190	1,181	1,172	1,164	1,156
Mixed Finance Asset Management	900	929	922	917	913	909
<b>Total EVP Operations</b>	<b>8,726</b>	<b>8,742</b>	<b>8,710</b>	<b>8,679</b>	<b>8,658</b>	<b>8,637</b>
<b>EVP Capital Projects</b>						
Office of the EVP Capital Projects	6	3	3	3	3	3
Office of the VP Capital Projects	5	11	11	11	11	11
Capital Projects Administration	70	51	50	49	48	47
Design	95	87	86	85	84	83
Manhattan Program Unit	62	0	0	0	0	0
Brooklyn/S.I. Program Unit	63	0	0	0	0	0
Bronx/Queens Program Unit	64	0	0	0	0	0
Technical Support	55	0	0	0	0	0
Local Law 11	0	30	30	30	30	30
Construction	0	113	111	109	107	105
City Capital	0	19	19	19	19	19



**Table 9: FY 2014 – FY 2019 Authorized Head Count**

	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
Capital Planning	0	21	21	21	21	21
Quality Assurance	0	51	50	49	48	47
Special Projects	0	18	18	18	18	18
<b>Total EVP Capital Projects</b>	<b>420</b>	<b>404</b>	<b>399</b>	<b>394</b>	<b>389</b>	<b>384</b>
<b><u>EVP Administration</u></b>						
Office of EVP Administration	4	4	4	4	4	4
Facility Planning and Administration	39	36	36	36	36	36
General Services	99	99	98	97	96	95
Human Resources	151	143	141	139	137	135
Security	24	24	23	22	21	20
Procedures Development and Administration	8	9	9	9	9	9
Equal Opportunity	18	21	20	20	20	20
Customer Contact Center	186	183	178	173	169	165
<b>Total EVP Administration</b>	<b>529</b>	<b>519</b>	<b>509</b>	<b>500</b>	<b>492</b>	<b>484</b>
<b><u>EVP Finance</u></b>						
Office of the EVP Finance	7	4	4	4	4	4
VP Finance	1	1	1	1	1	1
Budget and Financial Planning	43	43	43	43	43	43
Accounting and Fiscal Services	139	125	122	120	118	116
Business and Revenue Development	6	6	6	6	6	6
Energy Finance and Sustainability Management	29	28	28	28	28	28
Risk Finance	10	10	10	10	10	10
Treasury	16	17	17	17	17	17
<b>Total EVP Finance</b>	<b>251</b>	<b>234</b>	<b>231</b>	<b>229</b>	<b>227</b>	<b>225</b>
<b><u>EVP Information Technology</u></b>						
Office of the EVP IT	7	6	6	6	6	6
Business Solution Technology	81	75	73	71	69	67
Enterprise Technology Portfolio Management	15	22	21	20	20	20
IT Infrastructure	99	91	89	87	85	83
Information Management	27	20	20	20	20	20
<b>Total EVP Information Technology</b>	<b>229</b>	<b>214</b>	<b>209</b>	<b>204</b>	<b>200</b>	<b>196</b>
<b><u>EVP Community Programs</u></b>						
Office of the EVP Community Programs	8	8	8	8	8	8
Community Programs Administration	36	25	25	25	25	25
Citywide Programs and Assessment	17	15	15	15	15	13
Office of Public Private Partnerships	8	6	6	6	6	6
Resident Engagement	76	60	60	60	60	60
Resident Economic Empowerment and Sustainability	54	49	43	43	43	43
Bronx Community Programs	16	29	29	29	29	29
Brooklyn Community Programs	27	40	40	40	40	40
Manhattan Community Programs	18	31	31	31	31	31
Queens-Staten Island Community Programs	15	21	21	21	21	21
<b>Total EVP Community Programs</b>	<b>275</b>	<b>284</b>	<b>278</b>	<b>278</b>	<b>278</b>	<b>276</b>
<b><u>EVP Supply Management</u></b>						
Office of the EVP Supply Management	4	6	6	6	6	6
Supply Management - Warehouse Distribution	64	56	53	50	47	45
Supply Management - Materials Management	33	28	26	25	24	23
Supply Management - Procurement	66	65	61	58	55	53
<b>Total EVP Supply Management</b>	<b>167</b>	<b>155</b>	<b>146</b>	<b>139</b>	<b>132</b>	<b>127</b>
<b><u>EVP Leased Housing</u></b>						
Office of the EVP Leased Housing	384	3	3	3	3	3
Inspection & Central Office Operations	0	86	83	80	77	74



**Table 9: FY 2014 – FY 2019 Authorized Head Count**

	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
Leased Housing Finance	0	22	21	20	19	18
Policy & Program Administration	0	102	99	96	93	90
Client Services	0	167	161	156	151	146
Internal Assessment	0	26	26	26	26	26
Quality Assurance Performance Management	0	12	12	12	12	12
<b>Total EVP Leased Housing</b>	<b>384</b>	<b>418</b>	<b>405</b>	<b>393</b>	<b>381</b>	<b>369</b>
<b>Total NYCHA Head Count</b>	<b>11,315</b>	<b>11,318</b>	<b>11,221</b>	<b>11,139</b>	<b>11,070</b>	<b>11,001</b>



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# Departmental Operating Budgets



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## NYCHA Mission

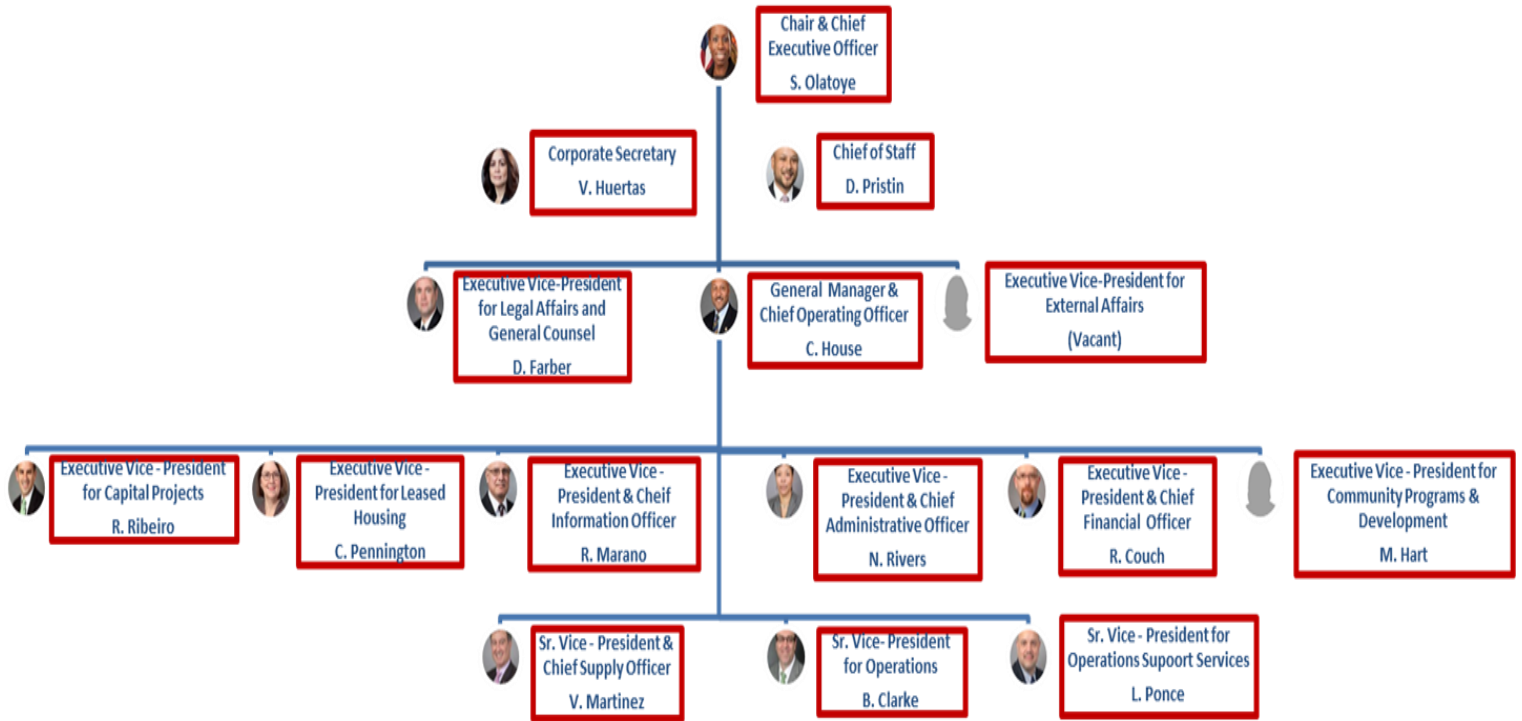
The New York City Housing Authority (NYCHA) provides decent and affordable housing in a safe and secure living environment for low-and moderate-income residents throughout the five boroughs. NYCHA also administers a citywide Section 8 Leased Housing Program in rental apartments. In order to fulfill this 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 82 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



\* Organizational Chart only includes top management.





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## Key NYCHA Officials

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

The NYCHA board comprises 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, as 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 no fewer than ten regularly scheduled meetings per year.

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, the Law Department, NYCHA Board Members, and Vice President for Development and Executive Vice President (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: EVP for Administration, EVP for Capital Projects, EVP for Community Operations, EVP for Finance, 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 Chairman presides at all meetings of the Board, directs the business and affairs of the Authority, is responsible for the execution of all policies, resolutions, motions, and rules and regulations adopted by the Board. Additionally, he/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:

- Office of the Corporate Secretary
- Office of the Inspector General
- Office of Legal Affairs and General Councils (Law Department)
- NYCHA Board Members

#### Financial Overview

*Expenditures by account type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	7	1,236	8	685	9	866	1	181
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		45		39		23		(16)
Shift Differential		0		0		0		(0)
Fringe		1,153		605		574		(31)
Other		26		14		15		1
<b>Subtotal PS</b>	<b>7</b>	<b>2,460</b>	<b>8</b>	<b>1,343</b>	<b>9</b>	<b>1,478</b>	<b>1</b>	<b>135</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		1		2		2		(0)
Utilities		(0)		0		0		0
Equipment		0		0		0		0
Contracts		26		24		34		10
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		(18)		20		9		(11)
<b>Subtotal OTPS</b>		<b>9</b>		<b>46</b>		<b>44</b>		<b>(1)</b>
<b>Total Budget</b>	<b>7</b>	<b>2,469</b>	<b>8</b>	<b>1,389</b>	<b>9</b>	<b>1,522</b>	<b>1</b>	<b>133</b>

#### Financial Review

The FY 2015 operating expense budget for the Executive Department is \$1.5 million, of which \$1.5 million is for PS and \$0.04 million is for OTPS.



*(Office of the Corporate Secretary)*

**Overview/ Mission statement**

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

**Responsibilities**

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

**Financial Overview**

*Expenditures by account type (\$000)*

PS	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
Salary F/T	21	1,447	22	1,437	22	1,486	-	49
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		9		1		0		(1)
Shift Differential		0		0		1		1
Fringe		1,241		1,104		1,080		(24)
Other		47		53		35		(18)
<b>Subtotal PS</b>	<b>21</b>	<b>2,745</b>	<b>22</b>	<b>2,594</b>	<b>22</b>	<b>2,601</b>	<b>-</b>	<b>7</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		3		6		7		1
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		148		181		144		(37)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		0		2		1		(2)
<b>Subtotal OTPS</b>		<b>151</b>		<b>189</b>		<b>151</b>		<b>(38)</b>
<b>Total Budget</b>	<b>21</b>	<b>2,896</b>	<b>22</b>	<b>2,783</b>	<b>22</b>	<b>2,752</b>	<b>-</b>	<b>(31)</b>



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## Financial Review

The FY 2015 operating expense budget for the Office of the Corporate Secretary is \$2.8 million, of which \$2.6 million is for PS and \$0.2 million is for OTPS.

The PS budget reflects a net increase of \$0.01 million due to:

- Collective bargaining increases for various unions that were added to the full-time budget in the amount,

The OTPS budget reflects a net decrease of \$0.038 million due to:

- The reduction in contracts of \$0.04 million and \$0.002 million in other OTPS.



*(Office of the Inspector General)*

**Overview/ Mission statement**

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

**Responsibilities**

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

**Financial Overview**

*Expenditures by account type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	44	2,918	42	2,835	40	2,722	2	113
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		39		22		19		4
Shift Differential		0		0		1		(1)
Retro		2		0		0		0
Fringe		2,573		2,094		1,968		126
Other		16		31		12		20
<b>Subtotal PS</b>	<b>44</b>	<b>5,548</b>	<b>42</b>	<b>4,983</b>	<b>40</b>	<b>4,722</b>	<b>2</b>	<b>261</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		21		19		31		(12)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		45		127		16		111
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		3		7		5		3
<b>Subtotal OTPS</b>		<b>69</b>		<b>153</b>		<b>52</b>		<b>101</b>
<b>Total Budget</b>	<b>44</b>	<b>5,618</b>	<b>42</b>	<b>5,136</b>	<b>40</b>	<b>4,774</b>	<b>2</b>	<b>362</b>

**Financial Review**

The FY 2015 operating expense budget for Office of the Inspector General is \$4.7 million, of which \$4.7 million is for PS and \$0.05 million is for OTPS.

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

- PS 5 percent reduction, resulting in a reduction of 2 head counts.

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



- 
- 2 percent reduction in discretionary accounts, resulting in the reduction in contracts of \$0.11 million and \$0.003 million in other OTPS.



*(Office of Legal Affairs and General)*

**Overview/ Mission statement**

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

**Responsibilities**

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

**Financial Overview**

*Expenditures by account type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	172	11,711	170	11,780	164	10,806	6	974
Salary P/T		0		0		0		0
Seasonal		0		6		7		(1)
Overtime		0		9		9		1
Shift Differential		0		0		4		(4)
Retro		30		0		0		0
Fringe		10,290		9,242		7,935		1,307
Other		550		693		494		199
<b>Subtotal PS</b>	<b>172</b>	<b>22,580</b>	<b>170</b>	<b>21,731</b>	<b>164</b>	<b>19,254</b>	<b>6</b>	<b>2,477</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		63		87		80		7
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		537		639		374		264
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		279		425		260		165
<b>Subtotal OTPS</b>		<b>879</b>		<b>1,150</b>		<b>715</b>		<b>436</b>
<b>Total Budget</b>	<b>172</b>	<b>23,459</b>	<b>170</b>	<b>22,881</b>	<b>164</b>	<b>19,968</b>	<b>6</b>	<b>2,913</b>



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## Financial Review

The FY 2015 operating expense budget for the Office of Legal Affairs and General is \$19.9 million, of which \$19.3 million is for PS and \$0.7 million is for OTPS.

The PS budget reflects a net decrease of \$2.48 million due to:

- PS 5 percent reduction which resulted in a 6 HC reduction in the department.

The OTPS budget reflects a net decrease of \$0.436 million due to:

- The 2 percent OTPS reduction in discretionary accounts;
  - Reduction of contracts of \$0.26 million;
  - Reduction of other OTPS of \$0.17 million





*(NYCHA Board Member)*

**Overview/ Mission statement**

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

Financial Overview

*Expenditures by account type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	1	12	1	101	1	65	-	(36)
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		0		0		0		0
Shift Differential		0		0		0		0
Fringe		9		86		48		(39)
Other		0		0		0		0
<b>Subtotal PS</b>	<b>1</b>	<b>410,274</b>	<b>1</b>	<b>187</b>	<b>1</b>	<b>112</b>	<b>-</b>	<b>(75)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		0		3		0		(3)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		16		75		111		36
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		1		96		226		130
<b>Subtotal OTPS</b>		<b>17</b>		<b>174</b>		<b>337</b>		<b>163</b>
<b>Total Budget</b>	<b>1</b>	<b>37</b>	<b>1</b>	<b>361</b>	<b>1</b>	<b>450</b>	<b>-</b>	<b>89</b>

**Financial Review**

The FY 2015 operating expense budget for the NYCHA Board Member Department is \$0.5 million, of which \$0.1 million is for PS and \$0.3 million is for OTPS.

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

- PS 5 percent reduction

The OTPS budget reflects a net increase of \$0.16 million due to:

- Due to increase in contract and stipend expenses for Resident and non Resident board member's stipened.



*(Development Department)*

**Overview/ Mission statement**

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

**Responsibilities**

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

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	21	1,923	20	1,779	27	2,409	7	631
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		6		7		6		(1)
Shift Differential		0		0		3		3
Fringe		1,609		1,366		1,641		275
Other		70		91		40		(51)
<b>Subtotal PS</b>	<b>21</b>	<b>3,608</b>	<b>20</b>	<b>3,243</b>	<b>27</b>	<b>4,099</b>	<b>7</b>	<b>856</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		11		8		5		(3)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		255		370		1,265		895
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		4		67		1		(66)
<b>Subtotal OTPS</b>		<b>271</b>		<b>445</b>		<b>1,271</b>		<b>826</b>
<b>Total Budget</b>	<b>21</b>	<b>3,879</b>	<b>20</b>	<b>3,688</b>	<b>27</b>	<b>5,370</b>	<b>7</b>	<b>1,682</b>



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## Financial Review

The FY 2015 operating expense budget for the Development Department is \$5.4 million, of which \$4.1 million is for PS and \$1.3 million is for OTPS.

The PS budget reflects a net increase of \$0.86 million due to:

- Authorized a increase of 7 Heads in order for the department to fullfill its mission and properly fund NEXTGen iniative.

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

- Increased contract lines to fund NEXTGen initaives
- Increased contract lines to fund consulatants,lawyers and financial advisors to underwrite and close deals.



## 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

### Financial Overview

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	-	0	3	209,247	3	282	-	73
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		0		0		0		0
Shift Differential		0		0		0		0
Fringe		0		233		187		(46)
Other		0		0		0		0
<b>Subtotal PS</b>	<b>-</b>	<b>0</b>	<b>3</b>	<b>442</b>	<b>3</b>	<b>469</b>	<b>-</b>	<b>27</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		0		0		0		0
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		0		1		0		(1)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		0		1		0		(1)
<b>Subtotal OTPS</b>		<b>0</b>		<b>2</b>		<b>0</b>		<b>(2)</b>
<b>Total Budget</b>	<b>-</b>	<b>0</b>	<b>3</b>	<b>444</b>	<b>3</b>	<b>469</b>	<b>-</b>	<b>25</b>

### Financial Review

The FY 2015 operating expense budget for the EVP for External Affairs is \$0.5 million, of which \$0.5 million is for PS and no OTPS budget.

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

- Increases in Salary full time line.



*(Department of Communications)*

**Overview/ Mission statement**

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

**Responsibilities**

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

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	23	1,659	18	121	23	1,502	5	1,381
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		10		8		0		(8)
Shift Differential		0		0		0		0
Retro		1		0		0		0
Fringe		1,398		0		1,104		1,104
Other		19		0		13		13
<b>Subtotal PS</b>	<b>23</b>	<b>3,087</b>	<b>18</b>	<b>129</b>	<b>23</b>	<b>2,619</b>	<b>5</b>	<b>2,490</b>
<b>OTPS</b>								
Leases		0		0				
Supplies		10		30		17		(13)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		450		509		298		(211)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		8		10		2		(8)
<b>Subtotal OTPS</b>		<b>469</b>		<b>549</b>		<b>316</b>		<b>(233)</b>
<b>Total Budget</b>	<b>23</b>	<b>3,556</b>	<b>18</b>	<b>678</b>	<b>23</b>	<b>2,936</b>	<b>5</b>	<b>2,257</b>

## **Financial Review**

The FY 2015 operating expense budget for the Department of Communications is \$2.9 million, of which \$2.6 million is for PS and \$0.3 million is for OTPS.

The PS budget reflects a net increase of \$0.35 million due to:

- Department granted an additional 5 head count.

The OTPS budget reflects a net decrease of \$0.23 million due to:

- OTPS 2 percent reduction.



*(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 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	8	623	8	745	9	767	1	22
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		0		0		0		0
Shift Differential		0		0		0		0
Fringe		537		548		522		(26)
Other		2		4		1		(3)
<b>Subtotal PS</b>	<b>8</b>	<b>1,162</b>	<b>8</b>	<b>1,298</b>	<b>9</b>	<b>1,291</b>	<b>1</b>	<b>(7)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		1		3		1		(2)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		1		0		0		0
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		8		14		15		1
<b>Subtotal OTPS</b>		<b>10</b>		<b>17</b>		<b>16</b>		<b>(1)</b>
<b>Total Budget</b>	<b>8</b>	<b>1,173</b>	<b>8</b>	<b>1,315</b>	<b>9</b>	<b>1,307</b>	<b>1</b>	<b>(8)</b>

## **Financial Review**

The FY 2015 operating expense budget for the Office of Intergovernmental Relations is \$1.3 million, of which \$1.3 million is for PS and \$0.02 million is for OTPS.

The PS budget reflects a net decrease of \$.01 million due to:

- Department granted an additional 1 head count.
- Other PS account was impacted by 5 percent reduction in PS accounts.

The OTPS budget reflects a net decrease of \$0.01 million due to:

- OTPS 2 percent reduction.





## 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:

- EVP for Audits
- EVP for Operations;
- EVP for Community Operations;
- EVP for Administration;
- EVP for Capital Projects;
- EVP for Finance/CFO;
- Chief Information Officer/CIO; and
- EVP for Leased Housing.

#### Financial Overview

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs. FY 15
<b>PS</b>								
Salary F/T	5	502	4	437	6	576	2	138
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		8		22		0		(22)
Shift Differential		0		0		0		0
Fringe		441		308		380		72
Other		3		3		0		(51)
<b>Subtotal PS</b>	<b>5</b>	<b>954</b>	<b>4</b>	<b>770</b>	<b>6</b>	<b>956</b>	<b>2</b>	<b>137</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		1		5		1		(4)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		67		87		91		3
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		127		191		186		(5)
<b>Subtotal OTPS</b>		<b>195</b>		<b>283</b>		<b>278</b>		<b>(5)</b>
<b>Total Budget</b>	<b>5</b>	<b>1,149</b>	<b>4</b>	<b>1,054</b>	<b>6</b>	<b>1,234</b>	<b>2</b>	<b>132</b>



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## Financial Review

The FY 2015 operating expense budget for General Manager is \$1.2 million, of which \$0.9 million is for PS and \$0.3 million is for OTPS.

The PS budget reflects a net increase of \$0.14 million due to:

- 2 Additional Head counts were budgeted
- Other PS accounts have been impacted by a 5 percent Reduction.

The OTPS budget reflects a net decrease of \$0.005 million due to:

- OTPS accounts have been impacted by 2 percent reduction



*(Audit Department)*

**Overview/ Mission Statement**

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

**Responsibilities**

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

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	16	1,238	15	1,183	14	1,025	(1)	(158)
Salary P/T		0		0		0		0
Seasonal		0		7		5		(2)
Overtime		0		0		0		0
Shift Differential		0		0		4		4
Retro		0		0		0		0
Fringe		1,126		929		732		(197)
Other		101		102		83		(19)
<b>Subtotal PS</b>	<b>16</b>	<b>2,465</b>	<b>15</b>	<b>2,221</b>	<b>14</b>	<b>1,850</b>	<b>(1)</b>	<b>(371)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		3		1		1		0
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		643		741		1,020		279
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		(1,120)		33		2		(31)
<b>Subtotal OTPS</b>		<b>(474)</b>		<b>774</b>		<b>1,023</b>		<b>249</b>
<b>Total Budget</b>	<b>16</b>	<b>1,991</b>	<b>15</b>	<b>2,995</b>	<b>14</b>	<b>2,873</b>	<b>(1)</b>	<b>(123)</b>



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## Financial Review

The FY 2015 operating expense budget for the Audit Department is \$2.9 million, of which \$1.9 million is for PS and \$1.0 million is for OTPS.

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

- PS 5 percent reduction

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

- An increase in contracts of \$0.3 million due to an increase in the expected price to perform audits.

### *(Strategic Priorities)*

#### Overview/ Mission Statement

The Strategic Priorities Department was newly created and its mission is to assist the organization in identifying and addressing opportunities for improvements that will help NYCHA strengthen its delivery of services.



## 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:

- Applications & Tenancy Administration;
- Family Services;
- Elevator Services and Repair;
- Emergency Services;
- Lease Enforcement;
- Maintenance, Repairs, & Skilled Trades;
- Management and Planning;
- Technical Services;
- Mixed Finance; and
- Borough Management Departments

#### Financial Overview

Expenditures by Account Type (\$000)

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	11	1,343	5	435	5	333	-	(103)
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		17		5		13		8
Shift Differential		0		0		0		0
Fringe		1,210		305		276		(29)
Other		70		8		89		81
<b>Subtotal PS</b>	<b>11</b>	<b>2,639</b>	<b>5</b>	<b>753</b>	<b>5</b>	<b>710</b>	<b>-</b>	<b>(43)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		46		27		389		362
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		467		567		397		(170)
Insurance		37		100		142		42
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		(98)		21		0		(21)
<b>Subtotal OTPS</b>		<b>453</b>		<b>717</b>		<b>929</b>		<b>212</b>
<b>Total Budget</b>	<b>11</b>	<b>3,092</b>	<b>5</b>	<b>1,470</b>	<b>5</b>	<b>1,639</b>	<b>-</b>	<b>169</b>



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## **Financial Review**

The FY 2015 operating expense budget for the EVP for Operations is \$1.6 million, of which \$0.7 million is for PS and \$0.9 million is for OTPS.



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*(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)

PS	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
Salary F/T	158	9,137	147	8,174	136	7,619	(11)	(556)
Salary P/T								0
Seasonal				0				0
Overtime		2		10		4		(6)
Shift Differential						1		1
Fringe		7,754		6,437		6,542		104
Other		302		212		297		85
<b>Subtotal PS</b>	<b>158</b>	<b>17,195</b>	<b>147</b>	<b>14,834</b>	<b>136</b>	<b>14,463</b>	<b>(11)</b>	<b>(371)</b>
<b>OTPS</b>								
Leases								0
Supplies		18		59		19		(40)
Utilities								0
Equipment								0
Contracts		7		109		9		(100)
Insurance								0
Section 8 Payments								0
Payment in Lieu of Taxes								0
Debt Service								0
Other OTPS		1		4		1		(3)
<b>Subtotal OTPS</b>		<b>26</b>		<b>171</b>		<b>28</b>		<b>(143)</b>
<b>Total Budget</b>	<b>158</b>	<b>17,221</b>	<b>147</b>	<b>15,005</b>	<b>136</b>	<b>14,491</b>	<b>(11)</b>	<b>(514)</b>

## Financial Review

The FY 2015 operating expense budget for Applications & Tenancy Administration is \$14.5 million, of which \$14.5 million is for PS and \$0.03 million is for OTPS.

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

- PS 5 percent reduction

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

- OTPS 2 percent reduction





*(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 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	145	7,055	145	7,148	143	6,911	(2)	(237)
Salary P/T								0
Seasonal								0
Overtime		52		20		7		(13)
Shift Differential		8		5		26		21
Fringe		6,081		5,669		6,058		390
Other		291		196		225		30
<b>Subtotal PS</b>	<b>145</b>	<b>13,486</b>	<b>145</b>	<b>13,037</b>	<b>143</b>	<b>13,228</b>	<b>(2)</b>	<b>191</b>
<b>OTPS</b>								
Leases								0
Supplies		72		95		69		(26)
Utilities								0
Equipment		0		0				(0)
Contracts		619		606		871		265
Insurance								0
Section 8 Payments								0
Payment in Lieu of Taxes								0
Debt Service								0
Other OTPS		98		89		74		(15)
<b>Subtotal OTPS</b>		<b>789</b>		<b>791</b>		<b>1,014</b>		<b>223</b>
<b>Total Budget</b>	<b>145</b>	<b>14,275</b>	<b>145</b>	<b>13,828</b>	<b>143</b>	<b>14,242</b>	<b>(2)</b>	<b>414</b>

**Financial Review**

The FY 2015 operating expense budget for Family Services is \$14.2 million, of which \$13.2 million is for PS and \$1.0 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. The Elevator Warehouse maintains and supplies all hoist motors, hoist machines, generators, entrance doors, controllers, and other equipment to elevator staff as required.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	494	29,969	514	34,358	514	39,059	-	4,701
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		7,157		6,877		6,464		(413)
Shift Differential		897		542		689		147
Fringe		32,088		31,852		31,717		(135)
Other		233		660		160		(500)
<b>Subtotal PS</b>	<b>494</b>	<b>70,344</b>	<b>514</b>	<b>74,289</b>	<b>514</b>	<b>78,089</b>	<b>-</b>	<b>3,800</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		192		524		380		(143)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		8		6		287		281
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		48		48		45		(3)
<b>Subtotal OTPS</b>		<b>249</b>		<b>578</b>		<b>713</b>		<b>135</b>
<b>Total Budget</b>	<b>494</b>	<b>70,593</b>	<b>514</b>	<b>74,867</b>	<b>514</b>	<b>78,801</b>	<b>-</b>	<b>3,934</b>

**Financial Review**

The FY 2015 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 provides emergency management, coordination, and on-the-scene response to emergencies, including those dangerous to life, limb, and property, whenever they occur in the developments and other NYCHA structures, throughout the five boroughs. Additionally, when the Property Management office is closed (i.e., nights, weekends, and holidays) ESD is responsible for immediately evaluating and coordinating a response to expeditiously address/abate all after-hours maintenance emergencies. Follow-up actions are provided if necessary. This ensures the maximum feasible continuation and/or restoration of essential services, for the health, safety, and welfare of all NYCHA residents and staff, twenty-four hours a day, seven days a week. ESD personnel handles emergency and high-level communications, manages and responds to after-hours 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 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	161	6,740	179	8,840	179	8,806	-	(33)
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		981		679		608		(71)
Shift Differential		276		21		560		540
Fringe		7,046		7,843		8,034		191
Other		100		191		227		36
<b>Subtotal PS</b>	<b>161</b>	<b>15,143</b>	<b>179</b>	<b>17,574</b>	<b>179</b>	<b>18,236</b>	<b>-</b>	<b>662</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		585		524		317		(207)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		177		202		37		(165)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		(163)		17		5		(12)
<b>Subtotal OTPS</b>		<b>598</b>		<b>743</b>		<b>359</b>		<b>(384)</b>
<b>Total Budget</b>	<b>161</b>	<b>15,740</b>	<b>179</b>	<b>18,316</b>	<b>179</b>	<b>18,595</b>	<b>-</b>	<b>278</b>

**Financial Review**

The FY 2015 operating expense budget for Emergency Services Department is \$18.6 million, of which \$18.2 million is for PS and \$0.4 million is for OTPS.



*(Lease Enforcement)*

**Overview/ Mission statement**

The Lease Enforcement Department is responsible for fostering a greater level of accountability at the Property Management Department level by strengthening and centrally monitoring termination of tenancy proceedings for administrative cases in order to create efficiencies for the agency by investing efforts on the front end of the administrative process. All cases being submitted to the Office of Tenancy Administrator/Lease Enforcement Office, by the Property Management Department, are closely reviewed by staff to assist, where possible, with addressing curable breach cases, ensure that supporting documentation is submitted with all cases that must be forwarded to the Law Department so that resources can be effectively focused on addressing criminal/problematic cases (relating to drugs, gangs, sex offenses and criminal activity) which may require eviction or permanent exclusion.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	10	452	21	1,194	21	1,232	-	38
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		1		3		0		(2)
Shift Differential		0		0		0		0
Fringe		374		1,150		1,038		(113)
Other		12		48		51		4
<b>Subtotal PS</b>	<b>10</b>	<b>840</b>	<b>21</b>	<b>2,395</b>	<b>21</b>	<b>2,321</b>	<b>-</b>	<b>(74)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		1		5		1		(4)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		0		1		0		(1)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		1		1		0		(1)
<b>Subtotal OTPS</b>		<b>3</b>		<b>6</b>		<b>1</b>		<b>(5)</b>
<b>Total Budget</b>	<b>10</b>	<b>842</b>	<b>21</b>	<b>2,401</b>	<b>21</b>	<b>2,321</b>	<b>-</b>	<b>(79)</b>

**Financial Review**

The FY 2015 operating expense budget for Lease Enforcement is \$2.3 million, of which \$2.3 million is for PS and \$0.001 million is for OTPS.



*(Maintenance, Repair & Skilled Trades)*

**Overview/ Mission statement**

The department of Maintenance Repair and Skilled Trades has experts that provide technical assistance for routine and emergency situations to NYCHA personnel in the fields of carpentry, pest control, electrical, plastering, painting, plumbing, masonry and roofing. The department consists of the following units: Environmental Field Operations Unit, Closed Circuit Television and Police Service Area Unit, Central Shops Unit, Grounds Maintenance Unit, Pest Management Unit, Waste Management Unit, and the Plumbing Administration Unit.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	449	34,310	476	30,118	476	30,376	-	258
Salary P/T		0		0		0		0
Seasonal		3,099						0
Overtime		6,675		2,250		2,381		131
Shift Differential		4		21		151		130
Fringe		36,392		26,018		26,403		384
Other		1,278		728		873		145
<b>Subtotal PS</b>	<b>449</b>	<b>81,759</b>	<b>476</b>	<b>59,135</b>	<b>476</b>	<b>60,184</b>	<b>-</b>	<b>1,049</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		2,343		2,217		4,058		1,841
Utilities		0		0		0		0
Equipment		0		0		0		(0)
Contracts		561		433		1,562		1,128
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		132		111		62		(49)
<b>Subtotal OTPS</b>		<b>3,037</b>		<b>2,762</b>		<b>5,681</b>		<b>2,919</b>
<b>Total Budget</b>	<b>449</b>	<b>84,795</b>	<b>476</b>	<b>61,897</b>	<b>476</b>	<b>65,865</b>	<b>-</b>	<b>3,968</b>

**Financial Review**

The FY 2015 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. The department consists of financial and time management units.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	262	3,372	206	6,904	131	5,954	(75)	(950)
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		304		422		213		(210)
Shift Differential		0		0		0		0
Fringe		3,060		4,866		5,396		530
Other		115		76		48		(29)
<b>Subtotal PS</b>	<b>262</b>	<b>6,850</b>	<b>206</b>	<b>12,269</b>	<b>131</b>	<b>11,611</b>	<b>(75)</b>	<b>(658)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		186		1,319		462		(858)
Utilities		0		0		0		0
Equipment		7		0		0		0
Contracts		226		32		893		861
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		(2)		122		0		(121)
<b>Subtotal OTPS</b>		<b>417</b>		<b>1,473</b>		<b>1,355</b>		<b>(118)</b>
<b>Total Budget</b>	<b>262</b>	<b>7,267</b>	<b>206</b>	<b>13,742</b>	<b>131</b>	<b>12,966</b>	<b>(75)</b>	<b>(776)</b>

**Financial Review**

The FY 2015 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**

The Technical Services Department (TSD) provides essential and specialized services that support the maintenance and operation of NYCHA’s developments. In addition, the department is NYCHA’s resource for applied sciences, skilled craftsmanship, and building and mechanical systems. The 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 the following units: Environmental Health and Safety Unit, Fuel Oil Remediation Unit, Heating Operations, Violations and Fire Safety Unit, Contract Support Services Unit, and the Environmental Review Unit.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	586	30,323	710	33,019	710	36,569	-	3,550
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		6,050		2,114		1,368		(745)
Shift Differential		318		306		632		326
Fringe		29,419		32,392		32,604		212
Other		1,001		1,657		1,141		(516)
<b>Subtotal PS</b>	<b>586</b>	<b>67,111</b>	<b>710</b>	<b>69,487</b>	<b>710</b>	<b>72,314</b>	<b>-</b>	<b>2,826</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		1,059		328		651		323
Utilities		0		0		0		0
Equipment		28		1				(1)
Contracts		839		948		417		(531)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		48		120		59		(61)
<b>Subtotal OTPS</b>		<b>1,974</b>		<b>1,397</b>		<b>1,128</b>		<b>(270)</b>
<b>Total Budget</b>	<b>586</b>	<b>69,086</b>	<b>710</b>	<b>70,885</b>	<b>710</b>	<b>73,441</b>	<b>-</b>	<b>2,557</b>

**Financial Review**

The FY 2015 operating expense budget for Technical Services is \$73.4 million, of which \$72.3 million is for PS and \$1.1 million is for OTPS.



*(VP- Mixed Finance Asset Management)*

**Overview/ Mission statement**

The Mixed Finance Asset Management Department is responsible for the daily management and maintenance of approximately 34,000 units in Manhattan, Queens, Staten Island, The Bronx and Brooklyn. This portfolio 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. In addition there are several sites that are currently privately managed that are included in the Mixed Finance Asset Management Department portfolio.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	34	2,101	34	2,206	23	1,745	(11)	(460)
Salary P/T								0
Seasonal								0
Overtime		40		12		45		33
Shift Differential								0
Fringe		1,783		1,782		1,354		(428)
Other		13		56		16		(40)
<b>Subtotal PS</b>	<b>34</b>	<b>3,937</b>	<b>34</b>	<b>4,055</b>	<b>23</b>	<b>3,161</b>	<b>(11)</b>	<b>(895)</b>
<b>OTPS</b>								
Leases								0
Supplies		27		24		36		13
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		5		11		2		(9)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		48		11,614		13,188		1,573
<b>Subtotal OTPS</b>		<b>80</b>		<b>11,649</b>		<b>13,225</b>		<b>1,577</b>
<b>Total Budget</b>	<b>34</b>	<b>4,018</b>	<b>34</b>	<b>15,704</b>	<b>23</b>	<b>16,386</b>	<b>(11)</b>	<b>682</b>

**Financial Review**

The FY 2015 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.





*(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 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	1,844	81,530	1,851	91,942	1,649	82,030	(202)	(9,913)
Salary P/T	42	310		102		285		183
Seasonal		0		0		0		0
Overtime		19,385		10,763		10,341		(422)
Shift Differential		11		68		319		251
Fringe		89,888		81,618		76,217		(5,401)
Other		3,634		2,293		1,912		(381)
<b>Subtotal PS</b>	<b>1,886</b>	<b>194,758</b>	<b>1,851</b>	<b>186,786</b>	<b>1,649</b>	<b>171,103</b>	<b>(202)</b>	<b>(15,683)</b>
<b>OTPS</b>								
Leases								
Supplies		12,964		17,324		11,617		(5,707)
Utilities		111,033		143,410		112,886		(30,524)
Equipment		76		2,453		0		(2,453)
Contracts		20,710		26,260		20,339		(5,921)
Insurance		1,348		3,271		2,751		(520)
Section 8 Payments		0		0		0		0
Payments in Lieu of Taxes		6,817		8,681		9,780		1,099
Debt Service		66		103		97		(6)
Other OTPS		11,241		1,041		770		(271)
<b>Subtotal OTPS</b>		<b>164,256</b>		<b>202,544</b>		<b>158,240</b>	<b>0</b>	<b>(44,304)</b>
<b>Total Budget</b>	<b>1,886</b>	<b>359,013</b>	<b>1,851</b>	<b>389,331</b>	<b>1,649</b>	<b>329,344</b>	<b>(202)</b>	<b>(44,320)</b>

**Financial Review**

The FY 2015 operating expense budget for Brooklyn Property Management is \$329.3 million, of which \$171.1 million is for PS and \$158.2 million is for OTPS.



*(Bronx Property Management)*

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	1,331	58,871	1,301	65,946	1,129	57,570	(172)	(8,376)
Salary P/T	25	219		65		205		140
Seasonal		0		0		0		0
Overtime		15,074		7,448		7,536		87
Shift Differential		8		49		231		182
Fringe		66,085		58,169		53,212		(4,957)
Other		2,726		1,641		1,569		(72)
<b>Subtotal PS</b>	<b>1,356</b>	<b>142,984</b>	<b>1,301</b>	<b>133,318</b>	<b>1,129</b>	<b>120,323</b>	<b>(172)</b>	<b>(12,996)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		9,651		9,558		8,700		(857)
Utilities		93,808		119,925		114,442		(5,483)
Equipment		14		2,159				(2,159)
Contracts		12,325		22,265		13,931		(8,335)
Insurance		1,029		2,655		2,073		(582)
Section 8 Payments		0		0				0
Payments in Lieu of Taxes		3,697		6,520		4,532		(1,989)
Debt Service		73		105		91		(14)
Other OTPS		87		578		523		(55)
<b>Subtotal OTPS</b>		<b>120,684</b>		<b>163,765</b>		<b>144,292</b>		<b>(19,473)</b>
<b>Total Budget</b>	<b>1,356</b>	<b>263,668,188</b>	<b>1,301</b>	<b>297,083</b>	<b>1,129</b>	<b>264,614</b>	<b>(172)</b>	<b>(32,469)</b>

**Financial Review**

The FY 2015 operating expense budget for Bronx Property Management is \$264.6 million, of which \$120.3 million is for PS and \$144.3 million is for OTPS.



*(Manhattan Property Management)*

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	1,461	64,783	1,457	72,811	1,275	64,453	(182)	(8,358)
Salary P/T	24	210		79		172		92
Seasonal		0		0				0
Overtime		13,828		8,380		7,801		(579)
Shift Differential		8		53		268		215
Fringe		70,847		64,584		59,709		(4,875)
Other		3,086		1,807		1,665		(142)
<b>Subtotal PS</b>	<b>1,485</b>	<b>152,762</b>	<b>1,457</b>	<b>147,714</b>	<b>1,275</b>	<b>134,067</b>	<b>(182)</b>	<b>(13,648)</b>
<b>OTPS</b>								
Leases								0
Supplies		10,776		11,195		7,722		(3,472)
Utilities		92,653		121,808		100,832		(20,976)
Equipment		27		1,687				(1,687)
Contracts		10,110		21,530		10,898		(10,632)
Insurance		1,979		4,640		3,972		(668)
Section 8 Payments								0
Payments in Lieu of Taxes		5,503		7,105		5,866		(1,239)
Debt Service		45		78		70		(8)
Other OTPS		21,493		793		442		(351)
<b>Subtotal OTPS</b>	<b>-</b>	<b>142,585,712</b>	<b>-</b>	<b>168,835</b>	<b>-</b>	<b>129,802</b>	<b>0</b>	<b>(39,033)</b>
<b>Total Budget</b>	<b>1,485</b>	<b>142,738,474</b>	<b>1,457</b>	<b>316,549</b>	<b>1,275</b>	<b>263,868</b>	<b>(182)</b>	<b>(52,681)</b>

**Financial Review**

The FY 2015 operating expense budget for Manhattan Property Management is \$263.9 million, of which \$134.1 million is for PS and \$129.8 million is for OTPS.



*(Queens/SI Property Management)*

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	799	38,950	789	38,985	795	39,038	(6)	38,945,816
Salary P/T	15	129		33		125		32,953
Seasonal		0		0		0		-
Overtime		6,332		4,570		4,228		4,565,900
Shift Differential		3		29		133		29,077
Fringe		41,159		34,660		36,240		34,623,394
Other		1,850		1,019		1,225		1,017,895
<b>Subtotal PS</b>	<b>814</b>	<b>88,424</b>	<b>789</b>	<b>79,296</b>	<b>795</b>	<b>80,990</b>	<b>(6)</b>	<b>79,215,034</b>
<b>OTPS</b>								
Leases						0		0
Supplies		6,457		5,636		5,688		53
Utilities		58,804		61,537		64,574		3,037
Equipment		19		969		0		(969)
Contracts		8,964		9,389		8,892		(497)
Insurance		785		1,477		1,504		27
Section 8 Payments		0		0		0		0
Payments in Lieu of Taxes		1,484		2,748		2,985		237
Debt Service		4		0		0		(0)
Other OTPS		(7,001)		373		300		(74)
<b>Subtotal OTPS</b>	<b>-</b>	<b>69,515</b>	<b>-</b>	<b>82,128</b>	<b>-</b>	<b>83,942</b>	<b>0</b>	<b>1,814</b>
<b>Total Budget</b>	<b>814</b>	<b>157,938</b>	<b>789</b>	<b>161,424</b>	<b>795</b>	<b>164,932</b>	<b>(6)</b>	<b>79,216,849</b>

**Financial Review**

The FY 2015 operating expense budget for Queens/SI Property Management is \$164.9 million, of which \$81 million is for PS and \$83.9 million is for OTPS.



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## 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:

- Office of Facility Planning & Administration;
- General Services;
- Human Resources;
- Office of Security;
- Procedural and Development & Administration;
- Customer Operations;
- Equal Opportunity;
- Customer Contact Center;
- Research and Management Analysis;
- Enterprise Program Management; and
- Emergency Preparedness.



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	4	355	4	367	4	372	-	5
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		0		0		0		0
Shift Differential		0		0		3		3
Fringe		309		269		248		(21)
Other		9		8		7		(1)
<b>Subtotal PS</b>	<b>4</b>	<b>672</b>	<b>4</b>	<b>643</b>	<b>4</b>	<b>629</b>	<b>-</b>	<b>(14)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		0		0		0		0
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		0		2		2		0
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		1		0		1		1
<b>Subtotal OTPS</b>		<b>1</b>		<b>2</b>		<b>3</b>		<b>1</b>
<b>Total Budget</b>	<b>4</b>	<b>674</b>	<b>4</b>	<b>645</b>	<b>4</b>	<b>632</b>	<b>-</b>	<b>(13)</b>

## Financial Review

The FY 2015 operating expense budget for the EVP of Administration is \$0.63 million, of which \$.6 million is for PS and \$0.003 million is for OTPS.



*(Office of Facility Planning & Administration)*

**Overview/ Mission statement**

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

**Responsibilities**

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

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	39	2,594	39	2,367	36	2,328	(3)	(39)
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		102		119		76		(43)
Shift Differential		0		8		8		(0)
Fringe		2,404		1,872		1,775		(98)
Other		138		65		59		(6)
<b>Subtotal PS</b>	<b>39</b>	<b>5,239</b>	<b>39</b>	<b>4,433</b>	<b>36</b>	<b>4,246</b>	<b>(3)</b>	<b>(187)</b>
<b>OTPS</b>								
Leases		36,320		38,483		40,576		2,093
Supplies		93		94		97		3
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		30		55		56		1
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		164		187		144		(43)
<b>Subtotal OTPS</b>		<b>36,607</b>		<b>38,820</b>		<b>40,872</b>		<b>2,053</b>
<b>Total Budget</b>	<b>39</b>	<b>41,846</b>	<b>39</b>	<b>43,252</b>	<b>36</b>	<b>45,118</b>	<b>(3)</b>	<b>1,866</b>

**Financial Review**

The FY 2015 operating expense budget for the Office of Facility Planning and Administration is \$45.1 million, of which \$4.2 million is for PS and \$40.8 million is for OTPS.



*(General Services)*

**Overview/ Mission statement**

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

**Responsibilities**

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

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	106	4,987	99	4,742	99	4,606	-	(136)
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		79		174		65		(109)
Shift Differential		6		10		19		9
Fringe		4,581		3,765		3,752		(13)
Other		228		300		187		(113)
<b>Subtotal PS</b>	<b>106</b>	<b>9,882</b>	<b>99</b>	<b>8,990</b>	<b>99</b>	<b>8,628</b>	<b>-</b>	<b>(362)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		1,230		1,906		1,385		(521)
Utilities		0		0		0		0
Equipment		250		19,885		7,000		(12,885)
Contracts		3,610		3,319		4,114		794
Insurance		12		14		21		7
Inventory		0		0		0		0
Section 8 Payments		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		2,409		2,057		2,093		36
<b>Subtotal OTPS</b>		<b>7,512</b>		<b>27,182</b>		<b>14,613</b>		<b>(12,569)</b>
<b>Total Budget</b>	<b>106</b>	<b>17,393</b>	<b>99</b>	<b>36,172</b>	<b>99</b>	<b>23,241</b>	<b>-</b>	<b>(12,931)</b>

**Financial Review**

The FY 2015 operating expense budget for General Services is \$23.24 million, of which \$8.63 million is for PS and \$14.61 million is for OTPS.





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## *(Human Resources)*

### **Overview/ Mission statement**

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

### **Responsibilities**

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



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	155	9,767	159	9,761	143	8,848	16	913
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		67		78		74		4
Shift Differential		1		3		14		(11)
Retro		54		0		0		0
Fringe		8,705		7,422		6,673		750
Other		491		530		442		89
<b>Subtotal PS</b>	<b>155</b>	<b>19,085</b>	<b>159</b>	<b>17,795</b>	<b>143</b>	<b>16,050</b>	<b>16</b>	<b>1,745</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		134		185		88		97
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		573		581		396		185
Insurance		0		0		0		0
Inventory		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		415		401		208		194
<b>Subtotal OTPS</b>		<b>1,121</b>		<b>1,167</b>		<b>692</b>		<b>476</b>
<b>Total Budget</b>	<b>155</b>	<b>20,206</b>	<b>159</b>	<b>18,962</b>	<b>143</b>	<b>16,742</b>	<b>16</b>	<b>2,220</b>

## Financial Review

The FY 2015 operating expense budget for Human Resources is \$16.7 million, of which \$16 million is for PS and \$0.7 million is for OTPS.



*(Office of Security)*

**Overview/ Mission statement**

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

**Responsibilities**

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

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	20	1,111	24	1,106	24	1,303	-	198
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		88		60		83		23
Shift Differential		15		20		14		(6)
Fringe		1,069		1,093		1,034		(58)
Other		26		17		12		(5)
<b>Subtotal PS</b>	<b>20</b>	<b>2,309</b>	<b>24</b>	<b>2,296</b>	<b>24</b>	<b>2,446</b>	<b>-</b>	<b>151</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		156		66		1,011		945
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		5,522		6,962		4,953		(2,009)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		(0)		243		0		(243)
<b>Subtotal OTPS</b>		<b>5,678</b>		<b>7,271</b>		<b>5,964</b>		<b>(1,306)</b>
<b>Total Budget</b>	<b>20</b>	<b>7,987</b>	<b>24</b>	<b>9,566</b>	<b>24</b>	<b>8,410</b>	<b>-</b>	<b>(1,156)</b>



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## **Financial Review**

The FY 2015 operating expense budget for the Office of Security is \$8.4 million, of which \$2.4 million is for PS and \$6 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 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	7	769	8	613	9	643	1	31
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		0		0		0		0
Shift Differential		0		0		0		0
Fringe		642		476		460		(16)
Other		30		31		14		(17)
<b>Subtotal PS</b>	<b>7</b>	<b>1,441</b>	<b>8</b>	<b>1,119</b>	<b>9</b>	<b>1,118</b>	<b>1</b>	<b>(2)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		1		2		2		(1)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		0		1		1		(0)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		(0)		1		1		0
<b>Subtotal OTPS</b>		<b>1</b>		<b>4</b>		<b>3</b>		<b>(1)</b>
<b>Total Budget</b>	<b>7</b>	<b>1,442</b>	<b>8</b>	<b>1,124</b>	<b>9</b>	<b>1,121</b>	<b>1</b>	<b>(3)</b>

**Financial Review**

The FY 2015 operating expense budget for the Procedures Development & Administration is \$1.1 million, of which \$1.1 million is for PS and \$0.003 million is for OTPS.



*(Customer Operations)*

**Overview/ Mission statement**

The Customer Operation Department formerly known as the Office of Quality Assurance for Operations is a customer-focused organization that aims to improve the customer experience by quickly and professionally responding to customer 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
- Sharing and reporting findings and information with administering departments
- Developing recommended solutions to operational inefficiencies that directly impact customers
- Providing on-site and hands-on training to Property Management staff in collaboration with NYCHA’s Professional Development and Training and identifying best practices in customer service with internal and external stakeholders and partners

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	16	1,193	17	1,173	17	1,193	-	21
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		4		3		1		(2)
Shift Differential		0		0		0		0
Fringe		989		963		953		(10)
Other		24		44		34		(11)
<b>Subtotal PS</b>	<b>16</b>	<b>2,210</b>	<b>17</b>	<b>2,182</b>	<b>17</b>	<b>2,180</b>	<b>-</b>	<b>(2)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		6		13		6		(7)
Utilities		0		0		0		0
Equipment		0		0		0		(0)
Contracts		1		1		0		(1)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		0		1		0		(1)
<b>Subtotal OTPS</b>		<b>7</b>		<b>15</b>		<b>6</b>		<b>(9)</b>
<b>Total Budget</b>	<b>16</b>	<b>2,218</b>	<b>17</b>	<b>2,198</b>	<b>17</b>	<b>2,186</b>	<b>-</b>	<b>(12)</b>

**Financial Review**

The FY 2015 operating expense budget for Customer Operation Department is \$2.2 million, of which \$2.2 million is for PS and \$0.006 million is for OTPS.



*(Department of Equal Opportunity)*

**Overview/ Mission statement**

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

**Responsibilities**

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

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	20	1,082	18	1,080	21	1,116	3	36
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		1		0		0		0
Shift Differential		0		0		0		0
Fringe		959		782		888		106
Other		19		28		18		(9)
<b>Subtotal PS</b>	<b>20</b>	<b>2,060</b>	<b>18</b>	<b>1,889</b>	<b>21</b>	<b>2,022</b>	<b>3</b>	<b>132</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		2		3		4		1
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		1		347		305		(42)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		28		26		23		(3)
<b>Subtotal OTPS</b>		<b>31</b>		<b>376</b>		<b>332</b>		<b>(44)</b>
<b>Total Budget</b>	<b>20</b>	<b>2,091</b>	<b>18</b>	<b>2,265</b>	<b>21</b>	<b>2,354</b>	<b>3</b>	<b>89</b>



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## **Financial Review**

The FY 2015 operating expense budget for Department of Equal Opportunity is \$2.4 million, of which \$2 million is for PS and \$0.3 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 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	165	7,460	186	7,279	183	7,526	3	(247)
Salary P/T		0		0		0		0
Seasonal		269		0		0		0
Overtime		232		157		128		29
Shift Differential		16		23		15		8
Retro		(5)		0		0		0
Fringe		6,438		6,097		6,319		(222)
Other		137		126		126		(0)
<b>Subtotal PS</b>	<b>165</b>	<b>14,547</b>	<b>186</b>	<b>13,682</b>	<b>183</b>	<b>14,114</b>	<b>3</b>	<b>(432)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		26		22		18		4
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		2,431		2,335		2,050		285
Insurance		0		0		0		0
Inventory		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		1		6		4		2
<b>Subtotal OTPS</b>		<b>2,458</b>		<b>2,363</b>		<b>2,072</b>		<b>291</b>
<b>Total Budget</b>	<b>165</b>	<b>17,005</b>	<b>186</b>	<b>16,045</b>	<b>183</b>	<b>16,186</b>	<b>3</b>	<b>(141)</b>

**Financial Review**

The FY 2015 operating expense budget for Customer Contact Center is \$16.1 million, of which \$14.1 million is for PS and \$2.1 million is for OTPS.



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*(Research and Management Analysis)*

**Overview/ Mission statement**

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

**Responsibilities**

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



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	17	1,366	20	1,497	20	1,422	-	(74)
Salary P/T		3		0		0		0
Seasonal		0		0		0		0
Overtime		0		0		0		0
Shift Differential		0		0		0		0
Fringe		1,190		1,129		1,004		(125)
Other		51		32		31		(1)
<b>Subtotal PS</b>	<b>17</b>	<b>2,609</b>	<b>20</b>	<b>2,657</b>	<b>20</b>	<b>2,457</b>	<b>-</b>	<b>(200)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		4		4		4		0
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		86		21		3		(18)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		1		2		1		(1)
<b>Subtotal OTPS</b>		<b>91</b>		<b>27</b>		<b>8</b>		<b>(19)</b>
<b>Total Budget</b>	<b>17</b>	<b>2,700</b>	<b>20</b>	<b>2,684</b>	<b>20</b>	<b>2,465</b>	<b>-</b>	<b>(219)</b>

## Financial Review

The FY 2015 operating expense budget for Research and Management Analysis is \$2.5 million, of which \$2.5 million is for PS and \$0.01 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 by managing selected projects for functional departments, by ensuring that project managers follow a disciplined approach to project planning, by providing oversight of and status reporting on the enterprise project portfolio, by 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 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	4	447	6	490	10	816	4	327
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		0		0		0		0
Shift Differential		0		0		0		0
Fringe		409		399		561		161
Other		21		4		2		(1)
<b>Subtotal PS</b>	<b>4</b>	<b>878</b>	<b>6</b>	<b>893</b>	<b>10</b>	<b>1,379</b>	<b>4</b>	<b>487</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		3		9		2		(8)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		10		31		0		(31)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		3		5		4		(0)
<b>Subtotal OTPS</b>		<b>16</b>		<b>45</b>		<b>6</b>		<b>(39)</b>
<b>Total Budget</b>	<b>4</b>	<b>894</b>	<b>6</b>	<b>938</b>	<b>10</b>	<b>1,385</b>	<b>4</b>	<b>448</b>



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## **Financial Review**

The FY 2015 operating expense budget for Enterprise Program Management is \$1.4 million, of which \$1.4 million is for PS and \$0.01 million is for OTPS.



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*(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.



## 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 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	4	495	7	700	4	483	(3)	(217)
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		9		5		7		2
Shift Differential		0		0		0		0
Retro		2		0		0		0
Fringe		423		568		305		(263)
Other		39		6		5		(1)
<b>Subtotal PS</b>	<b>4</b>	<b>969</b>	<b>7</b>	<b>1,278</b>	<b>4</b>	<b>800</b>	<b>(3)</b>	<b>(479)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		1		3		2		(1)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		8		141		1		(140)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		342		208		305		97
<b>Subtotal OTPS</b>		<b>351</b>		<b>352</b>		<b>308</b>		<b>(44)</b>
<b>Total Budget</b>	<b>4</b>	<b>1,319</b>	<b>7</b>	<b>1,630</b>	<b>4</b>	<b>1,108</b>	<b>(3)</b>	<b>(523)</b>



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## **Financial Review**

The FY 2015 operating expense budget for the EVP for Finance is \$1.1 million, of which \$ 0.8 million is for PS and \$0.3 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. Support is provided to other Departments to analyze their budgets, monitor their expenses, and implement budget adjustments, thereby maintaining the integrity of NYCHA’s various financial systems.

**Responsibilities**

- Produce, manage and maintain a balanced five-year financial plan;
- Administer budget and financial planning functions related to developing and managing NYCHA’s Operating Budget and Capital Budget;
- Facilitate short- and long-term financial planning and implement operating and capital budget adjustments as needed;
- Monitor the obligations and expenditures of capital grants ensuring timely utilization of appropriated funds; and
- Examine the impact government regulations have on NYCHA’s funding and financial management, and act as liaison to external funding agencies on issues such as submission of funding requests, and budget performance reports.

**Financial Overview**

*Expenditures by Account Type (\$000)*

PS	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
Salary F/T	41	2,854	43	7,529	43	2,547	-	(4,982)
Salary P/T		0		0		0		0
Seasonal		0		6		0		(6)
Overtime		29		24		22,008		21,984
Shift Differential		0		0		0		0
Fringe		2,476		15,447		38,964		23,518
Other		92		59		123		64
<b>Subtotal PS</b>	<b>41</b>	<b>5,451</b>	<b>43</b>	<b>23,065</b>	<b>43</b>	<b>63,643</b>	<b>-</b>	<b>40,577</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		4		10		4		(7)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		311		15,857		17,438		1,581
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
NYPD Subsidy		0		18,624		0		(18,624)
Debt Service		0		0		0		0
Other OTPS		14		315		25		(290)
<b>Subtotal OTPS</b>		<b>329</b>		<b>34,806</b>		<b>17,466</b>		<b>(17,340)</b>
<b>Total Budget</b>	<b>41</b>	<b>5,780</b>	<b>43</b>	<b>57,872</b>	<b>43</b>	<b>81,109</b>	<b>-</b>	<b>23,237</b>



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## **Financial Review**

The FY 2015 operating expense budget for the Department of Budget and Financial Planning is \$81.1 million, of which \$63.6 million is for PS and \$17.5 million is for OTPS.



*(Accounting and Fiscal Services)*

**Overview/ Mission statement**

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

**Responsibilities**

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

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	141	8,657	139	8,524	125	7,466	(14)	(1,058)
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		14		17		18		1
Shift Differential		0		0		4		4
Retro		5		0		0		0
Fringe		7,546		7,454		5,681		(1,773)
Other		615		656		638		(17)
<b>Subtotal PS</b>	<b>141</b>	<b>16,838</b>	<b>139</b>	<b>16,651</b>	<b>125</b>	<b>13,807</b>	<b>(14)</b>	<b>(2,844)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		40		41		18		(23)
Utilities		0		0		0		0
Equipment		11		2		8		6
Contracts		1,670		2,146		1,727		(419)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		7		7		6		(1)
Other OTPS		392		451		406		(44)
<b>Subtotal OTPS</b>		<b>2,120</b>		<b>2,646</b>		<b>2,165</b>		<b>(482)</b>
<b>Total Budget</b>	<b>141</b>	<b>18,957</b>	<b>139</b>	<b>19,297</b>	<b>125</b>	<b>15,972</b>	<b>(14)</b>	<b>(3,325)</b>



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## **Financial Review**

The FY 2015 operating expense budget for Accounting and Fiscal Services is \$16 million, of which \$13.8 million is for PS and \$2.2 million is for OTPS.



*(Office of Business & Revenue Development)*

**Overview/ Mission statement**

The Office of Business and Revenue Development identifies and develops new opportunities to generate additional income for NYCHA. The office works with NYCHA’s established budget and financial planning process to identify, promote, and leverage 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 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	6	492	6	493	6	503	-	10
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		0		0		0		0
Shift Differential		0		0		0		0
Fringe		428		359		344		(15)
Other		8		8		11		3
<b>Subtotal PS</b>	<b>6</b>	<b>928</b>	<b>6</b>	<b>860</b>	<b>6</b>	<b>859</b>	<b>-</b>	<b>(1)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		1		1		1		0
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		539		23		102		79
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		1		2		14		12
<b>Subtotal OTPS</b>		<b>541</b>		<b>25</b>		<b>117</b>		<b>92</b>
<b>Total Budget</b>	<b>6</b>	<b>1,469</b>	<b>6</b>	<b>885</b>	<b>6</b>	<b>976</b>	<b>-</b>	<b>91</b>



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## **Financial Review**

The FY 2015 operating expense budget for Office of Business and Revenue Development is \$0.9 million, of which \$0.9 million is for PS and \$0.1 million is for OTPS.



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*(Energy Finance and Sustainability Management)*

**Overview/ Mission statement**

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

**Responsibilities**

- Negotiate with suppliers for the purchase of heating/cooking gas, and manage payment of monthly invoices relating to use of electricity, cooking gas, heating gas and fuel oil;
- Conduct assessments and evaluations, monitor energy systems and investigate new energy initiatives to conserve energy;
- Test energy options at developments of various sizes with differing energy needs;
- Develop performance contracts to leverage third-party financing for the installation of energy conservation measures;
- Plan and implement building technologies that reduce energy consumption;
- Collect, organize and interpret monthly data and cumulative expenditure reports on utility payments involving gas, oil, electricity, steam; and
- Examine trend 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 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	30	2,150	29	1,683	28	1,925	(1)	242
Salary P/T		0		0				0
Seasonal		0		0				0
Overtime		24		29		12		(18)
Shift Differential		0		0		1		1
Retro		1		0		0		0
Fringe		1,876		1,439		1,398		(41)
Other		82		87		77		(9)
<b>Subtotal PS</b>	<b>30</b>	<b>4,133</b>	<b>29</b>	<b>3,238</b>	<b>28</b>	<b>3,412</b>	<b>(1)</b>	<b>174</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		(43)		19		23		3
Utilities		5,642		15,135		4,563		(10,572)
Equipment		4		22		14		(8)
Contracts		855		1,239		551		(688)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		42		48		4		(44)
<b>Subtotal OTPS</b>		<b>6,499</b>		<b>16,462</b>		<b>5,154</b>		<b>(11,308)</b>
<b>Total Budget</b>	<b>30</b>	<b>10,632</b>	<b>29</b>	<b>19,700</b>	<b>28</b>	<b>8,566</b>	<b>(1)</b>	<b>(11,134)</b>

## Financial Review

The FY 2015 operating expense budget for the Energy Department is \$8.6 million, of which \$3.4 million is for PS and \$5.2 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 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	9	708	10	712	10	711	-	(1)
Salary P/T		0		0		0		0
Seasonal		0		22		2		(19)
Overtime		0		0		0		0
Shift Differential		0		0		4		4
Fringe		598		527		510		(18)
Other		20		16		15		(2)
<b>Subtotal PS</b>	<b>9</b>	<b>1,325</b>	<b>10</b>	<b>1,278</b>	<b>10</b>	<b>1,241</b>	<b>-</b>	<b>(37)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		4		4		1		(2)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		0		1		2		0
Insurance		31,334		34,207		36,413		2,206
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		7		2		2		(0)
<b>Subtotal OTPS</b>		<b>31,345</b>		<b>34,214</b>		<b>36,418</b>		<b>2,203</b>
<b>Total Budget</b>	<b>9</b>	<b>32,670</b>	<b>10</b>	<b>35,492</b>	<b>10</b>	<b>37,659</b>	<b>-</b>	<b>2,167</b>



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## **Financial Review**

The FY 2015 operating expense budget for Risk Finance is \$37.7 million, of which \$1.2 million is for PS and \$36.4 million is for OTPS.

## *(Treasury)*

### **Overview/ Mission statement**

The Treasury Department is responsible for managing and monitoring cash flow and investments to assure the ongoing availability of adequate cash to meet NYCHA's daily operating and capital expenditure requirements. Funds not earmarked for near-term use are invested in HUD-approved securities with consideration for maximum yield and minimum risk. A cash flow tracking report is utilized for forecasting anticipated cash flows to optimize the investment decision-making process.

### **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 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	16	1,102	16	1,044	17	1,067	1	23
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		0		0		0		(0)
Shift Differential		0		0		0		0
Fringe		951		775		773		(3)
Other		76		67		62		(6)
<b>Subtotal PS</b>	<b>16</b>	<b>2,130</b>	<b>16</b>	<b>1,887</b>	<b>17</b>	<b>1,901</b>	<b>1</b>	<b>14</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		42		48		48		0
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		8		9		10		1
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		(0)		2		1		(2)
<b>Subtotal OTPS</b>		<b>50</b>		<b>59</b>		<b>58</b>		<b>(1)</b>
<b>Total Budget</b>	<b>16</b>	<b>2,180</b>	<b>16</b>	<b>1,946</b>	<b>17</b>	<b>1,960</b>	<b>1</b>	<b>14</b>

## Financial Review

The FY 2015 operating expense budget for Treasury is \$2.0 million, of which \$1.9 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 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	1	148	1	23	1	43	-	21
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		0		3		0		(3)
Shift Differential		0		0		0		0
Fringe		131		103		37		(67)
Other		0		0		0		0
<b>Subtotal PS</b>	<b>1</b>	<b>280</b>	<b>1</b>	<b>129</b>	<b>1</b>	<b>80</b>	<b>-</b>	<b>(49)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		0		1		0		(1)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		0		2		0		(2)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		0		0		0		(0)
<b>Subtotal OTPS</b>		<b>0</b>		<b>3</b>		<b>0</b>		<b>(3)</b>
<b>Total Budget</b>	<b>1</b>	<b>280</b>	<b>1</b>	<b>132</b>	<b>1</b>	<b>80</b>	<b>-</b>	<b>(52)</b>

**Financial Review**

The FY 2015 operating expense budget for VP for Finance is \$.08 million, of which \$.08 million is for PS .



## Information & Technology

### (EVP for Information Technology)

#### Overview/ Mission statement

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

The following Departments report to this EVP:

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

#### Financial Overview

Expenditures by Account Type (\$000)

PS	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
Salary F/T	7	682	7	709	6	719	(1)	10
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		0		0		0		0
Shift Differential		0		0		0		0
Fringe		548		625		453		(172)
Other		4		4		6		2
<b>Subtotal PS</b>	<b>7</b>	<b>1,233</b>	<b>7</b>	<b>1,338</b>	<b>6</b>	<b>1,178</b>	<b>(1)</b>	<b>(160)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		(554)		5		0		(5)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		5		26		10		(16)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		89		93		65		(28)
<b>Subtotal OTPS</b>		<b>(459)</b>		<b>124</b>		<b>75</b>		<b>(49)</b>
<b>Total Budget</b>	<b>7</b>	<b>774</b>	<b>7</b>	<b>1,462</b>	<b>6</b>	<b>1,253</b>	<b>(1)</b>	<b>(209)</b>

#### Financial Review

The FY 2015 operating expense budget for EVP for Information Technology is \$1.3 million, of which \$1.2 million is for PS and \$0.08 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 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	15	1,448	15	1,705	22	1,957	7	251
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		0		0		0		0
Shift Differential		0		0		0		0
Fringe		1,203		1,179		1,317		138
Other		21		13		20		7
<b>Subtotal PS</b>	<b>15</b>	<b>2,672</b>	<b>15</b>	<b>2,897</b>	<b>22</b>	<b>3,294</b>	<b>7</b>	<b>397</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		1		4		1		(3)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		0		11		10		(0)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		15		21		20		(1)
<b>Subtotal OTPS</b>		<b>16</b>		<b>35</b>		<b>31</b>		<b>(5)</b>
<b>Total Budget</b>	<b>15</b>	<b>2,689</b>	<b>15</b>	<b>2,932</b>	<b>22</b>	<b>3,324</b>	<b>7</b>	<b>392</b>

**Financial Review**

The FY 2015 operating expense budget for Enterprise Technology Portfolio Management is \$3.3 million, of which \$3.3 million is for PS and \$0.03 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.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	104	8,465	99	7,856	91	7,165	(8)	(691)
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		231		243		222		(21)
Shift Differential		8		16		7		(9)
Retro		6		0		0		0
Fringe		7,405		6,137		4,982		(1,155)
Other		341		423		386		(37)
<b>Subtotal PS</b>	<b>104</b>	<b>16,455</b>	<b>99</b>	<b>14,675</b>	<b>91</b>	<b>12,762</b>	<b>(8)</b>	<b>(1,912)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		6		8		3		(4)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		5		86		86		0
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		2		3		3		(1)
<b>Subtotal OTPS</b>		<b>13</b>		<b>97</b>		<b>93</b>		<b>(5)</b>
<b>Total Budget</b>	<b>104</b>	<b>16,468</b>	<b>99</b>	<b>14,772</b>	<b>91</b>	<b>12,855</b>	<b>(8)</b>	<b>(1,917)</b>

**Financial Review**

The FY 2015 operating expense budget for Infrastructure is \$38.7 million, of which \$12.8 million is for PS and \$26.0 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 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	84	7,802	81	7,298	75	6,730	(6)	(567)
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		76		98		89		(9)
Shift Differential		0		0		1		1
Retro		12		0		4		4
Fringe		6,733		5,527		4,509		(1,019)
Other		284		409		215		(193)
<b>Subtotal PS</b>	<b>84</b>	<b>14,908</b>	<b>81</b>	<b>13,331</b>	<b>75</b>	<b>11,548</b>	<b>(6)</b>	<b>(1,783)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		7		15		3		(12)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		7		60		53		(6)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		1		4		1		(3)
<b>Subtotal OTPS</b>		<b>15</b>		<b>79</b>		<b>57</b>		<b>(22)</b>
<b>Total Budget</b>	<b>84</b>	<b>14,923</b>	<b>81</b>	<b>13,410</b>	<b>75</b>	<b>11,605</b>	<b>(6)</b>	<b>(1,805)</b>

**Financial Review**

The FY 2015 operating expense budget for Business Solution Technology is \$11.6 million, of which \$11.5 million is for PS and \$0.06 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 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	24	1,570	27	1,547	20	1,248	(7)	(299)
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		6		0		0		(0)
Shift Differential		0		0		1		1
Retro		3		0		3		3
Fringe		1,428		1,268		936		(332)
Other		81		102		56		(46)
<b>Subtotal PS</b>	<b>24</b>	<b>3,089</b>	<b>27</b>	<b>2,917</b>	<b>20</b>	<b>2,244</b>	<b>(7)</b>	<b>(673)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		23		18		12		(6)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		0		5		5		0
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		1		3		0		(2)
<b>Subtotal OTPS</b>		<b>24</b>		<b>25</b>		<b>18</b>		<b>(8)</b>
<b>Total Budget</b>	<b>24</b>	<b>3,112</b>	<b>27</b>	<b>2,942</b>	<b>20</b>	<b>2,262</b>	<b>(7)</b>	<b>(680)</b>

**Financial Review**

The FY 2015 operating expense budget for Information Management is \$2.3 million, of which \$2.2 million is for PS and \$0.02 million is for OTPS.



## Community Program & Development

### *(EVP for Community Program & Development)*

#### Overview/ Mission statement

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

The following Departments report to this 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 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	6	627	8	719	8	931	0	212
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		2		17		1		(16)
Shift Differential		0		0		0		0
Fringe		590		578		347		(231)
Other		15		53		5		(49)
<b>Subtotal PS</b>	<b>6</b>	<b>1,234</b>	<b>8</b>	<b>1,367</b>	<b>8</b>	<b>1,283</b>	<b>0</b>	<b>(84)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		30		48		44		(3)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		1,081		760		1,928		1,168
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		177		279		379		99
<b>Subtotal OTPS</b>		<b>1,288</b>		<b>1,087</b>		<b>2,351</b>		<b>1,264</b>
<b>Total Budget</b>	<b>6</b>	<b>2,522</b>	<b>8</b>	<b>2,454</b>	<b>8</b>	<b>3,634</b>	<b>0</b>	<b>1,180</b>



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## **Financial Review**

The FY 2015 operating expense budget for EVP for Community Program & Development is \$3.6 million, of which \$1.3 million is for PS and \$2.4 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 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	70	4,806	27	2,200	40	2,839	13	640
Salary P/T		86		55		106		51
Seasonal		0		4		0		(4)
Overtime		190		183		23		(160)
Shift Differential		42		58		11		(46)
Fringe		4,508		1,942		963		(979)
Other		103		163		21		(141)
<b>Subtotal PS</b>	<b>70</b>	<b>9,735</b>	<b>27</b>	<b>4,603</b>	<b>40</b>	<b>3,964</b>	<b>13</b>	<b>(639)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		172		59		44		(15)
Utilities		631		72		677		605
Equipment		0		0		0		0
Contracts		343		1,268		0		(1,268)
Insurance		11		13		19		7
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		1,594		1,014		670		(344)
<b>Subtotal OTPS</b>		<b>2,751</b>		<b>2,426</b>		<b>1,410</b>		<b>(1,015)</b>
<b>Total Budget</b>	<b>70</b>	<b>12,486</b>	<b>27</b>	<b>7,029</b>	<b>40</b>	<b>5,375</b>	<b>13</b>	<b>(1,654)</b>



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## **Financial Review**

The FY 2015 operating expense budget for Brooklyn Community Operations is \$5.4 million, of which \$4.0 million is for PS and \$1.4 million is for OTPS.



*(Bronx Community Operations)*

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	37	2,523	16	1,151	29	1,715	13	564
Salary P/T		36		24		27		4
Seasonal		0		1		0		(1)
Overtime		153		233		35		(197)
Shift Differential		25		37		7		(30)
Fringe		2,357		1,151		615		(536)
Other		131		80		12		(68)
<b>Subtotal PS</b>	<b>37</b>	<b>5,224</b>	<b>16</b>	<b>2,676</b>	<b>29</b>	<b>2,412</b>	<b>13</b>	<b>(264)</b>
<b>OTPS</b>								
Lease		0		0		0		0
Supplies		112		287		34		(253)
Utilities		705		0		782		782
Equipment		0		0		0		0
Contracts		229		713		0		(713)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		792		549		254		(295)
<b>Subtotal OTPS</b>		<b>1,838</b>		<b>1,549</b>		<b>1,071</b>		<b>(479)</b>
<b>Total Budget</b>	<b>37</b>	<b>7,062</b>	<b>16</b>	<b>4,225</b>	<b>29</b>	<b>3,482</b>	<b>13</b>	<b>(743)</b>

**Financial Review**

The FY 2015 operating expense budget for Bronx Community Operations is \$3.5 million, of which \$2.4 million is for PS and \$1.1 million is for OTPS.



*(Manhattan Community Operations)*

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	44	3,189	18	1,547	31	2,013	13	466
Salary P/T		37		25		25		0
Seasonal		0		1		0		(1)
Overtime		95		117		13		(104)
Shift Differential		22		30		6		(25)
Fringe		2,950		1,221		743		(478)
Other		60		97		25		(72)
<b>Subtotal PS</b>	<b>44</b>	<b>6,353</b>	<b>18</b>	<b>3,039</b>	<b>31</b>	<b>2,825</b>	<b>13</b>	<b>(214)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		63		28		54		26
Utilities		401		0		505		505
Equipment		(2)		0		0		0
Contracts		125		545		1		(544)
Insurance		2		5		8		3
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		966		817		439		(378)
<b>Subtotal OTPS</b>		<b>1,555</b>		<b>1,395</b>		<b>1,006</b>		<b>(388)</b>
<b>Total Budget</b>	<b>44</b>	<b>7,908</b>	<b>18</b>	<b>4,434</b>	<b>31</b>	<b>3,831</b>	<b>13</b>	<b>(603)</b>

**Financial Review**

The FY 2015 operating expense budget for Manhattan Community Operations is \$3.8 million, of which \$2.8 million is for PS and \$1.0 million is for OTPS.





*(Queens/SI Community Operations)*

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	<u>HC</u>	<u>YTD Actuals</u>	<u>HC</u>	<u>Cur Mod Budget</u>	<u>HC</u>	<u>Budget</u>	<u>HC</u>	<u>FY 14 vs FY 15</u>
<b>PS</b>								
Salary F/T	34	2,350	15	1,145	21	1,446	6	301
Salary P/T		30		21		38		17
Seasonal		0		2		0		(2)
Overtime		77		112		24		(88)
Shift Differential		21		26		5		(20)
Fringe		2,184		992		520		(472)
Other		49		134		28		(106)
<b>Subtotal PS</b>	<b>34</b>	<b>4,710</b>	<b>15</b>	<b>2,431</b>	<b>21</b>	<b>2,060</b>	<b>6</b>	<b>(371)</b>
<b>OTPS</b>								
Lease		0		0		0		0
Supplies		34		55		23		(31)
Utilities		203		0		181		181
Equipment		0		0		0		0
Contracts		247		650		0		(650)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		298		228		170		(58)
<b>Subtotal OTPS</b>		<b>782</b>		<b>932</b>		<b>375</b>		<b>(557)</b>
<b>Total Budget</b>	<b>34</b>	<b>5,492</b>	<b>15</b>	<b>3,363</b>	<b>21</b>	<b>2,435</b>	<b>6</b>	<b>(928)</b>

**Financial Review**

The FY 2015 operating expense budget for Queens/SI Community Operations is \$2.4 million, of which \$2.1 million is for PS and \$0.4 million is for OTPS.



*(Community Operations - Administration)*

**Overview/ Mission statement**

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

**Responsibilities**

- Maintain personnel data for approximately 1,200 positions throughout the Community Operations Department, assist in 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 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	23	1,796	36	1,571	25	1,667	-11	96
Salary P/T		24		13		38		25
Seasonal		977		962		0		(962)
Overtime		6		13		3		(11)
Shift Differential		1		1		1		(0)
Fringe		1,906		1,634		867		(767)
Other		202		119		58		(61)
<b>Subtotal PS</b>	<b>23</b>	<b>4,913</b>	<b>36</b>	<b>4,314</b>	<b>25</b>	<b>2,633</b>	<b>-11</b>	<b>(1,681)</b>
<b>OTPS</b>								
Leases								
Supplies		113		60		109		49
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		2		20		1		(19)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		2,781		4,059		2,227		(1,832)
<b>Subtotal OTPS</b>		<b>2,896</b>		<b>4,138</b>		<b>2,337</b>		<b>(1,802)</b>
<b>Total Budget</b>	<b>23</b>	<b>7,809</b>	<b>36</b>	<b>8,452</b>	<b>25</b>	<b>4,970</b>	<b>-11</b>	<b>(3,482)</b>



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## **Financial Review**

The FY 2015 operating expense budget for Community Operations – Administration is \$5.0 million, of which \$2.6 million is for PS and \$2.3 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 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	22	1,289	76	3,940	60	3,245	-16	(695)
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		22		11		6		(5)
Shift Differential		0		0		1		1
Fringe		1,073		3,066		2,648		(418)
Other		55		22		16		(6)
<b>Subtotal PS</b>	<b>22</b>	<b>2,439</b>	<b>76</b>	<b>7,039</b>	<b>60</b>	<b>5,917</b>	<b>-16</b>	<b>(1,122)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		13		115		56		(59)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		7		279		138		(141)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		2,885		4,453		291		(4,162)
<b>Subtotal OTPS</b>		<b>2,905</b>		<b>4,846</b>		<b>485</b>		<b>(4,361)</b>
<b>Total Budget</b>	<b>22</b>	<b>5,343</b>	<b>76</b>	<b>11,885</b>	<b>60</b>	<b>6,402</b>	<b>-16</b>	<b>(5,483)</b>

**Financial Review**

The FY 2015 operating expense budget for Resident Engagement is \$6.4 million, of which \$5.9 million is for PS and \$0.5 million is for OTPS.



*(Office of Citywide Programs)*

**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 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	15	812	17	778	15	942	-2	164
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		52		67		34		(33)
Shift Differential		1		1		1		(1)
Fringe		758		661		423		(238)
Other		15		23		6		(18)
<b>Subtotal PS</b>	<b>15</b>	<b>1,637</b>	<b>17</b>	<b>1,531</b>	<b>15</b>	<b>1,405</b>	<b>-2</b>	<b>(125)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		4		16		12		(4)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		165		166		255		89
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		1,715		846		1,208		362
<b>Subtotal OTPS</b>		<b>1,885</b>		<b>1,028</b>		<b>1,475</b>		<b>447</b>
<b>Total Budget</b>	<b>15</b>	<b>3,522</b>	<b>17</b>	<b>2,558</b>	<b>15</b>	<b>2,880</b>	<b>-2</b>	<b>322</b>

**Financial Review**

The FY 2015 operating expense budget for Office of Citywide Programs is \$2.9 million, of which \$1.4 million is for PS and \$1.5 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.

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.

To ensure coordination with New York City initiatives, the Office of Public/Private Partnerships works collaboratively with the Mayor’s Fund to Advance New York City, a 501(c) (3) nonprofit organization, to develop fundraising strategies and targets to support NYCHA’s key programmatic priorities.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	8	618	8	744	6	579	-2	(165)
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		0		0		0		0
Shift Differential		0		0		0		0
Fringe		499		547		230		(317)
Other		7		12		4		(7)
<b>Subtotal PS</b>	<b>8</b>	<b>1,123</b>	<b>8</b>	<b>1,303</b>	<b>6</b>	<b>814</b>	<b>-2</b>	<b>(489)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		9		15		6		(10)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		483		297		101		(196)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		37		89		24		(65)
<b>Subtotal OTPS</b>		<b>529</b>		<b>401</b>		<b>130</b>		<b>(270)</b>
<b>Total Budget</b>	<b>8</b>	<b>1,652</b>	<b>8</b>	<b>1,704</b>	<b>6</b>	<b>944</b>	<b>-2</b>	<b>(760)</b>



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## **Financial Review**

The FY 2015 operating expense budget for Office of Public/Private Partnerships is \$0.9 million, of which \$0.8 million is for PS and \$0.1 million is for OTPS.



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## *(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 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	41	2,634	54	2,855	49	3,271	-5	416
Salary P/T		1		0		0		0
Overtime		(21)		7		0		(7)
Shift Differential		0		1		0		(1)
Fringe		2,245		2,153		1,742		(411)
Other		54		109		4		(105)
<b>Subtotal PS</b>	<b>41</b>	<b>4,913</b>	<b>54</b>	<b>5,125</b>	<b>49</b>	<b>5,017</b>	<b>-5</b>	<b>(108)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		9		55		17		(38)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		21		436		167		(269)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		7		117		54		(63)
<b>Subtotal OTPS</b>		<b>38</b>		<b>608</b>		<b>238</b>		<b>(369)</b>
<b>Total Budget</b>	<b>41</b>	<b>4,951</b>	<b>54</b>	<b>5,732</b>	<b>49</b>	<b>5,256</b>	<b>-5</b>	<b>(477)</b>

## Financial Review

The FY 2015 operating expense budget for the Office of Resident Economic Empowerment and Sustainability (REES) is \$5.3 million, of which \$5.0 million is for PS and \$0.2 million is for OTPS.



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## 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 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	393	7,662	384	22,343	418	23,259	34	916
Salary P/T				0		0		0
Seasonal				14		16		2
Overtime		172		998		880		(118)
Shift Differential				1		1		(0)
Fringe		21,472		17,516		16,573		(943)
Other		215		764		487		(259)
<b>Subtotal PS</b>	<b>393</b>	<b>29,521</b>	<b>384</b>	<b>41,636</b>	<b>418</b>	<b>41,216</b>	<b>34</b>	<b>(402)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		66		104		85		(19)
Utilities		85		0		0		0
Equipment		0		192		197		5
Contracts		422		661		752		91
Insurance		0		0		0		0
Section 8 Payments		1,016,237		1,004,045		1,005,127		1,082
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		222		288		17,625		17,337
<b>Subtotal OTPS</b>		<b>1,017,032</b>		<b>1,005,290</b>		<b>1,023,785</b>		<b>18,495</b>
<b>Total Budget</b>	<b>393</b>	<b>1,046,553</b>	<b>384</b>	<b>1,046,926</b>	<b>418</b>	<b>1,065,001</b>	<b>34</b>	<b>18,093</b>

## Financial Review

The FY 2015 operating expense budget for the EVP for Leased Housing is \$1.1 billion, of which \$41.2 million is for PS and \$1.0 billion is for OTPS.



## Supply Management

### (EVP of Supply Management)

#### Overview/ Mission statement

The departments under this EVP are responsible for the cost-efficient inventory, timely distribution of all materials; and provide procurement services with quality and integrity for services, and capital needs. To ensure that NYCHA's Departments and housing developments can continue to provide a quality service departments under this EVP are responsible for the cost-efficient inventory, timely distribution of all materials; and provide procurement services with quality and integrity for services, and capital needs. To ensure that NYCHA's Departments and housing developments can continue to provide a quality service to our residents.

The following report to the EVP of Supply Management:

- Warehouse Distribution
- Material Management
- Procurement

#### Financial Overview

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	4	215	4	429	6	497	2	68
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		0		3		0		(3)
Shift Differential		0		1		0		(1)
Fringe		301		300		342		42
Other		2		8		7		(1)
<b>Subtotal PS</b>	<b>4</b>	<b>518</b>	<b>4</b>	<b>740</b>	<b>6</b>	<b>846</b>	<b>2</b>	<b>106</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		147		39		81		42
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		64		73		26		(47)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		19		32		17		(15)
<b>Subtotal OTPS</b>		<b>231</b>		<b>144</b>		<b>124</b>		<b>(19)</b>
<b>Total Budget</b>	<b>4</b>	<b>749</b>	<b>4</b>	<b>884</b>	<b>6</b>	<b>124</b>	<b>2</b>	<b>86</b>



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## Financial Review

The FY 2015 operating expense budget for the EVP for Supply Management is \$0.1 million, of which \$0.9 million is for PS and \$0.1 million is for OTPS.

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

- 2 Additional Head Count Budgeted

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

- OTPS reduction of 2 percent



*(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.

*(Material Management)*

**Financial Overview**

*Expenditures by Account Type (\$000)*

PS	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 16 vs FY 17
Salary F/T	31	2,225	33	1,662	28	1,662	(5)	1
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		29		18		33		16
Shift Differential		0		5		4		(1)
Retro		31		0		0		0
Fringe		1,427		1,483		1,276		(207)
Other		104		57		115		57
<b>Subtotal PS</b>	<b>31</b>	<b>3,815</b>	<b>33</b>	<b>3,224</b>	<b>28</b>	<b>3,090</b>	<b>(5)</b>	<b>(134)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		15		17		45		28
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		18		0		0		(0)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		(0)		9		2		(7)
<b>Subtotal OTPS</b>		<b>32</b>		<b>27</b>		<b>47</b>		<b>21</b>
<b>Total Budget</b>	<b>31</b>	<b>3,847</b>	<b>33</b>	<b>3,251</b>	<b>28</b>	<b>3,138</b>	<b>(5)</b>	<b>(113)</b>

**Financial Review**

The FY 2015 operating expense budget for the Material Management Department is \$3.1 million, of which \$3.1 million is for PS and \$.05 million is for OTPS.

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

- PS Reductions of 5 percent

The OTPS budget reflects a net increase of \$0.02 million due to:

- Supplies increased by \$0.03 million to meet department needs.

*(Warehouse Distribution)*

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	62	3,728	64	3,333	56	3,039	(8)	(294)
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		168		0		82		82
Shift Differential		8		8		21		13
Retro		6		0		0		0
Fringe		3,370		258		2,444		2,186
Other		180		104		102		(2)
<b>Subtotal PS</b>	<b>62</b>	<b>7,459</b>	<b>64</b>	<b>3,703</b>	<b>56</b>	<b>5,688</b>	<b>(8)</b>	<b>1,985</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		36		105		109		4
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		202		317		219		(98)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		0		1		14		14
<b>Subtotal OTPS</b>		<b>238</b>		<b>422</b>		<b>342</b>		<b>(80)</b>
<b>Total Budget</b>	<b>62</b>	<b>7,696</b>	<b>64</b>	<b>4,125</b>	<b>56</b>	<b>6,030</b>	<b>(8)</b>	<b>1,905</b>

**Financial Review**

The FY 2015 operating expense budget for the Warehouse Distribution Department is \$6.0 million, of which \$5.7 million is for PS and \$0.3 million is for OTPS.

The PS budget reflects a net increase of \$2.0 million due to:

- Allocation of funds to meet department's fringe rates allocation.

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

- OTPS Reduction of 2 percent





*(Procurement)*

**Overview/ Mission statement**

The mission of the SMD-Procurement is to source 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)*

PS	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
Salary F/T	69	4,120	66	3,847	65	3,779	(1)	(68)
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		35		36		230		194
Shift Differential		0		9		0		(9)
Retro		43						
Fringe		2,706		2,819		2,941		122
Other		95		115		96		(19)
<b>Subtotal PS</b>	<b>69</b>	<b>7,000</b>	<b>66</b>	<b>6,826</b>	<b>65</b>	<b>7,046</b>	<b>(1)</b>	<b>220</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		40		64		65		0
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		57		221		136		(85)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		7		4		10		6
<b>Subtotal OTPS</b>		<b>104</b>		<b>290</b>		<b>210</b>		<b>(80)</b>
<b>Total Budget</b>	<b>69</b>	<b>7,104</b>	<b>66</b>	<b>7,116</b>	<b>65</b>	<b>7,256</b>	<b>(1)</b>	<b>140</b>

**Financial Review**

The FY 2015 operating expense budget for the Procurement Department is \$7.3 million, of which \$7.1 million is for PS and \$0.2 million is for OTPS.

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

- Allocation of funds to meet department’s needs

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

- OTPS Reduction of 2 percent.

## Capital Projects

### *(EVP of Capital Projects)*

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

The Capital Projects Division (CPD), in conjunction with NYCHA's Budget and Financial Planning Department and Property Management Department develops a Public Housing Annual (PHA) Plan, as well as a Five-Year Capital Plan, and plays a vital role in NYCHA's mission to preserve its significant housing stock and community facilities through cost-effective modernization and development activities. CPD is responsible for delivering capital projects safely, on-time, within budget, and in accordance with the work quality dictated by the contract documents.

The following report to the EVP of Capital Projects:

- VP for Capital Projects
  - Construction
  - Local Law 11
- VP for Quality Assurance
  - Administration
  - Quality Assurance
- VP for Capital Planning and Design
  - Capital Planning
  - Office of Design
- VP for Disaster Recovery



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	5	507	3	425	3	286	-	(139)
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		0		0		0		0
Shift Differential		0		0		0		0
Fringe		447		315		191		(124)
Other		32		19		21		2
<b>Subtotal PS</b>	<b>5</b>	<b>985</b>	<b>3</b>	<b>759</b>	<b>3</b>	<b>498</b>	<b>-</b>	<b>(261)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		0		0		1		0
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		0		2		3		0
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		0		0		0		0
<b>Subtotal OTPS</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>-</b>	<b>1</b>
<b>Total Budget</b>	<b>5</b>	<b>986</b>	<b>3</b>	<b>762</b>	<b>3</b>	<b>502</b>	<b>-</b>	<b>(260)</b>

## Financial Review

The FY 2015 operating expense budget for the EVP for Capital Project is \$0.5 million, of which \$0.5 million is for PS and \$0.004 million is for OTPS.



(VP for Capital Projects)

**Construction**

**Financial Overview**

Expenditures by Account Type (\$000)

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	-	0	137	4,714	113	7,580	24	(2,867)
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		0		126		0		126
Shift Differential		0		0		8		(8)
Retro		0		0		9		(9)
Fringe		0		4,303		5,503		(1,200)
Other		0		543		308		234
<b>Subtotal PS</b>	<b>-</b>	<b>0</b>	<b>137</b>	<b>9,685</b>	<b>113</b>	<b>13,408</b>	<b>24</b>	<b>(3,723)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		0		8		22		(14)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		0		69		53		16
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		0		19		6		13
<b>Subtotal OTPS</b>		<b>0</b>		<b>96</b>		<b>82</b>		<b>14</b>
<b>Total Budget</b>	<b>-</b>	<b>0</b>	<b>137</b>	<b>9,781</b>	<b>113</b>	<b>13,490</b>	<b>24</b>	<b>(3,709)</b>

**Financial Review**

The FY 2015 operating expense budget for the Construction department is \$18.4 million, of which \$18.3 million is for PS and \$0.1 million is for OTPS.



## Local Law 11

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	-	0	31	999	30	1,907	1	(908)
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		0		27		2		25
Shift Differential		0		0		2		(2)
Retro		0		0		0		0
Fringe		0		912		1,414		(502)
Other		0		115		78		37
<b>Subtotal PS</b>	<b>-</b>	<b>0</b>	<b>31</b>	<b>2,053</b>	<b>30</b>	<b>3,403</b>	<b>1</b>	<b>(1,350)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		0		3		6		(2)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		0		17		13		4
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		0		5		2		3
<b>Subtotal OTPS</b>		<b>0</b>		<b>25</b>		<b>21</b>		<b>5</b>
<b>Total Budget</b>	<b>-</b>	<b>0</b>	<b>31</b>	<b>2,079</b>	<b>30</b>	<b>3,424</b>	<b>1</b>	<b>(1,345)</b>

### Financial Review

The FY 2015 operating expense budget for the Local Law 11 department is \$3.4 million, of which \$3.4 million is for PS and \$0.02 million is for OTPS.



(VP for Quality Assurance)

**Administration**

**Financial Overview**

Expenditures by Account Type (\$000)

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	65	3,906	53	3,545	51	2,908	2	637
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		30		41		4		37
Shift Differential		0		0		4		(4)
Retro		2		0		0		0
Fringe		3,444		2,880		2,244		636
Other		260		263		153		109
<b>Subtotal PS</b>	<b>65</b>	<b>7,642</b>	<b>53</b>	<b>6,729</b>	<b>51</b>	<b>5,313</b>	<b>2</b>	<b>1,416</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		360		93		56		37
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		104		133		142		(9)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		6		102		93		9
<b>Subtotal OTPS</b>		<b>471</b>		<b>328</b>		<b>291</b>		<b>38</b>
<b>Total Budget</b>	<b>65</b>	<b>8,113</b>	<b>53</b>	<b>7,057</b>	<b>51</b>	<b>5,604</b>	<b>2</b>	<b>1,453</b>

**Financial Review**

The FY 2015 operating expense budget for the Administration department is \$5.6 million, of which \$5.3 million is for PS and \$0.3 million is for OTPS.



## Quality Assurance

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	46	3,533	53	3,319	51	3,112	2	207
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		10		48		4		44
Shift Differential		0		0		3		(3)
Retro		29		0		0		0
Fringe		3,062		2,667		2,364		303
Other		208		215		162		53
<b>Subtotal PS</b>	<b>46</b>	<b>6,842</b>	<b>53</b>	<b>6,249</b>	<b>51</b>	<b>5,645</b>	<b>2</b>	<b>603</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		0		7		9		(2)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		2		14		14		0
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		3		3		3		(0)
<b>Subtotal OTPS</b>		<b>5</b>		<b>23</b>		<b>25</b>		<b>(2)</b>
<b>Total Budget</b>	<b>46</b>	<b>6,847</b>	<b>53</b>	<b>6,272</b>	<b>51</b>	<b>5,671</b>	<b>2</b>	<b>601</b>

### Financial Review

The FY 2015 operating expense budget for the Quality Assurance department is \$5.7 million, of which \$5.7 million is for PS and \$0.03 million is for OTPS.



(VP for Capital Planning and Design)

## Capital Planning

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	-	0	22	710	21	1,354	1	(645)
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		0		19		2		17
Shift Differential		0		0		1		(1)
Retro		0		0		0		0
Fringe		0		648		999		(351)
Other		0		82		55		27
<b>Subtotal PS</b>	<b>-</b>	<b>0</b>	<b>22</b>	<b>1,458</b>	<b>21</b>	<b>2,412</b>	<b>1</b>	<b>(954)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		0		0		4		(4)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		0		0		10		(10)
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		0		0		1		(1)
<b>Subtotal OTPS</b>		<b>0</b>		<b>0</b>		<b>15</b>		<b>(15)</b>
<b>Total Budget</b>	<b>-</b>	<b>0</b>	<b>22</b>	<b>1,458</b>	<b>21</b>	<b>2,426</b>	<b>1</b>	<b>(968)</b>

### Financial Review

The FY 2015 operating expense budget for the Capital Planning department is \$2.4 million, of which \$2.40 million is for PS and \$0.02 million is for OTPS.





## Office of Design

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	84	5,952	90	6,246	87	5,643	3	604
Salary P/T		0		0		3		(3)
Seasonal		0		4		0		4
Overtime		122		81		7		73
Shift Differential		0		0		7		(7)
Retro		16		0		0		0
Fringe		5,340		5,159		4,162		996
Other		474		470		263		207
<b>Subtotal PS</b>	<b>84</b>	<b>11,904</b>	<b>90</b>	<b>11,959</b>	<b>87</b>	<b>10,086</b>	<b>3</b>	<b>1,873</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		3		1		17		(15)
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		4		12		11		1
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		1		3		5		(2)
<b>Subtotal OTPS</b>		<b>8</b>		<b>16</b>		<b>32</b>		<b>(17)</b>
<b>Total Budget</b>	<b>84</b>	<b>11,912</b>	<b>90</b>	<b>11,975</b>	<b>87</b>	<b>10,118</b>	<b>3</b>	<b>1,857</b>

### Financial Review

The FY 2015 operating expense budget for the office of Design is \$10.1 million, of which \$10.1 million is for PS and \$0.03 million is for OTPS.



*(VP for Disaster Recovery)*

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2013		FY 2014		FY 2015		Variance	
	HC	YTD Actuals	HC	Cur Mod Budget	HC	Budget	HC	FY 14 vs FY 15
<b>PS</b>								
Salary F/T	5	589	11	1,001	11	1,116	-	115
Salary P/T		0		0		0		0
Seasonal		0		0		0		0
Overtime		0		0		0		0
Shift Differential		0		0		0		0
Fringe		540		823		730		(93)
Other		2		68		23		(45)
<b>Subtotal PS</b>	<b>5</b>	<b>1,131</b>	<b>11</b>	<b>1,891</b>	<b>11</b>	<b>1,868</b>	<b>-</b>	<b>(23)</b>
<b>OTPS</b>								
Leases		0		0		0		0
Supplies		0		0		3		3
Utilities		0		0		0		0
Equipment		0		0		0		0
Contracts		0		5		5		0
Insurance		0		0		0		0
Section 8 Payments		0		0		0		0
Payment in Lieu of Taxes		0		0		0		0
Debt Service		0		0		0		0
Other OTPS		0		0		1		1
<b>Subtotal OTPS</b>		<b>0</b>		<b>5</b>		<b>9</b>		<b>4</b>
<b>Total Budget</b>	<b>5</b>	<b>1,132</b>	<b>11</b>	<b>1,896</b>	<b>11</b>	<b>1,877</b>	<b>-</b>	<b>(19)</b>

**Financial Review**

The FY 2015 operating expense budget for the VP for Disaster Recovery is \$1.9 million, of which \$1.9 million is for PS and \$0.01 million is for OTPS.



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# 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 2015 and planned for the following four years.

NYCHA's 2015 Capital Plan provides approximately \$4.217 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 expected 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 SuperStorm Sandy. Overall, of the \$4.217 billion dollars included in this Plan, 33.8 percent are from Annual Federal Capital Grants, 59.3 percent are from funds related to disaster recovery, 6.7 percent come from the City of New York, and .2 percent comes from other sources.

**Table 1: Capital Budget: FY 2015 – FY 2019**  
(\$000)

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
<b>Non-CPD DGM Programs</b>					
Administration	\$27	\$0	\$0	\$0	\$0
Community Operations	\$1,316	\$380	\$0	\$0	\$0
Development	\$25,534	\$10,990	\$0	\$0	\$0
Energy	\$4,898	\$0	\$0	\$0	\$0
Information Technology	\$15,629	\$11,072	\$7,392	\$5,961	\$5,961
Operations	\$25,960	\$33,383	\$19,013	\$22,583	\$17,913
Supply Management	\$8,450	\$1,911	\$6,675	\$7,000	\$7,000
<b>Subtotal Non-CPD DGM Programs</b>	<b>\$81,813</b>	<b>\$57,737</b>	<b>\$33,080</b>	<b>\$35,544</b>	<b>\$30,874</b>
<b>CPD Programs</b>					
A and E	\$339	\$9,000	\$13,656	\$0	\$0
Bathrooms	\$0	\$0	\$0	\$2,500	\$16,400
Boilers	\$542	\$0	\$500	\$1,300	\$0
Brickwork	\$11,282	\$27,609	\$41,160	\$39,744	\$33,413
Brickwork_Roofs	\$3,640	\$28,200	\$24,680	\$43,320	\$34,500
CCTV_Layered Access	\$31,893	\$500	\$0	\$0	\$0
CM Fees	\$308	\$0	\$0	\$0	\$0
Community Center Renov	\$22,723	\$4,817	\$0	\$0	\$0
Consulting Costs	\$35	\$0	\$500	\$0	\$0
Contingency	\$78	\$0	\$0	\$0	\$0
Doors_Entrances	\$18	\$0	\$0	\$0	\$0
Electrical_Lighting	\$48,999	\$0	\$0	\$0	\$0
Elevators	\$26,302	\$2,650	\$0	\$0	\$0
Energy	\$29,471	\$0	\$0	\$7,642	\$0
Entrances_Exits	\$3,998	\$50	\$1,000	\$0	\$0
Environmental	\$30	\$0	\$0	\$0	\$0
Fire Safety	\$1	\$2,910	\$8,474	\$8,930	\$6,988
Front Line Costs	\$4,618	\$11,000	\$11,000	\$11,000	\$11,000
Garbage Disposal	\$1,144	\$4,337	\$1,090	\$622	\$0
General Construction	\$263,365	\$413,926	\$66,269	\$4,000	\$6,400
Grounds	\$10,399	\$0	\$0	\$0	\$0
Heating	\$6,898	\$30,867	\$23,640	\$14,620	\$21,300
Intercoms_Security	\$1,080	\$0	\$0	\$0	\$0
Interior Doors	\$1,229	\$0	\$0	\$0	\$0



**Table 1: Capital Budget: FY 2015 – FY 2019**  
(\$000)

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
<b>CPD Programs</b>					
Kitchens	\$0	\$8,091	\$11,000	\$0	\$0
Major Renovation	\$244,295	\$952,974	\$669,983	\$41,024	\$42,000
Miscellaneous	\$428	\$0	\$0	\$0	\$0
Plumbing	\$2,589	\$7,596	\$80	\$770	\$500
Roofs	\$11,212	\$0	\$10,320	\$8,136	\$15,000
Windows	\$0	\$1,000	\$0	\$0	\$0
<b>Subtotal CPD Programs</b>	<b>\$726,915</b>	<b>\$1,505,527</b>	<b>\$883,351</b>	<b>\$183,608</b>	<b>\$187,500</b>
<b>Other Capital-Eligible Costs</b>					
CFFP Transaction Costs	\$84,140	\$60,500	\$60,500	\$60,500	\$60,500
Other Contingency	\$1,971	\$331	\$341	\$351	\$351
Contract Oversight	\$1,407	\$0	\$0	\$0	\$0
NYPD	\$6	\$2,444	\$4,444	\$4,444	\$4,444
Personal Service Costs	\$11,667	\$10,000	\$10,000	\$10,000	\$10,000
Cash to Operating Transfer	\$25,569	\$14,569	\$17,569	\$17,569	\$17,569
<b>Subtotal Other Capital-Eligible Co:</b>	<b>\$124,759</b>	<b>\$87,843</b>	<b>\$92,853</b>	<b>\$92,863</b>	<b>\$92,863</b>
<b>Total Capital Plan</b>	<b>\$933,488</b>	<b>\$1,651,107</b>	<b>\$1,009,284</b>	<b>\$312,015</b>	<b>\$311,237</b>

## Use of Capital Funds

NYCHA plans to spend \$933.5 million for capital improvements during FY 2015. These funds are spent on construction as well as non-construction projects and programs.

### Non-Construction Projects and Development Programs

In FY 2015, NYCHA will spend \$81.8 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 2014 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 7 brickwork and roof projects at 18 developments throughout the City. This structural work affected over 90 buildings and was valued at \$28.9 million. Elevator rehabilitation costing over \$44 million improved the mobility experience of residents in over 87 buildings. NYCHA also improved its heating and plumbing systems at 14 developments at a cost of \$14.7 million.



As part of the collaborative effort in the Re-Vision of Prospect Plaza, approximately \$11 million in demolition work was performed. The redevelopment of Prospect Plaza is expected to yield a mix of housing types, open space, and community and retail facilities.

In FY 2015, NYCHA will spend \$726.9 million to preserve its physical infrastructure; a list of all construction capital projects is available in, Capital Projects by Development starting on page 122.

- The Brickwork and Concrete budget of \$16.6 million is for brickwork replacement at approximately thirty-four developments.
- The Community Center Construction budget of \$23 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 \$278.9 is for SuperStorm Sandy renovations, the removal of sidewalk sheds, apartment renovations, and handicap accessibility.
- The Major Renovation budget of \$260 million is for major rehabilitations at Randolph Houses (\$15.7M), Sotomayor Houses (\$23.3M), and major rehabilitations at developments damaged by SuperStorm Sandy.
- The Electrical/Lighting budget of \$49.6 million is for electrical and lighting system upgrades throughout NYCHA developments.
- The Elevators budget of \$27.5 million is for elevator system upgrades at approximately 28 developments.
- The Energy budget of \$33.4 million is for instantaneous hot water heaters throughout NYCHA developments.
- The CCTV Layered Access budget of \$31.9 million, funded exclusively with City Capital funds represents upgrades and replacements of CCTV/LAC throughout NYCHA developments.
- The Heating budget of \$13.5 million is for the upgrading of heating systems throughout NYCHA developments.

#### **Other Eligible Costs**

In FY 2015, NYCHA will spend \$121.4 million for other eligible capital costs. Costs under this category consist of the following:

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

#### **Financial Comparison: FY 2014 vs. FY 2015**

Table 2 provides NYCHA's actual capital expenditures for FY 2013, the Adopted Budget for FY 2014 and the FY 2015 Budget by project type. It also compares NYCHA's Adopted Capital Budget for FY 2014, total \$2.5 billion with the FY 2015, of \$933.5 million. The difference is due to a \$36.9 million reduction in Federal and City funds.



**Table 2: Comparison of FY 2014 and FY 2015 Budgets**  
(\$000)

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>Variance</b>
	<b>Actuals</b>	<b>Adopted Budget</b>	<b>Budget</b>	<b>FY 14 vs FY 15</b>
<b><u>Non-CPD DGM Programs</u></b>				
Administration	\$10,779	\$9,921	\$27	(\$9,894)
Community Operations	\$3	\$1,496	\$1,316	(\$180)
Development	\$7,291	\$37,318	\$25,534	(\$11,784)
Energy	\$398	\$5,276	\$4,898	(\$378)
Information Technology	\$17,676	\$19,759	\$15,629	(\$4,130)
Law	\$770	\$549		(\$549)
Operations	\$25,467	\$25,219	\$25,960	\$741
Supply Management	\$70	\$7,000	\$8,450	\$1,450
<b>Subtotal Non-CPD DGM Programs</b>	<b>\$62,455</b>	<b>\$106,537</b>	<b>\$81,813</b>	<b>(\$24,724)</b>
<b><u>CPD Programs</u></b>				
A&E / CM Fees	\$8,639	\$4,916	\$647	(\$4,269)
Bathrooms/ Kitchens	\$261	\$19,000	\$0	(\$19,000)
Boilers	\$4,310	\$25,966	\$542	(\$25,425)
Brickwork	\$32,297	\$101,787	\$11,282	(\$90,505)
Brickwork_Roofs	\$17,170	\$190,946	\$3,640	(\$187,306)
CCTV_Layered Access	\$14,106	\$0	\$31,893	\$31,893
Community Center Renov	\$145	\$22,293	\$22,723	\$430
Consulting Costs	\$3,159	\$0	\$35	\$35
Contingency	\$0	\$35,477	\$78	(\$35,400)
Doors_Entrances	\$176	\$2,410	\$18	(\$2,393)
Electrical_Lighting	\$11,285	\$2,683	\$48,999	\$46,316
Elevators	\$28,761	\$36,502	\$26,302	(\$10,200)
Energy	\$3,026	\$0	\$29,471	\$29,471
Entrances_Exits	\$0	\$0	\$3,998	\$3,998
Environmental	\$0	\$0	\$30	\$30
Fire Safety	\$371	\$495	\$1	(\$494)
Front Line Costs	\$15,992	\$15,787	\$4,618	(\$11,169)
FurnitureEquip	\$0	\$0	\$0	\$0
Garbage Disposal	\$57	\$5,311	\$1,144	(\$4,167)
General Construction	\$100,394	\$1,604,585	\$263,365	(\$1,341,220)
Grounds	\$2,829	\$7,821	\$10,399	\$2,578
Heating	\$18,327	\$41,964	\$6,898	(\$35,066)
HPD	\$500	\$0	\$0	\$0
Intercoms_Security	\$3,914	\$28,716	\$1,080	(\$27,637)
Interior Doors	\$0	\$0	\$1,229	\$1,229
IT Hardware and Software	\$250	\$0	\$0	\$0
Kitchen	\$33	\$0	\$0	\$0
Major Renovation	\$1,301	\$41,866	\$244,295	\$202,429
Miscellaneous	\$47	\$0	\$428	\$428



**Table 2: Comparison of FY 2014 and FY 2015 Budgets**  
(\$000)

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>Variance</b>
	<b>Actuals</b>	<b>Adopted Budget</b>	<b>Budget</b>	<b>FY 14 vs FY 15</b>
<b>CPD Programs</b>				-
Plumbing	\$3,954	\$14,715	\$2,589	(\$12,126)
Roofs	\$7,224	\$16,728	\$11,212	(\$5,515)
Windows	\$4,297	\$1,100	\$0	(\$1,100)
<b>Subtotal CPD Programs</b>	<b>\$282,826</b>	<b>\$2,221,070</b>	<b>\$726,915</b>	<b>(\$1,494,155)</b>
<b>Other Capital-Eligible Costs</b>				-
CFFP Transaction Costs	\$17,472	\$89,798	\$84,140	(\$5,658)
Other Contingency	\$0	\$5,000	\$1,971	(\$3,029)
Contract Oversight	\$4	\$0	\$1,407	\$1,407
Cost of Issuance	\$4,296	\$0	\$0	\$0
Debt Service Reserves	\$19,396	\$0	\$0	\$0
Fire Safety Costs	\$0	\$0	\$0	\$0
NYPD	\$5,879	\$3,895	\$6	(\$3,889)
Personal Service Costs	\$20,278	\$10,000	\$11,667	\$1,667
Cash to Operating Transfer	\$58,958	\$19,146	\$25,569	\$6,422
<b>Subtotal Other Capital-Eligible Co:</b>	<b>\$126,283</b>	<b>\$127,840</b>	<b>\$124,759</b>	<b>(\$3,080)</b>
<b>Total Capital Plan</b>	<b>\$471,563</b>	<b>\$2,455,447</b>	<b>\$933,488</b>	<b>(\$1,521,959)</b>

### Rollover Policy

NYCHA's policy regarding unspent capital funds is to roll them over to the next fiscal year. This allows departments to continue their projects using unspent funds from the previous year as part of the current year's budget. Rollover funds from FY 2014 are not included in Table 3 and should be considered as additional available funding.

### 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 2015 Capital Budget includes \$235.2 million in Federal funds exclusive of capital administrative salaries and cash transfers.

### Capital Fund Program (CFP)

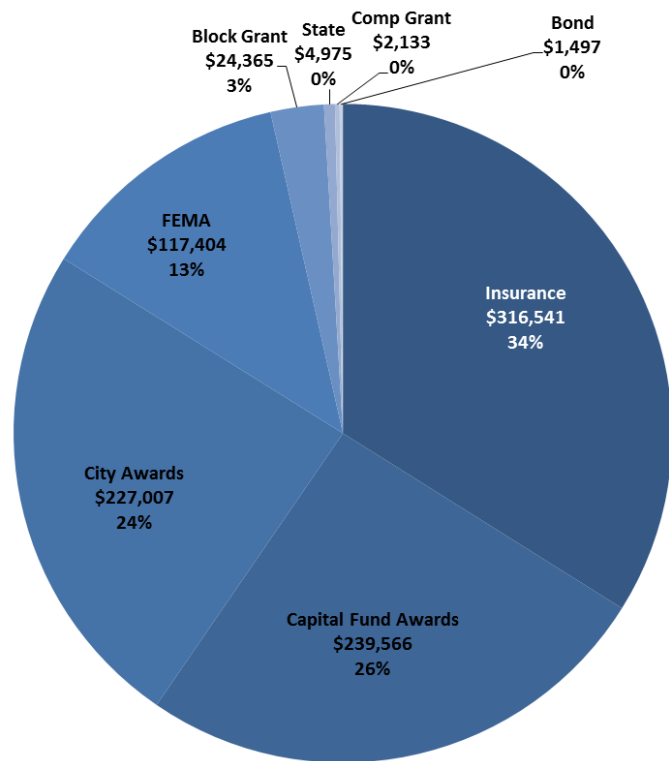
Under NYCHA's HUD-funded Capital Fund Program, or CFP, a new grant is awarded each year. Each award typically has a term of four years. Due to overlapping terms, NYCHA has four to five awards open at any time. HUD requires that these awards be 90 percent to 100 percent committed within two years of the start date and 100 percent expended within four years. Table 3 lists the open CFP grants which will support the FY 2015 Capital Budget, included are the obligation and expenditure deadlines.



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

Grant/ Award Name	Grant Award	Start Date	90 %Obligation Deadline	Expenditure Deadline
CAPITAL FUND 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 4: FY 2015 Capital Budget Sources  
(\$000)**



**Total \$933.5 Million**

## 2015 Initiatives

### Comprehensive Initiative

This Plan provides for \$193 million in funding for bathroom renovation, exterior restoration and roof replacement, exterior lighting, gas riser replacement, kitchen renovation, window replacement, and water tank replacement. Commitments are principally aimed to address critical conditions at the following developments: Breukelen, Justice Sotomayor, Mitchel, and Dyckman Houses.



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## **Heating & Plumbing**

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 \$118 million for heating and plumbing work (including \$82 million for the replacement of 11 boilers in a critical state of repair); \$16 million for gas riser replacements 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 \$296 million in funding for exterior restoration and roof replacement. Commitments are principally aimed at remediating Local Law 11 violations (\$44M) 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 (\$62M), Albany (\$24M), and Parkside (\$24M).

## **SuperStorm Sandy Projects**

Approximately 271 buildings across 34 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 procurement 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.



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NYCHA's current City Capital funding is approximately \$282.7 million for 2015 through 2019. This funding includes \$42.6 million for exterior lighting, \$37.4 million for roof replacement, and \$32.4 million for closed circuit television / layered access.

The Capital Projects Division (CPD) has recently reorganized and formed a City Capital Unit dedicated specifically to managing these projects. CPD is creating detailed schedules and exploring alternative contract delivery models to expedite the projects process. CPD also now produces a Quarterly Status Report for the City Council. Additionally, NYCHA has transferred smaller City Capital projects from CPD to Operations to facilitate quicker service delivery of City Capital projects.

### **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 percent 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 99.6 percent or \$498 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 Corp. (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 constructed in two phases. SHPO approved this renovation plan in January 2011.



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NYCHA selected a developer in October 2012, and construction began in March 2014 with Public Housing units expected to be available for occupancy in last quarter of 2015.

## **Information Technology**

### *Strategic Solutions*

Information Technology (IT) will continue to be pro-active in exploring emerging technologies to facilitate innovation in products and services, using information and technology to drive value into and from the customer experience.

Some of these initiatives are as follows:

- Review options for a Cloud-based datacenter and virtualized applications solutions. This could provide the capabilities for systems to operate faster with improved business continuity and manageability at a reduced maintenance cost. It can also improve agility and response time by providing the capability to rapidly adjust resources to meet fluctuating and unpredictable business demands.
- Enable Public Housing residents to submit Annual Review information through a secure online portal using a computer. Public Housing residents will also be able to view the status of current annual review documents, receive instant notification of their submission, identify missing documents, and upload supporting documents at their convenience. This will improve overall cycle time for processing annual reviews and increase customer satisfaction through an easier more user-friendly process.
- Enhance NYCHA's current rent collection system and document approach to a long term solution to re-engineer the Rent Collection Process.
- Continue the enhancement of NYCHA's maintenance and asset management system (Maximo) to establish an improved integration of NYCHA's physical plant asset data into Maximo, the work order maintenance system.
- Expand the current mobile inspection options.
- Upgrade Internet and Intranet sites to provide robust data communications platform that will support faster on-line transactions. This will address key customer needs, as well as bringing NYCHA into compliance with federal website standards.
- Upgrade various business support and infrastructure systems which will provide added business functionality such as:
  - Implementing a multi-language option on the current Leased Housing Self Service Portal.
  - Replacing the current Law Department invoicing and case management system.
  - Supporting NYCHA's efforts to maximize customer service and resident engagement the Optimal Property Management Operating Model (OPMOM) initiative.
  - 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.

- Reviewing IT's Disaster Recovery (DR) policies, procedures and processes related to preparing for recovery or continuation of the technology infrastructure which is vital to NYCHA after a natural or human induced disaster. The Business Continuity/Disaster Recovery will focus primarily on the IT systems that support critical business functions.



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# 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 2015 - FY 2019. Capital budget information by development is arranged by borough.

**Table 1: FY 2015 Summary of Capital Budget by Borough**  
(\$000)

Borough	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Totals
Brooklyn	\$90,430	\$115,097	\$91,477	\$58,082	\$61,483	\$416,568
Bronx	\$179,690	\$641,448	\$457,077	\$47,479	\$68,852	\$1,394,545
Central Office	\$306,428	\$167,905	\$167,794	\$159,793	\$149,550	\$951,469
Manhattan	\$207,139	\$296,479	\$40,255	\$6,525	\$20,534	\$570,931
Queens	\$133,969	\$397,235	\$250,695	\$40,138	\$10,820	\$832,856
Staten Island	\$15,831	\$32,943	\$1,987	\$0	\$0	\$50,761
<b>Total NYCHA</b>	<b>\$933,488</b>	<b>\$1,651,107</b>	<b>\$1,009,284</b>	<b>\$312,015</b>	<b>\$311,237</b>	<b>\$4,217,131</b>

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

DEVELOPMENT	WORKTYPE	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
<b>BROOKLYN</b>							
303 VERNON AVE	CCTV_Layered Access	4	0	0	0	0	4
303 VERNON AVE	Entrances_Exits	800	0	0	0	0	800
<b>303 VERNON AVE TOTAL</b>		<b>804</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>804</b>
33-35 SARATOGA AVE	Brickwork_Roofs	0	0	0	0	0	0
<b>33-35 SARATOGA AVE TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
572 WARREN STREET	Community Center Renov	200	0	0	0	0	200
572 WARREN STREET	Grounds	100	0	0	0	0	100
<b>572 WARREN STREET TOTAL</b>		<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300</b>
ALBANY	Brickwork	0	8,000	8,000	8,000	0	24,000
ALBANY	Community Center Renov	850	0	0	0	0	850
ALBANY	General Construction	335	0	0	0	0	335
<b>ALBANY TOTAL</b>		<b>1,185</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>0</b>	<b>25,185</b>
ARMSTRONG I	Heating	98	0	0	0	0	98
<b>ARMSTRONG I TOTAL</b>		<b>98</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>98</b>
ARMSTRONG II	Heating	32	0	0	0	0	32
ARMSTRONG II	Windows	0	1,000	0	0	0	1,000
<b>ARMSTRONG II TOTAL</b>		<b>32</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,032</b>
ATLANTIC TERMINAL SITE 4B	CCTV_Layered Access	2	0	0	0	0	2
ATLANTIC TERMINAL SITE 4B	Community Center Renov	100	0	0	0	0	100
<b>ATLANTIC TERMINAL SITE 4B TOTAL</b>		<b>102</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>102</b>
BAY VIEW	Electrical_Lighting	0	0	0	0	0	0
BAY VIEW	CCTV_Layered Access	350	0	0	0	0	350
<b>BAY VIEW TOTAL</b>		<b>350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350</b>



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

<u>DEVELOPMENT</u>	<u>WORKTYPE</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Total</u>
<b>BROOKLYN</b>							
BERRY ST - SOUTH 9TH ST	CCTV_Layered Access	125	0	0	0	0	125
<b>BERRY ST - SOUTH 9TH ST TOTAL</b>		<b>125</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125</b>
BORINQUEN PLAZA I	Doors_Entrances	0	0	0	0	0	0
BORINQUEN PLAZA I	CCTV_Layered Access	66	0	0	0	0	66
<b>BORINQUEN PLAZA I TOTAL</b>		<b>66</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>66</b>
BOULEVARD	CCTV_Layered Access	29	0	0	0	0	29
<b>BOULEVARD TOTAL</b>		<b>29</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29</b>
BREUKELEN	Heating	0	0	1,560	0	0	1,560
BREUKELEN	Bathrooms	0	0	0	2,500	16,400	18,900
BREUKELEN	Elevators	0	0	0	0	0	0
BREUKELEN	Kitchens	0	8,091	11,000	0	0	19,091
BREUKELEN	Fire Safety	0	0	0	40	423	463
BREUKELEN	Brickwork	354	6,542	10,000	20,000	20,000	56,896
<b>BREUKELEN TOTAL</b>		<b>354</b>	<b>14,633</b>	<b>22,560</b>	<b>22,540</b>	<b>36,823</b>	<b>96,910</b>
BREVOORT	CCTV_Layered Access	840	0	0	0	0	
<b>BREVOORT TOTAL</b>		<b>840</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
BROWNSVILLE	CCTV_Layered Access	1	0	0	0	0	1
BROWNSVILLE	Brickwork_Roofs	0	0	0	2,300	10,000	12,300
<b>BROWNSVILLE TOTAL</b>		<b>1</b>	<b>0</b>	<b>0</b>	<b>2,300</b>	<b>10,000</b>	<b>12,301</b>
BUSHWICK II (GROUPS A&C)	Fire Safety	0	40	1,200	0	0	1,240
<b>BUSHWICK II (GROUPS A&amp;C) TOTAL</b>		<b>0</b>	<b>40</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>1,240</b>
CAREY GARDENS	Elevators	(0)	0	0	0	0	(0)
CAREY GARDENS	General Construction	20,278	59,688	24,274	0	0	104,240
<b>CAREY GARDENS TOTAL</b>		<b>20,278</b>	<b>59,688</b>	<b>24,274</b>	<b>0</b>	<b>0</b>	<b>104,240</b>
CONEY ISLAND	Brickwork	0	0	0	0	0	0
CONEY ISLAND	General Construction	35	0	0	0	0	35
CONEY ISLAND	Major Renovation	23,584	75,093	12,389	0	0	111,065
<b>CONEY ISLAND TOTAL</b>		<b>23,619</b>	<b>75,093</b>	<b>12,389</b>	<b>0</b>	<b>0</b>	<b>111,100</b>
CONEY ISLAND (SITE 8)	CCTV_Layered Access	91	0	0	0	0	91
CONEY ISLAND (SITE 8)	General Construction	1	0	0	0	0	1
CONEY ISLAND (SITE 8)	Major Renovation	2,128	17,935	13,180	0	0	33,243
<b>CONEY ISLAND (SITE 8) TOTAL</b>		<b>2,219</b>	<b>17,935</b>	<b>13,180</b>	<b>0</b>	<b>0</b>	<b>33,335</b>
CONEY ISLAND I (SITE 1B)	General Construction	7,347	10,471	841	0	0	18,658
<b>CONEY ISLAND I (SITE 1B) TOTAL</b>		<b>7,347</b>	<b>10,471</b>	<b>841</b>	<b>0</b>	<b>0</b>	<b>18,658</b>
CONEY ISLAND I (SITES 4 & 5)	CCTV_Layered Access	1	0	0	0	0	1
CONEY ISLAND I (SITES 4 & 5)	General Construction	40	0	0	0	0	40
CONEY ISLAND I (SITES 4 & 5)	Grounds	75	0	0	0	0	75
CONEY ISLAND I (SITES 4 & 5)	Major Renovation	10,533	26,319	3,060	0	0	39,912
<b>CONEY ISLAND I (SITES 4 &amp; 5) TOTAL</b>		<b>10,649</b>	<b>26,319</b>	<b>3,060</b>	<b>0</b>	<b>0</b>	<b>40,028</b>





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

<u>DEVELOPMENT</u>	<u>WORKTYPE</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Total</u>
<b>BROOKLYN</b>							
COOPER PARK	Fire Safety	0	293	0	0	0	293
COOPER PARK	CCTV_Layered Access	176	0	0	0	0	176
COOPER PARK	Brickwork_Roofs	(0)	0	0	0	0	(0)
<b>COOPER PARK TOTAL</b>		<b>176</b>	<b>293</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>469</b>
CYPRESS HILLS	Garbage Disposal	0	720	0	0	0	720
CYPRESS HILLS	CCTV_Layered Access	3	0	0	0	0	3
<b>CYPRESS HILLS TOTAL</b>		<b>3</b>	<b>720</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>723</b>
EAST NEW YORK CITY LINE	Brickwork	0	550	0	0	0	550
EAST NEW YORK CITY LINE	Roofs	2	0	0	0	0	2
<b>EAST NEW YORK CITY LINE TOTAL</b>		<b>2</b>	<b>550</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>552</b>
FARRAGUT	Fire Safety	0	293	0	0	0	293
<b>FARRAGUT TOTAL</b>		<b>0</b>	<b>293</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>293</b>
FIorentino PLAZA	CCTV_Layered Access	142	0	0	0	0	142
FIorentino PLAZA	Community Center Renov	374	0	0	0	0	374
FIorentino PLAZA	Grounds	3	0	0	0	0	3
<b>FIorentino PLAZA TOTAL</b>		<b>519</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>519</b>
GARVEY (GROUP A)	Fire Safety	0	21	423	0	0	444
<b>GARVEY (GROUP A) TOTAL</b>		<b>0</b>	<b>21</b>	<b>423</b>	<b>0</b>	<b>0</b>	<b>444</b>
GLENMORE PLAZA	Elevators	3,084	0	0	0	0	3,084
GLENMORE PLAZA	Fire Safety	0	0	0	20	260	280
GLENMORE PLAZA	CCTV_Layered Access	20	0	0	0	0	20
<b>GLENMORE PLAZA TOTAL</b>		<b>3,104</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>260</b>	<b>3,384</b>
GLENWOOD	Heating	0	0	10,300	0	0	10,300
GLENWOOD	CCTV_Layered Access	31	0	0	0	0	31
GLENWOOD	Brickwork_Roofs	0	0	0	0	0	0
<b>GLENWOOD TOTAL</b>		<b>31</b>	<b>0</b>	<b>10,300</b>	<b>0</b>	<b>0</b>	<b>10,331</b>
GOWANUS	Fire Safety	0	0	21	423	0	444
GOWANUS	CCTV_Layered Access	18	0	0	0	0	18
GOWANUS	Community Center Renov	475	0	0	0	0	475
GOWANUS	General Construction	11,749	22,452	2,235	0	0	36,436
GOWANUS	Grounds	150	0	0	0	0	150
<b>GOWANUS TOTAL</b>		<b>12,392</b>	<b>22,452</b>	<b>2,256</b>	<b>423</b>	<b>0</b>	<b>37,523</b>
HABER	Major Renovation	12,749	31,256	7,263	0	0	51,268
<b>HABER TOTAL</b>		<b>12,749</b>	<b>31,256</b>	<b>7,263</b>	<b>0</b>	<b>0</b>	<b>51,268</b>
HOPE GARDENS	CCTV_Layered Access	367	0	0	0	0	367
HOPE GARDENS	Community Center Renov	5	0	0	0	0	5
<b>HOPE GARDENS TOTAL</b>		<b>372</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>372</b>
HOWARD	Fire Safety	0	23	455	0	0	478
HOWARD	Roofs	0	0	0	1,856	5,444	7,300
<b>HOWARD TOTAL</b>		<b>0</b>	<b>23</b>	<b>455</b>	<b>1,856</b>	<b>5,444</b>	<b>7,778</b>



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

<u>DEVELOPMENT</u>	<u>WORKTYPE</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Total</u>
<b>BROOKLYN</b>							
HUGHES APTS	Plumbing	72	384	0	0	0	456
<b>HUGHES APTS TOTAL</b>		<b>72</b>	<b>384</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>456</b>
HYLAN	CCTV_Layered Access	5	0	0	0	0	5
HYLAN	Grounds	350	0	0	0	0	350
<b>HYLAN TOTAL</b>		<b>355</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>355</b>
INDEPENDENCE	Plumbing	1,568	0	0	0	0	1,568
INDEPENDENCE	CCTV_Layered Access	7	0	0	0	0	7
<b>INDEPENDENCE TOTAL</b>		<b>1,575</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,575</b>
INGERSOLL	Heating	0	7,600	0	0	0	7,600
INGERSOLL	CCTV_Layered Access	9	0	0	0	0	9
INGERSOLL	Brickwork_Roofs	0	3,500	5,500	4,500	0	13,500
INGERSOLL	General Construction	700	0	0	0	0	700
<b>INGERSOLL TOTAL</b>		<b>709</b>	<b>11,100</b>	<b>5,500</b>	<b>4,500</b>	<b>0</b>	<b>21,809</b>
KINGSBOROUGH	Garbage Disposal	0	770	0	0	0	770
<b>KINGSBOROUGH TOTAL</b>		<b>0</b>	<b>770</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>770</b>
KINGSBOROUGH EXT	Energy	2,082	0	0	0	0	2,082
KINGSBOROUGH EXT	Boilers	0	0	500	1,300	0	1,800
<b>KINGSBOROUGH EXT TOTAL</b>		<b>2,082</b>	<b>0</b>	<b>500</b>	<b>1,300</b>	<b>0</b>	<b>3,882</b>
LAFAYETTE	Plumbing	95	900	0	0	0	995
LAFAYETTE	Fire Safety	0	325	0	0	0	325
LAFAYETTE	Brickwork_Roofs	0	0	0	0	0	0
<b>LAFAYETTE TOTAL</b>		<b>95</b>	<b>1,225</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,320</b>
LOW HOUSES	Garbage Disposal	0	35	480	0	0	515
<b>LOW HOUSES TOTAL</b>		<b>0</b>	<b>35</b>	<b>480</b>	<b>0</b>	<b>0</b>	<b>515</b>
MARCY	Boilers	(0)	0	0	0	0	(0)
MARCY	Heating	325	0	0	0	0	325
MARCY	Fire Safety	0	0	30	325	0	355
MARCY	Community Center Renov	950	0	0	0	0	950
MARCY	Grounds	209	0	0	0	0	209
<b>MARCY TOTAL</b>		<b>1,484</b>	<b>0</b>	<b>30</b>	<b>325</b>	<b>0</b>	<b>1,839</b>
MARLBORO	CCTV_Layered Access	201	0	0	0	0	201
<b>MARLBORO TOTAL</b>		<b>201</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>201</b>
NOSTRAND	Fire Safety	0	0	30	358	0	388
<b>NOSTRAND TOTAL</b>		<b>0</b>	<b>0</b>	<b>30</b>	<b>358</b>	<b>0</b>	<b>388</b>
O'DWYER GARDENS	CCTV_Layered Access	1	0	0	0	0	1
O'DWYER GARDENS	Brickwork_Roofs	0	0	0	0	0	0
O'DWYER GARDENS	General Construction	53	0	0	0	0	53
O'DWYER GARDENS	Grounds	100	0	0	0	0	100
O'DWYER GARDENS	Major Renovation	9,871	80,661	63,707	0	0	154,240
<b>O'DWYER GARDENS TOTAL</b>		<b>10,026</b>	<b>80,661</b>	<b>63,707</b>	<b>0</b>	<b>0</b>	<b>154,394</b>



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<u>DEVELOPMENT</u>	<u>WORKTYPE</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Total</u>
<b>BROOKLYN</b>							
OCEAN HILL - BROWNSVILLE	CCTV_Layered Access	103	0	0	0	0	103
<b>OCEAN HILL - BROWNSVILLE TOTAL</b>		<b>103</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>103</b>
PALMETTO GARDENS	Interior Doors	500	0	0	0	0	500
<b>PALMETTO GARDENS TOTAL</b>		<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>
PINK	Brickwork_Roofs	(0)	0	0	0	0	(0)
<b>PINK TOTAL</b>		<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>
PROSPECT PLAZA	General Construction	8,725	0	0	0	0	8,725
<b>PROSPECT PLAZA TOTAL</b>		<b>8,725</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,725</b>
RED HOOK EAST	Fire Safety	0	0	30	358	0	388
RED HOOK EAST	CCTV_Layered Access	31	0	0	0	0	31
RED HOOK EAST	General Construction	33	0	0	0	0	33
RED HOOK EAST	Major Renovation	12,773	86,368	100,431	0	0	199,571
<b>RED HOOK EAST TOTAL</b>		<b>12,836</b>	<b>86,368</b>	<b>100,461</b>	<b>358</b>	<b>0</b>	<b>200,022</b>
RED HOOK WEST	Brickwork	(0)	0	0	0	0	(0)
RED HOOK WEST	General Construction	7	0	0	0	0	7
RED HOOK WEST	Major Renovation	16,288	115,094	123,119	0	0	254,501
<b>RED HOOK WEST TOTAL</b>		<b>16,295</b>	<b>115,094</b>	<b>123,119</b>	<b>0</b>	<b>0</b>	<b>254,508</b>
REID APTS	Garbage Disposal	36	36	0	0	0	72
<b>REID APTS TOTAL</b>		<b>36</b>	<b>36</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>72</b>
ROOSEVELT I	Fire Safety	0	0	30	325	0	355
ROOSEVELT I	Brickwork_Roofs	0	0	0	0	0	0
<b>ROOSEVELT I TOTAL</b>		<b>0</b>	<b>0</b>	<b>30</b>	<b>325</b>	<b>0</b>	<b>355</b>
SHEEPSHEAD BAY	Fire Safety	0	15	293	0	0	307
SHEEPSHEAD BAY	CCTV_Layered Access	1,721	0	0	0	0	1,721
<b>SHEEPSHEAD BAY TOTAL</b>		<b>1,721</b>	<b>15</b>	<b>293</b>	<b>0</b>	<b>0</b>	<b>2,028</b>
SUMNER	Fire Safety	0	0	30	325	0	355
SUMNER	CCTV_Layered Access	2	0	0	0	0	2
SUMNER	Brickwork	(0)	0	0	0	0	(0)
SUMNER	Roofs	10,433	0	0	0	0	10,433
<b>SUMNER TOTAL</b>		<b>10,435</b>	<b>0</b>	<b>30</b>	<b>325</b>	<b>0</b>	<b>10,790</b>
SURFSIDE GARDENS	General Construction	40	0	0	0	0	40
SURFSIDE GARDENS	Major Renovation	8,735	71,375	56,373	0	0	136,483
<b>SURFSIDE GARDENS TOTAL</b>		<b>8,775</b>	<b>71,375</b>	<b>56,373</b>	<b>0</b>	<b>0</b>	<b>136,523</b>
TAYLOR ST - WYTHE AVE	CCTV_Layered Access	94	0	0	0	0	94
<b>TAYLOR ST - WYTHE AVE TOTAL</b>		<b>94</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>94</b>
TILDEN	CCTV_Layered Access	243	0	0	0	0	243
<b>TILDEN TOTAL</b>		<b>243</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>243</b>
TOMPKINS	Fire Safety	0	0	40	423	0	463
TOMPKINS	Brickwork_Roofs	0	0	0	1,000	5,000	6,000
<b>TOMPKINS TOTAL</b>		<b>0</b>	<b>0</b>	<b>40</b>	<b>1,423</b>	<b>5,000</b>	<b>6,463</b>



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<u>DEVELOPMENT</u>	<u>WORKTYPE</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Total</u>
<b>BROOKLYN</b>							
UNITY PLAZA (SITES 4,5A,6,7,9,11,12,27)	Community Center Renov	2,000	0	0	0	0	2,000
<b>UNITY PLAZA (SITES 4,5A,6,7,9,11,12,27) TOTAL</b>		<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>
VAN DYKE I	Heating	0	0	80	1,220	8,500	9,800
VAN DYKE I	Fire Safety	0	0	0	30	325	355
<b>VAN DYKE I TOTAL</b>		<b>0</b>	<b>0</b>	<b>80</b>	<b>1,250</b>	<b>8,825</b>	<b>10,155</b>
VAN DYKE II	Plumbing	0	0	80	770	500	1,350
<b>VAN DYKE II TOTAL</b>		<b>0</b>	<b>0</b>	<b>80</b>	<b>770</b>	<b>500</b>	<b>1,350</b>
WEEKSVILLE GARDENS	Roofs	0	0	0	0	0	0
<b>WEEKSVILLE GARDENS TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
WHITMAN	Heating	0	5,600	0	0	2,000	7,600
WHITMAN	Plumbing	81	0	0	0	0	81
WHITMAN	CCTV_Layered Access	1	0	0	0	0	1
WHITMAN	Brickwork	457	0	0	0	0	457
WHITMAN	Brickwork_Roofs	0	0	80	920	0	1,000
WHITMAN	General Construction	1,277	0	0	0	0	1,277
WHITMAN	Major Renovation	(0)	0	0	0	0	(0)
<b>WHITMAN TOTAL</b>		<b>1,816</b>	<b>5,600</b>	<b>80</b>	<b>920</b>	<b>2,000</b>	<b>10,416</b>
WILLIAMS PLAZA	CCTV_Layered Access	30	0	0	0	0	30
<b>WILLIAMS PLAZA TOTAL</b>		<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30</b>
WYCKOFF GARDENS	Elevators	8	0	0	0	0	8
WYCKOFF GARDENS	Fire Safety	0	0	45	488	0	533
WYCKOFF GARDENS	Community Center Renov	1,326	0	0	0	0	1,326
WYCKOFF GARDENS	General Construction	250	0	0	0	0	250
WYCKOFF GARDENS	Grounds	150	0	0	0	0	150
<b>WYCKOFF GARDENS TOTAL</b>		<b>1,734</b>	<b>0</b>	<b>45</b>	<b>488</b>	<b>0</b>	<b>2,267</b>
<b>BROOKLYN TOTAL</b>		<b>\$179,690</b>	<b>\$641,448</b>	<b>\$457,077</b>	<b>\$47,479</b>	<b>\$68,852</b>	<b>\$1,394,545</b>
<b>BRONX</b>							
ADAMS	CCTV_Layered Access	1,114	0	0	0	0	1,114
<b>ADAMS TOTAL</b>		<b>1,114</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,114</b>
BAILEY AVE - WEST 193rd ST	Elevators	0	850	0	0	0	850
BAILEY AVE - WEST 193rd ST	CCTV_Layered Access	4	0	0	0	0	4
<b>BAILEY AVE - WEST 193rd ST TOTAL</b>		<b>4</b>	<b>850</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>854</b>
BAYCHESTER	IT Hardware and Software	150	0	0	0	0	150
BAYCHESTER	Electrical_Lighting	2,183	0	0	0	0	2,183
BAYCHESTER	Community Center Renov	500	0	0	0	0	500
<b>BAYCHESTER TOTAL</b>		<b>2,833</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,833</b>
BETANCES I	Elevators	0	0	0	0	0	0
BETANCES I	CCTV_Layered Access	155	0	0	0	0	155
BETANCES I	Community Center Renov	849	1,660	0	0	0	2,509
BETANCES I	General Construction	0	0	125	0	0	125
<b>BETANCES I TOTAL</b>		<b>1,004</b>	<b>1,660</b>	<b>125</b>	<b>0</b>	<b>0</b>	<b>2,789</b>



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<u>DEVELOPMENT</u>	<u>WORKTYPE</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Total</u>
<b>BRONX</b>							
BETANCES III (MANAGED BY BETANCES)	Elevators	0	0	0	0	0	0
<b>BETANCES III (MANAGED BY BETANCES) TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
BETANCES IV	Elevators	19	0	0	0	0	19
BETANCES IV	General Construction	0	0	200	0	0	200
<b>BETANCES IV TOTAL</b>		<b>19</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>219</b>
BETANCES VI	Elevators	0	0	0	0	0	0
<b>BETANCES VI TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
BOSTON SECOR	Community Center Renov	300	0	0	0	0	300
BOSTON SECOR	Grounds	700	0	0	0	0	700
<b>BOSTON SECOR TOTAL</b>		<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>
BOYNTON AVE REHAB	Interior Doors	106	0	0	0	0	106
<b>BOYNTON AVE REHAB TOTAL</b>		<b>106</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>106</b>
BRONXCHESTER	CCTV_Layered Access	208	0	0	0	0	208
<b>BRONXCHESTER TOTAL</b>		<b>208</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>208</b>
BRONX RIVER	Grounds	350	0	0	0	0	350
<b>BRONX RIVER TOTAL</b>		<b>350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350</b>
BUTLER	Plumbing	25	0	0	0	0	25
BUTLER	Brickwork_Roofs	0	0	0	1,500	5,000	6,500
<b>BUTLER TOTAL</b>		<b>25</b>	<b>0</b>	<b>0</b>	<b>1,500</b>	<b>5,000</b>	<b>6,525</b>
CASTLE HILL	Grounds	1,350	0	0	0	0	1,350
<b>CASTLE HILL TOTAL</b>		<b>1,350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,350</b>
CLAREMONT PARKWAY - FRANKLIN AVE	CCTV_Layered Access	1,413	0	0	0	0	1,413
<b>CLAREMONT PARKWAY - FRANKLIN AVE TOTAL</b>		<b>1,413</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,413</b>
CLASON POINT GARDENS	Heating	0	2,600	0	0	0	2,600
CLASON POINT GARDENS	Plumbing	135	0	0	0	0	135
CLASON POINT GARDENS	Grounds	400	0	0	0	0	400
<b>CLASON POINT GARDENS TOTAL</b>		<b>535</b>	<b>2,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,135</b>
DAVIDSON	CCTV_Layered Access	2	0	0	0	0	2
DAVIDSON	Community Center Renov	1,000	0	0	0	0	1,000
<b>DAVIDSON TOTAL</b>		<b>1,002</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,002</b>
EAST 152ND ST - COURTLAND AVE	Elevators	0	0	0	0	0	0
EAST 152ND ST - COURTLAND AVE	Brickwork_Roofs	0	0	0	0	0	0
<b>EAST 152ND ST - COURTLAND AVE TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



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

<u>DEVELOPMENT</u>	<u>WORKTYPE</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Total</u>
<b>BRONX</b>							
EAST 173RD ST - VYSE AVENUE	Entrances_Exits	2,692	0	0	0	0	2,692
<b>EAST 173RD ST - VYSE AVENUE</b>		<b>2,692</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,692</b>
<b>TOTAL</b>							
EAST 180TH ST - MONTEREY AVE	Boilers	(0)	0	0	0	0	(0)
EAST 180TH ST - MONTEREY AVE	CCTV_Layered Access	30	0	0	0	0	30
<b>EAST 180TH ST - MONTEREY AVE</b>		<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30</b>
<b>TOTAL</b>							
EASTCHESTER GARDENS	IT Hardware and Software	400	0	0	0	0	400
EASTCHESTER GARDENS	Vehicles	150	0	0	0	0	150
EASTCHESTER GARDENS	CCTV_Layered Access	920	0	0	0	0	920
EASTCHESTER GARDENS	Brickwork	(0)	0	0	0	0	(0)
<b>EASTCHESTER GARDENS TOTAL</b>		<b>1,470</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,470</b>
EDENWALD	Boilers	538	0	0	0	0	538
EDENWALD	Fire Safety	0	20	390	0	0	410
EDENWALD	Garbage Disposal	0	336	0	0	0	336
EDENWALD	CCTV_Layered Access	7	0	0	0	0	7
EDENWALD	Grounds	350	0	0	0	0	350
<b>EDENWALD TOTAL</b>		<b>895</b>	<b>356</b>	<b>390</b>	<b>0</b>	<b>0</b>	<b>1,640</b>
FOREST	Elevators	894	0	0	0	0	894
FOREST	Fire Safety	0	0	42	845	0	887
FOREST	CCTV_Layered Access	440	0	0	0	0	440
FOREST	Community Center Renov	400	0	0	0	0	400
FOREST	Roofs	0	0	3,820	6,280	0	10,100
<b>FOREST TOTAL</b>		<b>1,734</b>	<b>0</b>	<b>3,862</b>	<b>7,125</b>	<b>0</b>	<b>12,721</b>
FT INDEPENDENCE ST - HEATH AVE	CCTV_Layered Access	5	0	0	0	0	5
FT INDEPENDENCE ST - HEATH AVE	Grounds	300	0	0	0	0	300
<b>FT INDEPENDENCE ST - HEATH AVE</b>		<b>305</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>305</b>
<b>TOTAL</b>							
GLEBE AVE - WESTCHESTER AVE	Interior Doors	623	0	0	0	0	623
<b>GLEBE AVE - WESTCHESTER AVE</b>		<b>623</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>623</b>
<b>TOTAL</b>							
GRAVESEND	Heating	0	600	0	0	0	600
GRAVESEND	Garbage Disposal	0	50	550	0	0	600
GRAVESEND	CCTV_Layered Access	900	0	0	0	0	900
GRAVESEND	General Construction	9	0	0	0	0	9
GRAVESEND	Major Renovation	35,115	83,007	26,840	0	0	144,962
<b>GRAVESEND TOTAL</b>		<b>36,024</b>	<b>83,657</b>	<b>27,390</b>	<b>0</b>	<b>0</b>	<b>147,071</b>
GUN HILL	Fire Safety	0	0	16	325	0	341
GUN HILL	CCTV_Layered Access	925	0	0	0	0	925
GUN HILL		925	0	16	325	0	1,266
HIGHBRIDGE GARDENS	Fire Safety	0	21	423	0	0	444
<b>HIGHBRIDGE GARDENS TOTAL</b>		<b>0</b>	<b>21</b>	<b>423</b>	<b>0</b>	<b>0</b>	<b>444</b>
JACKSON	Heating	0	2,500	0	0	0	2,500
JACKSON	Elevators	0	0	0	0	0	0
<b>JACKSON TOTAL</b>		<b>0</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500</b>



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

<u>DEVELOPMENT</u>	<u>WORKTYPE</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Total</u>
<b>BRONX</b>							
JENNINGS ST (MHOP)	Grounds	8	0	0	0	0	8
<b>JENNINGS ST (MHOP) TOTAL</b>		<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8</b>
JUSTICE SOTOMAYOR	Fire Safety	0	0	65	618	0	683
JUSTICE SOTOMAYOR	Garbage Disposal	750	0	0	0	0	750
JUSTICE SOTOMAYOR	Major Renovation	23,333	18,700	20,000	23,024	20,000	105,057
<b>JUSTICE SOTOMAYOR TOTAL</b>		<b>24,083</b>	<b>18,700</b>	<b>20,065</b>	<b>23,642</b>	<b>20,000</b>	<b>106,489</b>
MARBLE HILL	CCTV_Layered Access	57	0	0	0	0	57
<b>MARBLE HILL TOTAL</b>		<b>57</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>57</b>
MCKINLEY	Fire Safety	0	16	325	0	0	341
MCKINLEY	CCTV_Layered Access	6	0	0	0	0	6
<b>MCKINLEY TOTAL</b>		<b>6</b>	<b>16</b>	<b>325</b>	<b>0</b>	<b>0</b>	<b>347</b>
MELROSE	Fire Safety	0	16	325	0	0	341
<b>MELROSE TOTAL</b>		<b>0</b>	<b>16</b>	<b>325</b>	<b>0</b>	<b>0</b>	<b>341</b>
MIDDLETOWN PLAZA	Electrical_Lighting	20	0	0	0	0	20
MIDDLETOWN PLAZA	CCTV_Layered Access	76	0	0	0	0	76
<b>MIDDLETOWN PLAZA TOTAL</b>		<b>96</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>96</b>
MILL BROOK	CCTV_Layered Access	11	0	0	0	0	11
MILL BROOK	General Construction	300	0	0	0	0	300
MILL BROOK	Grounds	550	0	0	0	0	550
<b>MILL BROOK TOTAL</b>		<b>861</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>861</b>
MITCHEL	CCTV_Layered Access	524	0	0	0	0	524
MITCHEL	Major Renovation	0	1,500	13,500	15,000	12,000	42,000
<b>MITCHEL TOTAL</b>		<b>524</b>	<b>1,500</b>	<b>13,500</b>	<b>15,000</b>	<b>12,000</b>	<b>42,524</b>
MONROE	IT Hardware and Software	40	0	0	0	0	40
MONROE	Fire Safety	0	0	0	52	0	52
MONROE	Community Center Renov	500	0	0	0	0	500
MONROE	Grounds	275	0	0	0	0	275
<b>MONROE TOTAL</b>		<b>815</b>	<b>0</b>	<b>0</b>	<b>52</b>	<b>0</b>	<b>867</b>
MOORE	Plumbing	0	0	0	0	0	0
MOORE	CCTV_Layered Access	229	0	0	0	0	229
<b>MOORE TOTAL</b>		<b>229</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>229</b>
MORRISANIA AIR RIGHTS	Garbage Disposal	(0)	0	0	0	0	(0)
<b>MORRISANIA AIR RIGHTS TOTAL</b>		<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>
MORRIS I	Fire Safety	0	0	0	26	0	26
<b>MORRIS I TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>26</b>	<b>0</b>	<b>26</b>
MOTT HAVEN	Heating	0	0	700	0	0	700
MOTT HAVEN	CCTV_Layered Access	2	0	0	0	0	2
MOTT HAVEN	Intercoms_Security	1	0	0	0	0	1
MOTT HAVEN	Roofs	0	0	0	0	0	0
<b>MOTT HAVEN TOTAL</b>		<b>3</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>703</b>



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

<u>DEVELOPMENT</u>	<u>WORKTYPE</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Total</u>
<b>BRONX</b>							
MURPHY	Electrical_Lighting	695	0	0	0	0	695
MURPHY	CCTV_Layered Access	3	0	0	0	0	3
MURPHY	General Construction	213	0	0	0	0	213
<b>MURPHY TOTAL</b>		<b>911</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>911</b>
PARKSIDE	Fire Safety	0	26	325	0	0	351
PARKSIDE	Garbage Disposal	0	0	60	622	0	682
PARKSIDE	Brickwork	0	1,355	11,355	3,000	5,000	20,710
<b>PARKSIDE TOTAL</b>		<b>0</b>	<b>1,381</b>	<b>11,740</b>	<b>3,622</b>	<b>5,000</b>	<b>21,743</b>
PATTERSON	Heating	0	350	11,000	0	0	11,350
PATTERSON	CCTV_Layered Access	10	0	0	0	0	10
PATTERSON	Brickwork_Roofs	0	0	1,400	6,000	8,000	15,400
<b>PATTERSON TOTAL</b>		<b>10</b>	<b>350</b>	<b>12,400</b>	<b>6,000</b>	<b>8,000</b>	<b>26,760</b>
PELHAM PARKWAY	Heating	0	0	0	400	10,800	11,200
PELHAM PARKWAY	Fire Safety	0	390	0	0	0	390
PELHAM PARKWAY	CCTV_Layered Access	3,321	0	0	0	0	3,321
PELHAM PARKWAY	Community Center Renov	50	0	0	0	0	50
<b>PELHAM PARKWAY TOTAL</b>		<b>3,371</b>	<b>390</b>	<b>0</b>	<b>400</b>	<b>10,800</b>	<b>14,961</b>
PROSPECT AVE	Grounds	8	0	0	0	0	8
<b>PROSPECT AVE TOTAL</b>		<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8</b>
SACK WERN	Brickwork_Roofs	90	0	0	0	0	90
SACK WERN	Grounds	317	0	0	0	0	317
<b>SACK WERN TOTAL</b>		<b>407</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>407</b>
SAINT MARY'S PARK	Grounds	500	0	0	0	0	500
<b>SAINT MARY'S PARK TOTAL</b>		<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>
SEDGWICK	CCTV_Layered Access	878	0	0	0	0	878
<b>SEDGWICK TOTAL</b>		<b>878</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>878</b>
SOUNDVIEW	Fire Safety	0	0	16	325	0	341
SOUNDVIEW	CCTV_Layered Access	5	0	0	0	0	5
SOUNDVIEW	Brickwork	12	0	0	0	0	12
SOUNDVIEW	Grounds	175	0	0	0	0	175
<b>SOUNDVIEW TOTAL</b>		<b>192</b>	<b>0</b>	<b>16</b>	<b>325</b>	<b>0</b>	<b>533</b>
STEBBINS AVE - HEWITT PLACE	Garbage Disposal	350	0	0	0	0	350
STEBBINS AVE - HEWITT PLACE	General Construction	280	0	0	0	0	280
STEBBINS AVE - HEWITT PLACE	Grounds	600	0	0	0	0	600
<b>STEBBINS AVE - HEWITT PLACE TOTAL</b>		<b>1,230</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,230</b>
THROGGS NECK	Heating	0	1,100	0	0	0	1,100
THROGGS NECK	IT Hardware and Software	50	0	0	0	0	50
THROGGS NECK	Electrical_Lighting	278	0	0	0	0	278
THROGGS NECK	Elevators	9	0	0	0	0	9
THROGGS NECK	Fire Safety	0	0	0	30	325	355
THROGGS NECK	CCTV_Layered Access	44	0	0	0	0	44
<b>THROGGS NECK TOTAL</b>		<b>381</b>	<b>1,100</b>	<b>0</b>	<b>30</b>	<b>325</b>	<b>1,836</b>





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<u>DEVELOPMENT</u>	<u>WORKTYPE</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Total</u>
<b>BRONX</b>							
THROGGS NECK ADDITION	Heating	0	0	0	0	0	0
<b>THROGGS NECK ADDITION TOTALS</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
UNION AVE - EAST 163RD ST	Community Center Renov	200	0	0	0	0	200
<b>UNION AVE - EAST 163RD ST TOTAL</b>		<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>
WEBSTER	Fire Safety	0	0	0	35	358	393
<b>WEBSTER TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>35</b>	<b>358</b>	<b>393</b>
<b>BRONX TOTAL</b>		<b>\$90,430</b>	<b>\$115,097</b>	<b>\$91,477</b>	<b>\$58,082</b>	<b>\$61,483</b>	<b>\$416,568</b>
<b>CENTRAL OFFICE</b>							
Staten Island Borough Management	Brickwork	14	0	0	0	0	14
Staten Island Borough Management	Brickwork_Roofs	412	0	0	0	0	412
Staten Island Borough Management	General Construction	677	0	0	0	0	677
<b>Staten Island Borough Management Total</b>		<b>1,103</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,103</b>
Queens Borough Management	A and E	0	0	0	0	0	0
Queens Borough Management	Brickwork_Roofs	0	0	0	0	0	0
Queens Borough Management	General Construction	2,585	0	0	0	0	2,585
<b>Queens Borough Management Total</b>		<b>2,585</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,585</b>
Manhattan Borough Management	A and E	83	0	0	0	0	83
Manhattan Borough Management	Heating	24	0	0	0	0	24
Manhattan Borough Management	Electrical_Lighting	18	0	0	0	0	18
Manhattan Borough Management	Fire Safety	1	0	0	0	0	1
Manhattan Borough Management	Garbage Disposal	8	0	0	0	0	8
Manhattan Borough Management	Brickwork	2,249	0	0	0	0	2,249
Manhattan Borough Management	Brickwork_Roofs	444	0	0	0	0	444
Manhattan Borough Management	General Construction	3,840	0	1,300	1,000	1,800	7,940
Manhattan Borough Management	Roofs	0	0	0	0	0	0
<b>Manhattan Borough Management Total</b>		<b>6,667</b>	<b>0</b>	<b>1,300</b>	<b>1,000</b>	<b>1,800</b>	<b>10,767</b>
Bronx Borough Management	A and E	0	0	0	0	0	0
Bronx Borough Management	Heating	63	0	0	0	0	63
Bronx Borough Management	Brickwork	242	0	0	0	0	242
Bronx Borough Management	General Construction	4,261	0	0	0	0	4,261
<b>Bronx Borough Management Total</b>		<b>4,566</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,566</b>
Brooklyn Borough Management	A and E	95	0	0	0	0	95
Brooklyn Borough Management	Heating	(0)	0	0	0	0	(0)
Brooklyn Borough Management	Electrical_Lighting	0	0	0	0	0	0
Brooklyn Borough Management	Brickwork	837	0	0	0	0	837
Brooklyn Borough Management	Brickwork_Roofs	(0)	0	0	0	0	(0)
Brooklyn Borough Management	General Construction	5,354	0	0	0	0	5,354
<b>Brooklyn Borough Management Total</b>		<b>6,286</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,286</b>
Office of Facility Planning & Administration	Office Upgrades	27	0	0	0	0	27
<b>Office of Facility Planning &amp; Administration Total</b>		<b>27</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27</b>



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<u>DEVELOPMENT</u>	<u>WORKTYPE</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Total</u>
<b>CENTRAL OFFICE</b>							
General Services Dept-Fleet Administration	Vehicles	0	0	0	0	0	0
<b>General Services Dept-Fleet Administration Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Office of Security	Intercoms_Security	(0)	0	0	0	0	(0)
<b>Office of Security Total</b>		<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>
EVP - Capital Projects	A and E	160	9,000	13,656	0	0	22,816
EVP - Capital Projects	Consulting Costs	1,442	0	0	0	0	1,442
EVP - Capital Projects	CM Fees	308	0	0	0	0	308
EVP - Capital Projects	Energy	29,471	0	0	7,642	0	37,113
EVP - Capital Projects	Heating	198	0	0	0	0	198
EVP - Capital Projects	Plumbing	435	0	0	0	0	435
EVP - Capital Projects	Electrical_Lighting	41,000	0	0	0	0	41,000
EVP - Capital Projects	Garbage Disposal	0	1,100	0	0	0	1,100
EVP - Capital Projects	Miscellaneous	400	0	0	0	0	400
EVP - Capital Projects	Contingency	3	0	0	0	0	3
EVP - Capital Projects	Front Line Costs	4,618	11,000	11,000	11,000	11,000	48,618
EVP - Capital Projects	CCTV_Layered Access	4,435	500	0	0	0	4,935
EVP - Capital Projects	Intercoms_Security	1,015	0	0	0	0	1,015
EVP - Capital Projects	Brickwork	6,329	10,715	11,805	8,744	8,413	46,006
EVP - Capital Projects	Brickwork_Roofs	1,261	0	0	0	0	1,261
EVP - Capital Projects	Community Center Renov	2,000	0	0	0	0	2,000
EVP - Capital Projects	General Construction	15,729	1,000	3,600	3,000	4,600	27,929
<b>EVP - Capital Projects Total</b>		<b>108,805</b>	<b>33,315</b>	<b>40,061</b>	<b>30,386</b>	<b>24,013</b>	<b>236,580</b>
Design Dept-Off of the Dir	A and E	1	0	0	0	0	1
Design Dept-Off of the Dir	Plumbing	0	0	0	0	0	0
<b>Design Dept-Off of the Dir Total</b>		<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
Capital Projects Administration-Off of Program Adm	A and E	0	0	0	0	0	0
Capital Projects Administration-Off of Program Adm	Consulting Costs	(0)	0	500	0	0	500
Capital Projects Administration-Off of Program Adm	Miscellaneous	28	0	0	0	0	28
Capital Projects Administration-Off of Program Adm	CCTV_Layered Access	101	0	0	0	0	101
Capital Projects Administration-Off of Program Adm	Brickwork_Roofs	1,518	0	0	0	0	1,518
Capital Projects Administration-Off of Program Adm	General Construction	1,011	0	0	0	0	1,011
<b>Capital Projects Administration-Off of Program Adm Total</b>		<b>2,658</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>3,158</b>
CP MN - Office of the Program Director	Heating	(0)	0	0	0	0	(0)
<b>CP MN - Office of the Program Director Total</b>		<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>
Off of the Chair	Management Fees	11,667	10,000	10,000	10,000	10,000	51,667
<b>Off of the Chair Total</b>		<b>11,667</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>51,667</b>



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

<u>DEVELOPMENT</u>	<u>WORKTYPE</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Total</u>
<b>CENTRAL OFFICE</b>							
Off of the Chief Information Officer	IT Hardware and Software	5,422	4,500	4,500	4,500	4,500	23,422
<b>Off of the Chief Information Officer</b>		<b>5,422</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>	<b>23,422</b>
<b>Total</b>							
EVP - IT/CIO	IT Hardware and Software	198	272	119	0	0	588
<b>EVP - IT/CIO Total</b>		<b>198</b>	<b>272</b>	<b>119</b>	<b>0</b>	<b>0</b>	<b>588</b>
Enterprise Portfolio Management-Off of the Dir	IT Hardware and Software	2,369	4,643	178	217	443	7,850
<b>Enterprise Portfolio Management-Off of the Dir Total</b>		<b>2,369</b>	<b>4,643</b>	<b>178</b>	<b>217</b>	<b>443</b>	<b>7,850</b>
IT Infrastructure Dept-Off of the Dir	IT Hardware and Software	4,929	1,632	1,929	924	771	10,185
<b>IT Infrastructure Dept-Off of the Dir Total</b>		<b>4,929</b>	<b>1,632</b>	<b>1,929</b>	<b>924</b>	<b>771</b>	<b>10,185</b>
Business Solution Tech-Off of the Dir	IT Hardware and Software	2,711	25	666	320	247	3,970
<b>Business Solution Tech-Off of the Dir Total</b>		<b>2,711</b>	<b>25</b>	<b>666</b>	<b>320</b>	<b>247</b>	<b>3,970</b>
EVP - Community Operations	IT Hardware and Software	1	0	0	0	0	1
EVP - Community Operations	Grounds	0	380	0	0	0	380
<b>EVP - Community Operations Total</b>		<b>1</b>	<b>380</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>381</b>
Community Operations-Administration	Heating	211	0	0	0	0	211
<b>Community Operations-Administration Total</b>		<b>211</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>211</b>
Energy Dept-5040	Energy	2,816	0	0	0	0	2,816
<b>Energy Dept-5040 Total</b>		<b>2,816</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,816</b>
Budget Dept-Capital Unit	Contingency	2,045	331	341	351	351	3,418
Budget Dept-Capital Unit	Debt Service	84,140	60,500	60,500	60,500	60,500	326,140
Budget Dept-Capital Unit	Reimb To Operate	0	14,569	17,569	17,569	17,569	67,275
<b>Budget Dept-Capital Unit Total</b>		<b>86,185</b>	<b>75,400</b>	<b>78,409</b>	<b>78,419</b>	<b>78,419</b>	<b>396,833</b>
EVP - Finance	Reimb To Operate	25,569	0	0	0	0	25,569
<b>EVP - Finance Total</b>		<b>25,569</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,569</b>
Development-Office of the Director	Environmental	50	0	0	0	0	50
Development-Office of the Director	Miscellaneous	50	0	0	0	0	50
<b>Development-Office of the Director Total</b>		<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>
NYPD Housing Bureau	Intercoms_Security	6	2,444	4,444	4,444	4,444	15,780
<b>NYPD Housing Bureau Total</b>		<b>6</b>	<b>2,444</b>	<b>4,444</b>	<b>4,444</b>	<b>4,444</b>	<b>15,780</b>
EVP - Operations	Heating	6,377	1,983	2,613	6,183	1,513	18,669
EVP - Operations	Doors_Entrances	5	0	0	0	0	5
EVP - Operations	Electrical_Lighting	558	0	0	0	0	558
EVP - Operations	Environmental	2,110	250	250	250	250	3,110
EVP - Operations	Fire Safety	1,068	750	750	750	750	4,068
EVP - Operations	FurnitureEquip	1	0	0	0	0	1
EVP - Operations	Miscellaneous	1	15,085	85	85	85	15,341



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

<u>DEVELOPMENT</u>	<u>WORKTYPE</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Total</u>
<b>CENTRAL OFFICE</b>							
EVP - Operations	Office Upgrades	2	0	0	0	0	2
EVP - Operations	Intercoms_Security	26	0	0	0	0	26
EVP - Operations	Brickwork_Roofs	122	0	0	0	0	122
EVP - Operations	General Construction	5,895	7,630	7,630	7,630	7,630	36,415
EVP - Operations	Grounds	484	600	600	600	600	2,884
<b>EVP - Operations Total</b>		<b>16,647</b>	<b>26,298</b>	<b>11,928</b>	<b>15,498</b>	<b>10,828</b>	<b>81,199</b>
VP - Operations for Mgt	Consulting Costs	12	0	0	0	0	12
<b>VP - Operations for Mgt Total</b>		<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>
Technical Services Dept-Elevator Support Svcs (CO)	Elevators	246	0	0	0	0	246
Technical Services Dept-Environmental Health & Safety	Environmental	5,161	7,085	7,085	7,085	7,085	33,501
Technical Services Dept-Environmental Health & Safety	Windows	0	0	0	0	0	0
Technical Services Dept-Environmental Field Operations	Environmental	169	0	0	0	0	169
Technical Services Dept-Work Order Taskforce Unit	Plumbing	1	0	0	0	0	1
Technical Services Dept-Work Order Taskforce Unit	Doors_Entrances	857	0	0	0	0	857
Technical Services Dept-Central Off Staff	Ranges	1	0	0	0	0	1
Technical Services Dept-Central Off Staff	Refrigerators	0	0	0	0	0	0
Technical Services Dept-Central Off Staff	Vehicles	1	0	0	0	0	1
Technical Services Dept-Central Off Staff	Contingency	1	0	0	0	0	1
Technical Services Dept-Central Off Staff	General Construction	0	0	0	0	0	0
<b>Technical Services Dept-Central Off Staff Total</b>		<b>6,438</b>	<b>7,085</b>	<b>7,085</b>	<b>7,085</b>	<b>7,085</b>	<b>34,778</b>
Supp Chain Op Dept-Order Mgt	Ranges	4,246	956	3,500	3,500	3,500	15,702
Supp Chain Op Dept-Order Mgt	Refrigerators	4,204	956	3,175	3,500	3,500	15,335
<b>Supp Chain Op Dept-Order Mgt Total</b>		<b>8,450</b>	<b>1,911</b>	<b>6,675</b>	<b>7,000</b>	<b>7,000</b>	<b>31,037</b>
<b>CENTRAL OFFICE TOTAL</b>		<b>\$306,428</b>	<b>\$167,905</b>	<b>\$167,794</b>	<b>\$159,793</b>	<b>\$149,550</b>	<b>\$951,469</b>
<b>MANHATTAN</b>							
131 SAINT NICHOLAS AVE	CCTV_Layered Access	2	0	0	0	0	2
131 SAINT NICHOLAS AVE	Brickwork_Roofs	0	0	0	1,400	6,500	7,900
131 SAINT NICHOLAS AVE	Community Center Renov	36	0	0	0	0	36
<b>131 SAINT NICHOLAS AVE TOTAL</b>		<b>38</b>	<b>0</b>	<b>0</b>	<b>1,400</b>	<b>6,500</b>	<b>7,938</b>
154 WEST 84TH ST (DOME SITE)	CCTV_Layered Access	135	0	0	0	0	135
<b>154 WEST 84TH ST (DOME SITE) TOTAL</b>		<b>135</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>135</b>
344 EAST 28TH ST	CCTV_Layered Access	158	0	0	0	0	158
<b>344 EAST 28TH ST TOTAL</b>		<b>158</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>158</b>
45 ALLEN ST	CCTV_Layered Access	5	0	0	0	0	5
<b>45 ALLEN ST TOTAL</b>		<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>



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

<u>DEVELOPMENT</u>	<u>WORKTYPE</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Total</u>
<b>MANHATTAN</b>							
830 AMSTERDAM AVE	CCTV_Layered Access	48	0	0	0	0	48
830 AMSTERDAM AVE	Grounds	200	0	0	0	0	200
<b>830 AMSTERDAM AVE TOTAL</b>		<b>248</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>248</b>
AMSTERDAM	Fire Safety	0	16	325	0	0	341
AMSTERDAM	Brickwork	390	0	0	0	0	390
<b>AMSTERDAM TOTAL</b>		<b>390</b>	<b>16</b>	<b>325</b>	<b>0</b>	<b>0</b>	<b>731</b>
BARUCH	CCTV_Layered Access	45	0	0	0	0	45
BARUCH	General Construction	12,815	31,340	7,281	0	0	51,436
<b>BARUCH TOTAL</b>		<b>12,860</b>	<b>31,340</b>	<b>7,281</b>	<b>0</b>	<b>0</b>	<b>51,481</b>
BARUCH HOUSES ADDITION	CCTV_Layered Access	47	0	0	0	0	47
<b>BARUCH HOUSES ADDITION TOTAL</b>		<b>47</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>47</b>
BRACETTI PLAZA	CCTV_Layered Access	5	0	0	0	0	5
<b>BRACETTI PLAZA TOTAL</b>		<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>
CAMPOS PLAZA I	CCTV_Layered Access	61	0	0	0	0	61
CAMPOS PLAZA I	General Construction	5,605	10,711	1,066	0	0	17,383
<b>CAMPOS PLAZA I TOTAL</b>		<b>5,666</b>	<b>10,711</b>	<b>1,066</b>	<b>0</b>	<b>0</b>	<b>17,444</b>
CAMPOS PLAZA II	Garbage Disposal	0	20	0	0	0	20
CAMPOS PLAZA II	General Construction	2,702	5,163	514	0	0	8,379
<b>CAMPOS PLAZA II TOTAL</b>		<b>2,702</b>	<b>5,183</b>	<b>514</b>	<b>0</b>	<b>0</b>	<b>8,399</b>
CARVER	Plumbing	0	1,800	0	0	0	1,800
CARVER	Grounds	200	0	0	0	0	200
<b>CARVER TOTAL</b>		<b>200</b>	<b>1,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>
CHELSEA	Electrical_Lighting	454	0	0	0	0	454
<b>CHELSEA TOTAL</b>		<b>454</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>454</b>
CLINTON	Elevators	5,100	0	0	0	0	5,100
CLINTON	Fire Safety	0	0	0	25	293	318
CLINTON	CCTV_Layered Access	125	0	0	0	0	125
<b>CLINTON TOTAL</b>		<b>5,225</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>293</b>	<b>5,543</b>
CORSI HOUSES	Elevators	710	0	0	0	0	710
CORSI HOUSES	CCTV_Layered Access	393	0	0	0	0	393
<b>CORSI HOUSES TOTAL</b>		<b>1,103</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,103</b>
DE HOSTOS APTS	CCTV_Layered Access	11	0	0	0	0	11
<b>DE HOSTOS APTS TOTAL</b>		<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>
DOUGLASS ADDITION	Electrical_Lighting	(0)	0	0	0	0	(0)
DOUGLASS ADDITION	Fire Safety	0	11	228	0	0	239
<b>DOUGLASS ADDITION TOTAL</b>		<b>(0)</b>	<b>11</b>	<b>228</b>	<b>0</b>	<b>0</b>	<b>239</b>
DOUGLASS I (BLDGS 4-12,16-17)	Electrical_Lighting	0	0	0	0	0	0
DOUGLASS I (BLDGS 4-12,16-17)	Garbage Disposal	0	0	0	0	0	0
<b>DOUGLASS I (BLDGS 4-12,16-17) TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



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<u>DEVELOPMENT</u>	<u>WORKTYPE</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Total</u>
<b>MANHATTAN</b>							
DOUGLASS II (BLDGS 1-3,13-15)	CCTV_Layered Access	1	0	0	0	0	1
DOUGLASS II (BLDGS 1-3,13-15)	Grounds	250	0	0	0	0	250
<b>DOUGLASS II (BLDGS 1-3,13-15)</b>		<b>251</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>251</b>
<b>TOTAL</b>							
DREW - HAMILTON	CCTV_Layered Access	5	0	0	0	0	5
DREW - HAMILTON	Grounds	165	0	0	0	0	165
<b>DREW - HAMILTON TOTAL</b>		<b>170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>170</b>
DYCKMAN	CCTV_Layered Access	91	0	0	0	0	91
DYCKMAN	Major Renovation	0	0	0	3,000	10,000	13,000
<b>DYCKMAN TOTAL</b>		<b>91</b>	<b>0</b>	<b>0</b>	<b>3,000</b>	<b>10,000</b>	<b>13,091</b>
EAST RIVER	Garbage Disposal	0	630	0	0	0	630
EAST RIVER	CCTV_Layered Access	191	0	0	0	0	191
EAST RIVER	General Construction	6,184	11,749	1,172	0	0	19,105
<b>EAST RIVER TOTAL</b>		<b>6,375</b>	<b>12,379</b>	<b>1,172</b>	<b>0</b>	<b>0</b>	<b>19,926</b>
ELLIOTT	Plumbing	89	612	0	0	0	701
ELLIOTT	CCTV_Layered Access	1	0	0	0	0	1
ELLIOTT	General Construction	0	0	0	0	0	0
<b>ELLIOTT TOTAL</b>		<b>90</b>	<b>612</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>702</b>
FIRST HOUSES	Entrances_Exits	43	0	0	0	0	43
<b>FIRST HOUSES TOTAL</b>		<b>43</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>43</b>
FT. WASHINGTON AVENUE REHAB	Heating	0	3,500	0	0	0	3,500
FT. WASHINGTON AVENUE REHAB	CCTV_Layered Access	3	0	0	0	0	3
FT. WASHINGTON AVENUE REHAB	Community Center Renov	500	0	0	0	0	500
<b>FT. WASHINGTON AVENUE REHAB TOTAL</b>		<b>503</b>	<b>3,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,003</b>
FULTON	CCTV_Layered Access	50	0	0	0	0	50
FULTON	Community Center Renov	2,573	2,332	0	0	0	4,905
<b>FULTON TOTAL</b>		<b>2,623</b>	<b>2,332</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,955</b>
GOMPERS	CCTV_Layered Access	1	0	0	0	0	1
GOMPERS	General Construction	500	0	0	0	0	500
<b>GOMPERS TOTAL</b>		<b>501</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>501</b>
GRANT	Fire Safety	0	585	0	0	0	585
GRANT	Garbage Disposal	0	400	0	0	0	400
GRANT	CCTV_Layered Access	200	0	0	0	0	200
<b>GRANT TOTAL</b>		<b>200</b>	<b>985</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,185</b>
HARBORVIEW TERRACE	CCTV_Layered Access	412	0	0	0	0	412
HARBORVIEW TERRACE	Intercoms_Security	65	0	0	0	0	65
HARBORVIEW TERRACE	Community Center Renov	924	0	0	0	0	924
<b>HARBORVIEW TERRACE TOTAL</b>		<b>1,401</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,401</b>
HARLEM RIVER	Fire Safety	0	16	325	0	0	341
HARLEM RIVER	Brickwork	323	0	0	0	0	323
HARLEM RIVER	Major Renovation	0	0	0	0	0	0
<b>HARLEM RIVER TOTAL</b>		<b>323</b>	<b>16</b>	<b>325</b>	<b>0</b>	<b>0</b>	<b>664</b>



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<u>DEVELOPMENT</u>	<u>WORKTYPE</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Total</u>
<b>MANHATTAN</b>							
HOLMES TOWERS	Electrical_Lighting	250	0	0	0	0	250
HOLMES TOWERS	Elevators	1,822	0	0	0	0	1,822
HOLMES TOWERS	Fire Safety	0	16	325	0	0	341
HOLMES TOWERS	Entrances_Exits	418	0	0	0	0	418
<b>HOLMES TOWERS TOTAL</b>		<b>2,490</b>	<b>16</b>	<b>325</b>	<b>0</b>	<b>0</b>	<b>2,831</b>
ISAACS	Heating	18	0	0	0	0	18
ISAACS	Elevators	2,780	0	0	0	0	2,780
ISAACS	Vehicles	39	0	0	0	0	39
ISAACS	CCTV_Layered Access	1	0	0	0	0	1
ISAACS	Community Center Renov	1,457	0	0	0	0	1,457
ISAACS	General Construction	2,919	5,577	555	0	0	9,051
ISAACS	Grounds	368	0	0	0	0	368
<b>ISAACS TOTAL</b>		<b>7,581</b>	<b>5,577</b>	<b>555</b>	<b>0</b>	<b>0</b>	<b>13,714</b>
JACKIE ROBINSON	CCTV_Layered Access	810	0	0	0	0	810
JACKIE ROBINSON	General Construction	0	220	0	0	0	220
<b>JACKIE ROBINSON TOTAL</b>		<b>810</b>	<b>220</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,030</b>
JEFFERSON	Fire Safety	0	0	0	30	748	778
JEFFERSON	Grounds	250	0	0	0	0	250
<b>JEFFERSON TOTAL</b>		<b>250</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>748</b>	<b>1,028</b>
JOHNSON	CCTV_Layered Access	99	0	0	0	0	99
<b>JOHNSON TOTAL</b>		<b>99</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>99</b>
KING TOWERS	CCTV_Layered Access	1,683	0	0	0	0	1,683
KING TOWERS	Entrances_Exits	0	50	1,000	0	0	1,050
<b>KING TOWERS TOTAL</b>		<b>1,683</b>	<b>50</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>2,733</b>
LA GUARDIA	Plumbing	150	0	0	0	0	150
LA GUARDIA	Fire Safety	0	28	553	0	0	580
LA GUARDIA	CCTV_Layered Access	9	0	0	0	0	9
LA GUARDIA	General Construction	3,621	8,997	1,047	0	0	13,665
<b>LA GUARDIA TOTAL</b>		<b>3,780</b>	<b>9,024</b>	<b>1,600</b>	<b>0</b>	<b>0</b>	<b>14,404</b>
LAVANBURG HOMES	General Construction	0	0	0	0	0	0
LAVANBURG HOMES	Major Renovation	11,759	28,837	6,701	0	0	47,297
<b>LAVANBURG HOMES TOTAL</b>		<b>11,759</b>	<b>28,837</b>	<b>6,701</b>	<b>0</b>	<b>0</b>	<b>47,297</b>
LEHMAN	Elevators	0	0	0	0	0	0
<b>LEHMAN TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
LEXINGTON	Boilers	4	0	0	0	0	4
LEXINGTON	Plumbing	0	900	0	0	0	900
LEXINGTON	Fire Safety	0	0	65	715	0	780
LEXINGTON	General Construction	430	0	0	0	0	430
<b>LEXINGTON TOTAL</b>		<b>434</b>	<b>900</b>	<b>65</b>	<b>715</b>	<b>0</b>	<b>2,114</b>
LINCOLN	Heating	1,443	0	0	0	0	1,443
LINCOLN	Fire Safety	0	0	30	325	0	355
LINCOLN	CCTV_Layered Access	1,887	0	0	0	0	1,887
LINCOLN	Roofs	0	0	0	0	556	556
<b>LINCOLN TOTAL</b>		<b>3,330</b>	<b>0</b>	<b>30</b>	<b>325</b>	<b>556</b>	<b>4,241</b>



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

<u>DEVELOPMENT</u>	<u>WORKTYPE</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Total</u>
<b>MANHATTAN</b>							
LOWER EAST SIDE I INFILL	CCTV_Layered Access	3	0	0	0	0	3
<b>LOWER EAST SIDE I INFILL TOTAL</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>
LOWER EAST SIDE REHAB (GROUP 5)	Heating	750	0	0	0	0	750
LOWER EAST SIDE REHAB (GROUP 5)	General Construction	16,954	16,560	522	0	0	34,036
<b>LOWER EAST SIDE REHAB (GROUP 5) TOTAL</b>		<b>17,704</b>	<b>16,560</b>	<b>522</b>	<b>0</b>	<b>0</b>	<b>34,786</b>
MANHATTANVILLE	Elevators	267	0	0	0	0	267
MANHATTANVILLE	CCTV_Layered Access	267	0	0	0	0	267
<b>MANHATTANVILLE TOTAL</b>		<b>534</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>534</b>
MELTZER TOWER	CCTV_Layered Access	1	0	0	0	0	1
<b>MELTZER TOWER TOTAL</b>		<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
METRO NORTH PLAZA	CCTV_Layered Access	100	0	0	0	0	100
METRO NORTH PLAZA	General Construction	10,131	9,945	313	0	0	20,389
METRO NORTH PLAZA	Grounds	200	0	0	0	0	200
<b>METRO NORTH PLAZA TOTAL</b>		<b>10,431</b>	<b>9,945</b>	<b>313</b>	<b>0</b>	<b>0</b>	<b>20,689</b>
PARK AVE - EAST 122ND, EAST 123RD ST	Elevators	3	0	0	0	0	3
PARK AVE - EAST 122ND, EAST 123RD ST	Brickwork_Roofs	0	0	0	0	0	0
<b>PARK AVE - EAST 122ND, EAST 123RD ST TOTAL</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>
POLO GROUNDS TOWER	Elevators	51	0	0	0	0	51
POLO GROUNDS TOWER	CCTV_Layered Access	41	0	0	0	0	41
POLO GROUNDS TOWER	Community Center Renov	6	0	0	0	0	6
POLO GROUNDS TOWER	Roofs	0	0	0	0	0	0
<b>POLO GROUNDS TOWER TOTAL</b>		<b>98</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>98</b>
RANDOLPH	Major Renovation	15,709	10,990	0	0	0	26,699
<b>RANDOLPH TOTAL</b>		<b>15,709</b>	<b>10,990</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,699</b>
RANGEL	Elevators	8,000	0	0	0	0	8,000
RANGEL	Fire Safety	0	18	358	0	0	375
RANGEL	Brickwork	75	0	0	0	0	75
RANGEL	General Construction	28,971	72,021	8,386	0	0	109,378
<b>RANGEL TOTAL</b>		<b>37,046</b>	<b>72,038</b>	<b>8,743</b>	<b>0</b>	<b>0</b>	<b>117,828</b>
REHAB PROGRAM (TAFT)	CCTV_Layered Access	4	0	0	0	0	4
REHAB PROGRAM (TAFT)	General Construction	0	0	0	0	0	0
<b>REHAB PROGRAM (TAFT) TOTAL</b>		<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>
RIIS I	Elevators	38	0	0	0	0	38
RIIS I	Fire Safety	0	0	45	553	0	598
RIIS I	CCTV_Layered Access	5	0	0	0	0	5
RIIS I	Brickwork_Roofs	0	0	0	0	0	0
RIIS I	General Construction	9,164	16,569	1,652	0	0	27,385
<b>RIIS I TOTAL</b>		<b>9,207</b>	<b>16,569</b>	<b>1,697</b>	<b>553</b>	<b>0</b>	<b>28,026</b>





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(\$000)

<u>DEVELOPMENT</u>	<u>WORKTYPE</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Total</u>
<b>MANHATTAN</b>							
RIIS II	General Construction	2,295	4,367	435	0	0	7,097
<b>RIIS II TOTAL</b>		<b>2,295</b>	<b>4,367</b>	<b>435</b>	<b>0</b>	<b>0</b>	<b>7,097</b>
ROBBINS PLAZA	Plumbing	45	0	0	0	0	45
ROBBINS PLAZA	Fire Safety	0	0	0	25	293	318
ROBBINS PLAZA	CCTV_Layered Access	251	0	0	0	0	251
ROBBINS PLAZA	Entrances_Exits	45	0	0	0	0	45
<b>ROBBINS PLAZA TOTAL</b>		<b>341</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>293</b>	<b>659</b>
SAINT NICHOLAS	Heating	190	1,440	0	0	0	1,630
SAINT NICHOLAS	Fire Safety	0	0	25	293	0	318
SAINT NICHOLAS	CCTV_Layered Access	6	0	0	0	0	6
<b>SAINT NICHOLAS TOTAL</b>		<b>196</b>	<b>1,440</b>	<b>25</b>	<b>293</b>	<b>0</b>	<b>1,954</b>
SAMUEL, FREDERICK (MHOP) I	CCTV_Layered Access	271	0	0	0	0	271
<b>SAMUEL, FREDERICK (MHOP) I TOTAL</b>		<b>271</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>271</b>
SEWARD PARK EXT	Fire Safety	0	0	0	25	293	318
SEWARD PARK EXT	CCTV_Layered Access	12	0	0	0	0	12
SEWARD PARK EXT	Community Center Renov	550	0	0	0	0	550
SEWARD PARK EXT	Grounds	350	0	0	0	0	350
<b>SEWARD PARK EXT TOTAL</b>		<b>912</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>293</b>	<b>1,230</b>
SMITH	Heating	3	0	0	0	0	3
SMITH	Plumbing	0	1,500	0	0	0	1,500
SMITH	Fire Safety	0	26	0	75	1,040	1,141
SMITH	CCTV_Layered Access	1	0	0	0	0	1
SMITH	General Construction	9,075	8,908	280	0	0	18,263
<b>SMITH TOTAL</b>		<b>9,079</b>	<b>10,434</b>	<b>280</b>	<b>75</b>	<b>1,040</b>	<b>20,908</b>
STRAUS	Brickwork	0	447	0	0	0	
STRAUS	Brickwork_Roofs	0	0	0	0	0	
<b>STRAUS TOTAL</b>		<b>0</b>	<b>447</b>	<b>0</b>	<b>0</b>	<b>0</b>	
TAFT	Heating	2,781	419	0	0	0	3,200
TAFT	Elevators	11	0	0	0	0	11
TAFT	Fire Safety	0	0	0	15	293	307
TAFT	CCTV_Layered Access	1	0	0	0	0	1
TAFT	Brickwork_Roofs	228	0	0	0	0	228
<b>TAFT TOTAL</b>		<b>3,022</b>	<b>419</b>	<b>0</b>	<b>15</b>	<b>293</b>	<b>3,748</b>
THURGOOD MARSHALL PLAZA	Roofs	0	0	3,000	0	0	3,000
<b>THURGOOD MARSHALL PLAZA TOTAL</b>		<b>0</b>	<b>0</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>3,000</b>
TWO BRIDGES URA (SITE 7)	Heating	0	0	0	0	0	0
TWO BRIDGES URA (SITE 7)	CCTV_Layered Access	1	0	0	0	0	1
TWO BRIDGES URA (SITE 7)	General Construction	4,288	10,540	1,227	0	0	16,055
<b>TWO BRIDGES URA (SITE 7) TOTAL</b>		<b>4,289</b>	<b>10,540</b>	<b>1,227</b>	<b>0</b>	<b>0</b>	<b>16,056</b>
UPACA URBAN RENEWAL (SITE 5)	CCTV_Layered Access	876	0	0	0	0	876
<b>UPACA URBAN RENEWAL (SITE 5) TOTAL</b>		<b>876</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>876</b>



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<u>DEVELOPMENT</u>	<u>WORKTYPE</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Total</u>
<b>MANHATTAN</b>							
VLADECK I	Heating	23	0	0	0	0	23
VLADECK I	CCTV_Layered Access	2	0	0	0	0	2
VLADECK I	Community Center Renov	1,403	125	0	0	0	1,528
<b>VLADECK I TOTAL</b>		<b>1,428</b>	<b>125</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,553</b>
WAGNER	Fire Safety	0	0	0	30	325	355
WAGNER	CCTV_Layered Access	75	0	0	0	0	75
<b>WAGNER TOTAL</b>		<b>75</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>325</b>	<b>430</b>
WALD	Electrical_Lighting	100	0	0	0	0	100
WALD	Environmental	30	0	0	0	0	30
WALD	Fire Safety	0	0	0	15	195	210
WALD	General Construction	16,558	28,393	2,826	0	0	47,777
<b>WALD TOTAL</b>		<b>16,688</b>	<b>28,393</b>	<b>2,826</b>	<b>15</b>	<b>195</b>	<b>48,117</b>
WASHINGTON	Elevators	1	0	0	0	0	1
WASHINGTON	Grounds	200	0	0	0	0	200
<b>WASHINGTON TOTAL</b>		<b>201</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>201</b>
WHITE	Community Center Renov	1,725	700	0	0	0	2,425
<b>WHITE TOTAL</b>		<b>1,725</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,425</b>
WISE TOWERS	Grounds	86	0	0	0	0	86
<b>WISE TOWERS TOTAL</b>		<b>86</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>86</b>
W S U R (BROWNSTONES)	Heating	850	0	0	0	0	850
<b>W S U R (BROWNSTONES) TOTAL</b>		<b>850</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>850</b>
W S U R (SITE A) 120 WEST 94TH ST	Electrical_Lighting	19	0	0	0	0	19
<b>W S U R (SITE A) 120 WEST 94TH ST TOTAL</b>		<b>19</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19</b>
W S U R (SITE B) 74 WEST 92ND ST	CCTV_Layered Access	12	0	0	0	0	12
<b>W S U R (SITE B) 74 WEST 92ND ST TOTAL</b>		<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>
<b>MANHATTAN TOTAL</b>		<b>\$207,139</b>	<b>\$296,479</b>	<b>\$40,255</b>	<b>\$6,525</b>	<b>\$20,534</b>	<b>\$570,931</b>
<b>QUEENS</b>							
ASTORIA	Fire Safety	0	0	30	618	0	648
ASTORIA	Community Center Renov	650	0	0	0	0	650
ASTORIA	General Construction	14,165	16,709	967	0	0	31,841
ASTORIA	Roofs	777	0	3,500	0	0	4,277
<b>ASTORIA TOTAL</b>		<b>15,592</b>	<b>16,709</b>	<b>4,497</b>	<b>618</b>	<b>0</b>	<b>37,416</b>
BAISLEY PARK	Elevators	0	1,800	0	0	0	1,800
BAISLEY PARK	Fire Safety	0	0	30	325	0	355
BAISLEY PARK	CCTV_Layered Access	631	0	0	0	0	631
BAISLEY PARK	Brickwork_Roofs	170	0	0	0	0	170
BAISLEY PARK	Grounds	0	0	0	0	0	0
<b>BAISLEY PARK TOTAL</b>		<b>801</b>	<b>1,800</b>	<b>30</b>	<b>325</b>	<b>0</b>	<b>2,956</b>



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<u>DEVELOPMENT</u>	<u>WORKTYPE</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Total</u>
<b>QUEENS</b>							
ASTORIA	Fire Safety	0	0	30	618	0	648
ASTORIA	Community Center Renov	650	0	0	0	0	650
ASTORIA	General Construction	14,165	16,709	967	0	0	31,841
ASTORIA	Roofs	777	0	3,500	0	0	4,277
<b>ASTORIA TOTAL</b>		<b>15,592</b>	<b>16,709</b>	<b>4,497</b>	<b>618</b>	<b>0</b>	<b>37,416</b>
BAISLEY PARK	Elevators	0	1,800	0	0	0	1,800
BAISLEY PARK	Fire Safety	0	0	30	325	0	355
BAISLEY PARK	CCTV_Layered Access	631	0	0	0	0	631
BAISLEY PARK	Brickwork_Roofs	170	0	0	0	0	170
BAISLEY PARK	Grounds	0	0	0	0	0	0
<b>BAISLEY PARK TOTAL</b>		<b>801</b>	<b>1,800</b>	<b>30</b>	<b>325</b>	<b>0</b>	<b>2,956</b>
BEACH 41ST ST - BEACH CHANNEL DRIVE	Doors_Entrances	18	0	0	0	0	18
BEACH 41ST ST - BEACH CHANNEL DRIVE	Community Center Renov	495	0	0	0	0	495
BEACH 41ST ST - BEACH CHANNEL DRIVE	General Construction	5,815	8,683	697	0	0	15,196
<b>BEACH 41ST ST - BEACH CHANNEL DRIVE TOTAL</b>		<b>6,328</b>	<b>8,683</b>	<b>697</b>	<b>0</b>	<b>0</b>	<b>15,708</b>
BLAND	Fire Safety	0	618	0	0	0	618
BLAND	CCTV_Layered Access	101	0	0	0	0	101
<b>BLAND TOTAL</b>		<b>101</b>	<b>618</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>719</b>
CARLETON MANOR	Fire Safety	0	29	585	0	0	614
CARLETON MANOR	Community Center Renov	200	0	0	0	0	200
CARLETON MANOR	General Construction	8,106	20,243	2,354	0	0	30,703
<b>CARLETON MANOR TOTAL</b>		<b>8,306</b>	<b>20,272</b>	<b>2,939</b>	<b>0</b>	<b>0</b>	<b>31,517</b>
CONLON LIHFE TOWERS	CCTV_Layered Access	1	0	0	0	0	1
<b>CONLON LIHFE TOWERS TOTAL</b>		<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
FHA HOMES GROUP I	General Construction	1,000	0	0	0	0	1,000
<b>FHA HOMES GROUP I TOTAL</b>		<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>
FOREST HILLS COOP	Fire Safety	0	0	0	110	1,170	1,280
<b>FOREST HILLS COOP TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>110</b>	<b>1,170</b>	<b>1,280</b>
HAMMEL	Heating	0	708	0	0	0	708
HAMMEL	Fire Safety	0	0	16	325	0	341
HAMMEL	CCTV_Layered Access	3	0	0	0	0	3
HAMMEL	General Construction	1	0	0	0	0	1
HAMMEL	Major Renovation	18,307	53,892	21,917	0	0	94,116
<b>HAMMEL TOTAL</b>		<b>18,311</b>	<b>54,600</b>	<b>21,933</b>	<b>325</b>	<b>0</b>	<b>95,169</b>
LATIMER GARDENS	CCTV_Layered Access	18	0	0	0	0	18
<b>LATIMER GARDENS TOTAL</b>		<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18</b>
LEAVITT ST - 34TH AVE	Fire Safety	0	13	260	0	0	273
<b>LEAVITT ST - 34TH AVE TOTAL</b>		<b>0</b>	<b>13</b>	<b>260</b>	<b>0</b>	<b>0</b>	<b>273</b>



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<b>QUEENS</b>							
OCEAN BAY (BAYSIDE) FORMERLY EDGEMERE	Heating	0	0	0	0	0	0
OCEAN BAY (BAYSIDE) FORMERLY EDGEMERE	CCTV_Layered Access	849	0	0	0	0	849
OCEAN BAY (BAYSIDE) FORMERLY EDGEMERE	General Construction	67	0	0	0	0	67
OCEAN BAY (BAYSIDE) FORMERLY EDGEMERE	Major Renovation	24,311	180,652	174,897	0	0	379,860
<b>OCEAN BAY (BAYSIDE) FORMERLY EDGEMERE TOTAL</b>		<b>25,227</b>	<b>180,652</b>	<b>174,897</b>	<b>0</b>	<b>0</b>	<b>380,776</b>
OCEAN BAY (OCEANSIDE) FORMERLY ARVERNE	CCTV_Layered Access	500	0	0	0	0	500
OCEAN BAY (OCEANSIDE) FORMERLY ARVERNE	General Construction	11,194	13,435	778	0	0	25,406
<b>OCEAN BAY (OCEANSIDE) FORMERLY ARVERNE TOTAL</b>		<b>11,694</b>	<b>13,435</b>	<b>778</b>	<b>0</b>	<b>0</b>	<b>25,906</b>
POMONOK	Heating	0	450	0	13,000	0	13,450
POMONOK	Brickwork_Roofs	0	0	0	0	0	0
<b>POMONOK TOTAL</b>		<b>0</b>	<b>450</b>	<b>0</b>	<b>13,000</b>	<b>0</b>	<b>13,450</b>
QUEENSBRIDGE NORTH	Fire Safety	0	0	0	30	325	355
QUEENSBRIDGE NORTH	Brickwork_Roofs	80	8,850	8,850	12,850	0	30,630
QUEENSBRIDGE NORTH	Community Center Renov	450	0	0	0	0	450
QUEENSBRIDGE NORTH	Grounds	450	0	0	0	0	450
<b>QUEENSBRIDGE NORTH TOTAL</b>		<b>980</b>	<b>8,850</b>	<b>8,850</b>	<b>12,880</b>	<b>325</b>	<b>31,885</b>
QUEENSBRIDGE SOUTH	Fire Safety	0	0	0	30	325	355
QUEENSBRIDGE SOUTH	CCTV_Layered Access	76	0	0	0	0	76
QUEENSBRIDGE SOUTH	Brickwork_Roofs	(0)	8,850	8,850	12,850	0	30,550
QUEENSBRIDGE SOUTH	General Construction	1,025	0	0	0	0	1,025
<b>QUEENSBRIDGE SOUTH TOTAL</b>		<b>1,101</b>	<b>8,850</b>	<b>8,850</b>	<b>12,880</b>	<b>325</b>	<b>32,006</b>
RAVENSWOOD	Electrical_Lighting	4,000	0	0	0	0	4,000
RAVENSWOOD	Elevators	(0)	0	0	0	0	(0)
RAVENSWOOD	Brickwork_Roofs	0	0	0	0	0	0
<b>RAVENSWOOD TOTAL</b>		<b>4,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,000</b>
REDFERN	Elevators	4,500	0	0	0	0	4,500
REDFERN	Fire Safety	0	18	358	0	0	375
REDFERN	CCTV_Layered Access	16	0	0	0	0	16
REDFERN	Brickwork_Roofs	154	0	0	0	0	154
REDFERN	General Construction	19	0	0	0	0	19
REDFERN	Grounds	150	0	0	0	0	150
REDFERN	Major Renovation	34,810	82,285	26,606	0	0	143,701
REDFERN	Roofs	0	0	0	0	9,000	9,000
<b>REDFERN TOTAL</b>		<b>39,648</b>	<b>82,303</b>	<b>26,964</b>	<b>0</b>	<b>9,000</b>	<b>157,915</b>
SOUTH JAMAICA I	Grounds	50	0	0	0	0	50
SOUTH JAMAICA I	Work Type	50	0	0	0	0	50
SOUTH JAMAICA II	Grounds	126	0	0	0	0	126
<b>SOUTH JAMAICA II TOTAL</b>		<b>176</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>176</b>



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

<u>DEVELOPMENT</u>	<u>WORKTYPE</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Total</u>
<b>QUEENS</b>							
WOODSIDE	CCTV_Layered Access	9	0	0	0	0	9
WOODSIDE	Brickwork_Roofs	175	0	0	0	0	175
WOODSIDE	Grounds	500	0	0	0	0	500
<b>WOODSIDE TOTAL</b>		<b>684</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>684</b>
<b>QUEENS TOTAL</b>		<b>\$133,969</b>	<b>\$397,235</b>	<b>\$250,695</b>	<b>\$40,138</b>	<b>\$10,820</b>	<b>\$832,856</b>
<b>Staten Island</b>							
BERRY	Heating	(0)	4,000	0	0	0	4,000
BERRY	Fire Safety	0	15	293	0	0	307
BERRY	CCTV_Layered Access	3	0	0	0	0	3
<b>BERRY TOTAL</b>		<b>3</b>	<b>4,015</b>	<b>293</b>	<b>0</b>	<b>0</b>	<b>4,310</b>
CASSIDY - LAFAYETTE	Heating	99	0	0	0	0	99
CASSIDY - LAFAYETTE	Plumbing	0	1,500	0	0	0	1,500
CASSIDY - LAFAYETTE	CCTV_Layered Access	704	0	0	0	0	704
CASSIDY - LAFAYETTE	Brickwork_Roofs	0	7,000	0	0	0	7,000
<b>CASSIDY - LAFAYETTE TOTAL</b>		<b>803</b>	<b>8,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,303</b>
MARINER'S HARBOR	CCTV_Layered Access	35	0	0	0	0	35
MARINER'S HARBOR	Brickwork_Roofs	625	0	0	0	0	625
MARINER'S HARBOR	General Construction	4	0	0	0	0	4
<b>MARINER'S HARBOR TOTAL</b>		<b>664</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>664</b>
NEW LANE AREA	Community Center Renov	11	0	0	0	0	11
NEW LANE AREA	General Construction	13,469	20,185	1,623	0	0	35,277
<b>NEW LANE AREA TOTAL</b>		<b>13,480</b>	<b>20,185</b>	<b>1,623</b>	<b>0</b>	<b>0</b>	<b>35,288</b>
RICHMOND TERRACE	Elevators	0	0	0	0	0	0
<b>RICHMOND TERRACE TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
SOUTH BEACH	Fire Safety	0	4	72	0	0	75
SOUTH BEACH	Brickwork_Roofs	0	0	0	0	0	0
<b>SOUTH BEACH TOTAL</b>		<b>0</b>	<b>4</b>	<b>72</b>	<b>0</b>	<b>0</b>	<b>75</b>
TODT HILL	Garbage Disposal	0	240	0	0	0	240
<b>TODT HILL TOTAL</b>		<b>0</b>	<b>240</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>240</b>
WEST BRIGHTON I	General Construction	881	0	0	0	0	881
<b>WEST BRIGHTON I TOTAL</b>		<b>881</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>881</b>
<b>STATEN ISLAND</b>		<b>\$15,831</b>	<b>\$32,943</b>	<b>\$1,987</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,761</b>
<b>Total Capital Plan (FY15 - FY19)</b>		<b>\$933,488</b>	<b>\$1,651,107</b>	<b>\$1,009,284</b>	<b>\$312,015</b>	<b>\$311,237</b>	<b>\$4,217,131</b>



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# Budget Process



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## Overview of the Budget Process

### Annual Budget

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

### Budget Process

The Department of Budget and Financial Planning (DBFP) is designated by NYCHA's Board to be the coordinator of the budget process. Each year the financial plan seeks to respond to the demands and needs of NYCHA within the context of a changing financial environment in a way that reflects the Board's vision and NYCHA's overall policy.

NYCHA's budget procedures build on previous budgets by utilizing incremental budgeting and enabling changes to the current budget which are reflected in the financial plan's out-years. This facilitates long-term planning and allows for incremental adjustments to the baseline, which easily demonstrates the effect of spending decisions.

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

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

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

NYCHA's fiscal year commences on the first day of January of each year and terminates at midnight on the ensuing thirty first day of December. DBFP initiates the budget process by establishing the budget calendar.

### Operating Planning Process

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

With updated forecasts from funding agencies and several months of NYCHA spending history, the Budget Department reforecasts NYCHA's financial condition, and provides an update to the Board. The Board again directs adjustments to the BRGs' funding level. Revised financial targets are then distributed

and the BRGs develop reduction and new need programs by a set deadline. These submissions are analyzed by DBFP staff and presented to the Board. After the Board is briefed on the programmatic adjustments to the budget and has an opportunity to examine policy implications, the changes are integrated into the Financial Plan and put forth for Board approval.

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

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

- Budget Planning, which involves activities around needs assessment, planning and resource estimation/determination, each of which are required to set the stage for the development of the budget;
- Budget Development, including setting the budget calendar, devising BRG instructions, targets, and prioritizing needs, all leading to the approval and adoption of a budget;
- Budget Management, which consists of day-to-day actions that occur throughout the year, mainly around monitoring the budget and headcount, and performing budgeting related programmatic and financial analysis and reporting to relevant internal and external stakeholders.

Table 1 depicts the major Operating Budget processes and sub-processes. It also highlights the key processes owners and participants associated with each sub-process.

**Table 1: Operating Budget Process**



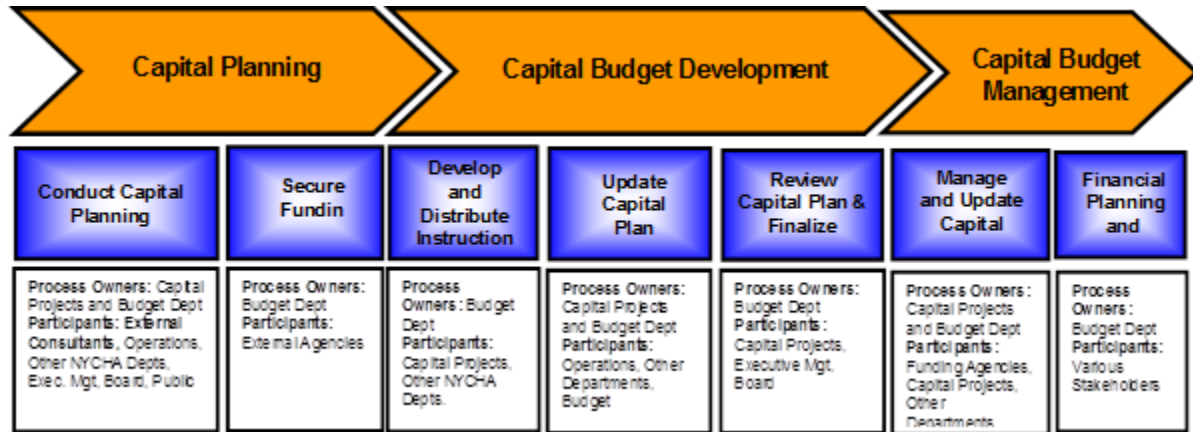
### Capital Planning Process

The timeline for the plan process begins late summer and continues through December. The process 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. Below is a chart detailing the Capital plan process;

**Table 2: Capital Planning Process**





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# Financial Management



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

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

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

- Budget;
- Audit;
- Debt;
- Cash Management;
- Risk 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 in areas 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 risk assessment audit plan prepared by the Audit Director. The risk assessment is 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).



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## Debt

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

### *HDC Loans*

On September 10, 2013, the Authority entered into a Loan Agreement with 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 percent. 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 percent 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 reduce 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 percent 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 HUD and the State of New York.



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### *Mortgage Loans*

As part of the Authority's March 16, 2010 mixed-finance transactions (see Note 22), HDC issued bonds totaling \$477,455,000. The bonds issued by HDC were comprised of seven different series as follows: \$23,590,000 2009 Series L-1, \$68,000,000 2009 Series L-2, \$150,000,000 2010 Series B (Bridge Bonds), \$140,000,000 2011 Series A (Bridge Bonds), \$25,325,000 2010 Series A-1, \$3,000,000 2010 Series A-2 (Fixed-Rate Taxable Bonds), and \$67,540,000 2012 Series A (Index Floating Rate).

The bond proceeds were used to provide financing in the form of mortgage loans to LLC I and LLC II. Of the seven different series of bonds issued as part of the mixed-finance 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 Bond

### *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 will free up 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 table on the following page provides information about the change in long term debt over the past year for the Authority and its blended component units (\$ in thousands):



Description of Long Term Debt	Jan. 1, 2013	Proceeds	Payments & Amortization	Dec. 31, 2013	Due Within One Year
<b><u>Bonds:</u></b>					
State Guaranteed Certificates of Indebtedness Outstanding (State Program) five issues remaining bearing interest from 3.5% to 3.875%, per annum maturing annually through July 2024.	\$ 22,059	\$ -	\$ (3,219)	\$ 18,840	\$ 2,913
State Guaranteed Certificates of Indebtedness Outstanding (incorporated into the Federal Housing Program), four issues remaining bearing interest from 3.50% to 4.75% per annum, maturing annually through July 2024.	3,345	-	(795)	2,550	332
<b><u>Loans Funded by:</u></b>					
HDC Capital Fund Program Revenue Bonds, Series 2005 A (\$281,610,000); Loan Agreement with an interest rate of 4.6% to 5.0% per annum, defeased September 2013.	213,990	-	(213,990)	-	-
HDC Capital Fund Program Revenue Bonds, Series 2013 A (\$185,785,000); Loan Agreement with an interest rate of 2.0% to 5.0% per annum, maturing annually through July 2025.	-	185,785	-	185,785	9,155
HDC Capital Fund Program Revenue Bonds, Series 2013 B-1 (\$348,130,000); Loan Agreement with an interest rate of 2.0% to 5.0% per annum, maturing annually through July 2033.	-	348,130	-	348,130	6,940
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.	-	18,045	(309)	17,736	471
HDC 2009 Series L-1 Bonds (\$23,590,000); Construction Loan at an interest rate of 5.8% per annum through October 2013, thereafter a permanent Mortgage Loan at an interest rate of 6.3% per annum, maturing November 2043; secured by mortgage.	23,590	-	(67)	23,523	278
HDC 2009 Series L-2 Bonds (\$68,000,000); Subordinate Loan at an interest rate of 2.0% per annum, matured in September 2013; secured by mortgage.	68,000	-	(68,000)	-	-
HDC 2010 Series B Bonds (\$150,000,000); Mortgage Loan at an interest rate of 2.125% per annum, prepaid in July 2013; secured by mortgage.	19,825	-	(19,825)	-	-
HDC 2011 Series A Bonds (\$140,000,000); Mortgage Loan at an interest rate of 3.25% per annum, prepaid in July 2013; secured by mortgage.	47,955	-	(47,955)	-	-
HDC 2012 Series A Bonds (\$67,540,000); Mortgage Loan at an interest rate of SIFMA +1.1% per annum, prepaid in July 2013; secured by mortgage.	16,821	-	(16,821)	-	-
HDC 2010 Series A-1 Bonds (\$25,325,000); Construction Mortgage Loan at an interest rate of 4.35% per annum through October 2013; thereafter a permanent Mortgage Loan at an interest rate of 5.1% per annum, maturing November 2041; secured by mortgage.	25,325	-	(103)	25,222	424
HDC 2010 Series A-2 Bonds (\$3,000,000); Construction Mortgage Loan at an interest rate of 4.35% per annum through October 2013; thereafter a permanent Mortgage Loan at an interest rate of 5.1% per annum, maturing May 2041; secured by mortgage.	3,000	-	(12)	2,988	50
<b>Long Term Debt (before Premium)</b>	<b>443,910</b>	<b>674,130</b>	<b>(371,096)</b>	<b>746,944</b>	<b>20,563</b>
Add Premium on HDC Revenue Bond Loan Agreements	6,919	44,715	(8,997)	42,637	-
<b>TOTAL LONG TERM DEBT</b>	<b>\$ 450,829</b>	<b>\$ 718,845</b>	<b>\$ (380,093)</b>	<b>\$ 789,581</b>	<b>\$ 20,563</b>



**Pledged Revenue**

**CFFP Series 2013A & B Bonds** - As security for the Series 2013 A, B-1, and B-2 CFFP Bonds which were issued by HDC, the Authority pledged future HUD Capital Fund Program grant revenue to service the bond debt (thereby satisfying 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, 2013, total principal and interest remaining on the combined debt for Series 2013 A, B-1, and B-2 are \$656,085,000 and \$350,712,000, respectively, with annual debt service ranging from \$16,095,000 in 2014 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.

**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, 2013, total principal and interest remaining on the Equipment Purchase/Lease Agreement are \$17,736,000 and \$2,586,000, respectively, with annual debt service ranging from \$407,000 in 2013 to \$1,898,000 in 2024. Operating subsidy contributions, from which appropriations have been made, amounted to \$407,000 during 2013.

**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, 2013 are payable as follows (\$ in thousands):

	<u>Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Current portion	2014	\$ 20,563	\$ 29,431	\$ 49,994
Long-term portion:				
	2015	32,943	35,022	67,965
	2016	33,637	34,027	67,664
	2017	35,051	32,581	67,632
	2018	35,916	30,928	66,844
	2019-2023	206,148	127,517	333,665
	2024-2028	180,994	77,617	258,611
	2029-2033	176,797	35,316	212,113
	2034-2038	12,848	5,423	18,271
	2039-2043	12,047	1,506	13,553
Total long-term portion		<u>726,381</u>	<u>379,937</u>	<u>1,106,318</u>
Total payments		<u>\$ 746,944</u>	<u>\$ 409,368</u>	<u>\$ 1,156,312</u>





Interest rates on Loans and Mortgages payable range from 1.98 percent to 6.3 percent. During 2013 and 2012, principal repayments totaled \$371,096,000 and \$249,567,000, respectively.

**Deposits**

At December 31, 2013, the Authority’s deposits had a carrying amount of \$1,626,677,000 and a bank balance of \$1,625,283,000. 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, 2013 and 2012 (\$ in thousands):

<u>Unrestricted</u>	<u>Bank Balance</u>	
	<u>2013</u>	<u>2012</u>
FDIC insured	\$ 837	\$ 2,571
Collateralized	853,886	931,382
Subtotal	854,723	933,953
 <u>Restricted</u>		
FDIC insured	39,534	45,616
Collateralized	731,026	326,783
Subtotal	770,560	372,399
Total Deposits	\$ 1,625,283	\$ 1,306,352

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 \$1,408,034,000.

At December 31, 2013, \$533,092,000 of the Authority’s unrestricted deposits was designated to pay claims of the Authority’s self-insurance programs.

Restricted deposits totaling \$770,560,000 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, \$424,028,000 was held with a fiscal agent representing loan proceeds from HDC’s issuance of 2013 Capital Fund Financing Program (“CFFP”) bond issuance. Tenant security deposits in the amount of \$38,243,000 are also restricted and held in the form of Certificates of Deposit, maturing on March 31, 2014, and reinvested through March 31, 2015. The liability related to these deposits is included in unearned revenues and other current liabilities.



**Investments**

At December 31, 2013 and 2012 there were no investments of unrestricted funds, since all unrestricted funds were held in money market and interest-bearing bank accounts.

At December 31, 2013, \$83,990,000 of restricted funds was held by various Trustees (fiscal agents) relating to both mixed-finance transactions and HDC’s 2013 Capital Fund Financing Program bond issuance. This amount was comprised of \$83,664,000 in restricted investments and \$326,000 in restricted cash equivalents.

Of the \$83,664,000 in restricted investments held with fiscal agents, there was \$1,595,000 in debt service reserves invested on behalf of obligations related to the mixed-finance transactions, and the remaining \$82,069,000 consisted of available proceeds from 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.

Restricted investments consist of the following at December 31, 2013 and 2012 (\$ in thousands):

<u>Restricted</u>	<u>2013</u>	<u>2012</u>
U.S. Agency Securities	\$ 52,245	-
Guaranteed Investment Contracts	29,824	3,670
NYC General Obligation Taxable Bond Series G-2	1,595	1,626
Repurchase Agreements	326	36,513
Discount Notes	-	2,419
Total restricted investments, including cash equivalents	<u>83,990</u>	<u>44,228</u>
Less amount reported as restricted cash equivalents	<u>326</u>	<u>36,513</u>
Restricted investments	<u>\$ 83,664</u>	<u>\$ 7,715</u>

The maturities of the Authority’s investments at December 31, 2013 were (\$ in thousands):

<b>Investment Type</b>	<b>Investment Maturities</b>			
	<u>Total</u>	<u>&lt;1 year</u>	<u>1-5 years</u>	<u>&gt;5 years</u>
<b>Restricted</b>				
U.S. Agency Securities	\$ 52,245	\$ -	\$ 52,245	\$ -
Guaranteed Investment Contracts	29,824	-	-	29,824
NYC General Obligation Taxable Bond Series G-2	1,595	-	1,595	-
Repurchase Agreements	<u>326</u>	<u>326</u>	<u>-</u>	<u>-</u>
Total	<u>\$ 83,990</u>	<u>\$ 326</u>	<u>\$ 53,840</u>	<u>\$ 29,824</u>

At December 31, 2013, the Authority’s weighted average term to maturity for restricted investments is 8.39 years. The Authority determines maturity levels based upon current available interest rates,



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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.

### *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.



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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.



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# Fund Structure



## Fund Structure Summary

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

- Federal Low Rent Housing Program (Conventional Public Housing);
- City/State Housing Program (Conventional Public Housing);
- Housing Choice Voucher Program (Section 8);
- Section 8 Rental New Construction Program (Project-Based);
- Capital Fund Program; and
- 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; and
- 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 2013- FY 2015. Going into FY 2015, NYCHA has a \$98.2 million deficit in its general fund. All other funding sources are balanced.

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

**Table 1: FY 2015 –FY 2019 Head Count  
By Funding**

	2015	2016	2017	2018	2019
General Fund	10,603	10,610	10,629	10,572	10,517
Section 8	497	483	471	459	447
Grants	218	128	39	39	37
<b>Total</b>	<b>11,318</b>	<b>11,221</b>	<b>11,139</b>	<b>11,070</b>	<b>11,001</b>



**Table 2: FY 2013 –FY 2015 Comparison**

(\$000)

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Variance</b>
	<b>YTD Actuals</b>	<b>Cur Mod Budget</b>	<b>Budget</b>	<b>FY 14 vs FY 15</b>
<b>Revenues</b>				
<b><u>Revenue from Operations:</u></b>				
Tenant Rental Revenue	900,402	954,980	996,820	41,840
Other Revenue from Operations	18,146	18,330	18,160	(170)
<b>Subtotal Revenue from Operations</b>	<b>918,548</b>	<b>973,310</b>	<b>1,014,980</b>	<b>41,670</b>
<b><u>Other Revenues</u></b>				
Federal Subsidies	830,264	789,032	898,785	109,753
Contract-Based Section 8 Properties Subsidy	10,802	5,403	-	(5,403)
Debt Services Subsidy	724	622	525	(97)
Section 8 Phased Conversion	41,517	47,062	49,773	2,711
Section 8 Management Fees	-	-	-	-
Capital Fund Reimbursements	101,751	74,408	60,949	(13,459)
Interest on Investments	1,494	1,159	2,049	890
Other	82,947	23,160	36,969	13,809
Land Lease	-	-	-	-
Sandy Reimbursement	-	23,872	-	(23,872)
Categorical Grants	16,922	11,531	4,308	(7,223)
Section 8 Subsidy	933,571	879,751	955,385	75,634
Section 8 Admin	63,019	62,121	69,675	7,554
Section 8 Admin Reserve	-	-	3,758	3,758
City Funds	16,007	40,053	18,600	(21,453)
<b>Subtotal Other Revenues</b>	<b>2,099,018</b>	<b>1,958,174</b>	<b>2,100,776</b>	<b>142,602</b>
<b>Total Revenues</b>	<b>3,017,566</b>	<b>2,931,484</b>	<b>3,115,756</b>	<b>184,272</b>
<b>Expenditures</b>				
<b><u>Personnel Services :</u></b>				
Salary F/T	603,077	612,597	613,149	552
Salary P/T	1,409	514	1,265	751
Seasonal	4,790	1,029	30	(999)
Overtime	92,901	58,271	74,550	16,279
Shift Differential	1,711	1,395	3,346	1,951
Fringe	510,484	542,279	562,029	19,750
Retro	23,116	132	907	775
Other	16,726	19,484	16,245	(3,239)
<b>Subtotal Personnel Services</b>	<b>1,254,214</b>	<b>1,235,701</b>	<b>1,271,521</b>	<b>35,820</b>
<b><u>Other Than Personnel Services :</u></b>				
Leases	36,036	38,483	40,576	2,093
Supplies	58,584	66,175	60,741	(5,434)
Utilities	570,237	576,557	593,180	16,623
Equipment	6,895	38,339	14,726	(23,613)
Contracts	165,079	185,570	147,612	(37,958)
Insurance	38,861	49,386	51,994	2,608
Section 8 Payments	964,451	956,982	955,354	(1,628)
Payment in Lieu of Taxes	25,893	29,791	33,234	3,443
Debt Service	695	593	837	244
Other OTPS	64,260	34,657	44,170	9,513
<b>Subtotal Other Than Personnel Services</b>	<b>1,930,991</b>	<b>1,976,533</b>	<b>1,942,424</b>	<b>(34,109)</b>
<b>Total Expenses</b>	<b>3,185,205</b>	<b>3,212,234</b>	<b>3,213,945</b>	<b>1,711</b>
<b>Surplus Deficit</b>	<b>(167,639)</b>	<b>(280,750)</b>	<b>(98,189)</b>	<b>182,561</b>



**Table 3: All Funds FY 2015 –FY 2019**

	(\$000)				
	2015	2016	2017	2018	2019
	Budget	Budget	Budget	Budget	Budget
<b>Revenues</b>					
<b>Revenue from Operations:</b>					
Tenant Rental Revenue	996,820	1,020,785	1,036,147	1,040,697	1,045,307
Other Revenue from Operations	18,160	19,653	20,258	20,675	21,105
<b>Total Revenue from Operations</b>	<b>1,014,980</b>	<b>1,040,438</b>	<b>1,056,405</b>	<b>1,061,373</b>	<b>1,066,412</b>
<b>Other Revenues</b>					
Federal Subsidies	898,785	909,824	922,917	946,734	946,734
Debt Services Subsidy	525	438	360	285	230
Section 8 Phased Conversion	49,773	53,524	55,733	57,996	60,312
Capital Fund Reimbursements	60,949	60,035	59,778	59,778	59,778
Interest on Investments	2,049	3,235	4,717	5,930	7,412
Other	36,969	37,434	37,626	37,919	38,283
Land Lease	-	-	-	-	-
Sandy Reimbursement	-	-	-	-	-
Categorical Grants	4,308	3,725	3,725	3,725	3,175
Section 8 Subsidy	955,385	893,965	890,282	895,538	853,791
Section 8 Admin	69,675	59,953	59,341	58,240	57,101
Section 8 Admin Reserve	3,758	-	-	-	-
City Funds	18,600	8,550	-	-	-
<b>Total Other Revenues</b>	<b>2,100,776</b>	<b>2,030,682</b>	<b>2,034,478</b>	<b>2,066,144</b>	<b>2,026,816</b>
<b>Total Revenues</b>	<b>3,115,756</b>	<b>3,071,119</b>	<b>3,090,883</b>	<b>3,127,517</b>	<b>3,093,228</b>
<b>Expenditures</b>					
<b>Personnel Service:</b>					
Salary F/T	613,149	607,598	603,084	599,349	595,588
Salary P/T	1,265	1,265	1,265	1,265	1,265
Seasonal	30	30	30	30	30
Overtime	74,550	52,501	52,501	52,501	52,501
Shift Differential	3,346	3,346	3,346	3,346	3,346
Retro	907	907	907	907	907
Fringe	562,029	575,689	594,052	613,557	634,425
Other Salary	16,245	16,245	16,245	16,245	16,245
<b>Total Personnel Service</b>	<b>1,271,521</b>	<b>1,257,580</b>	<b>1,271,429</b>	<b>1,287,199</b>	<b>1,304,306</b>
<b>Other Than Personnel Service:</b>					
Leases	40,576	41,805	42,852	43,965	46,017
Supplies	60,741	60,230	60,230	60,230	60,223
Equipment	14,726	14,691	13,331	13,369	13,369
Utilities	593,180	610,430	616,500	635,060	656,760
Contracts	147,612	146,171	146,683	147,235	147,031
Debt Services	837	733	628	534	455
Insurance	51,994	54,321	56,740	59,256	61,871
Payments in Lieu of Taxes	33,234	33,585	34,210	33,156	31,762
NYPD Subsidy	-	70,000	70,000	70,000	70,000
OTPS Other	44,170	44,185	44,230	44,280	44,197
Housing Assistance Payments	955,354	949,009	954,603	948,664	943,813
<b>Total Other Than Personnel Service</b>	<b>1,942,424</b>	<b>2,025,160</b>	<b>2,040,007</b>	<b>2,055,750</b>	<b>2,075,499</b>
<b>Total Expenditures</b>	<b>3,213,945</b>	<b>3,282,740</b>	<b>3,311,436</b>	<b>3,342,949</b>	<b>3,379,805</b>
<b>Surplus/(Deficit)</b>	<b>(98,189)</b>	<b>(211,621)</b>	<b>(220,552)</b>	<b>(215,432)</b>	<b>(286,577)</b>





**Table 4: General Funds FY 2015 –FY 2019**

	(\$000)				
	2015	2016	2017	2018	2019
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
<b>Revenues</b>					
<b>Revenue from Operations:</b>					
Tenant Rental Revenue	996,820	1,020,785	1,036,147	1,040,697	1,045,307
Other Revenue from Operations	18,160	19,653	20,258	20,675	21,105
<b>Total Revenue from Operations</b>	<b>1,014,980</b>	<b>1,040,438</b>	<b>1,056,405</b>	<b>1,061,373</b>	<b>1,066,412</b>
<b>Other Revenues</b>					
Federal Subsidies	897,027	908,065	921,158	944,976	944,976
Debt Services Subsidy	525	438	360	285	230
Section 8 Phased Conversion	49,773	53,524	55,733	57,996	60,312
Section 8 Management Fees	13,921	7,493	7,286	-	-
Capital Fund Reimbursements	60,949	60,035	59,778	59,778	59,778
Interest on Investments	2,049	3,235	4,717	5,930	7,412
Other	19,338	19,824	20,041	20,361	20,752
Categorical Grants	-	-	-	-	-
Section 8 Subsidy	-	-	-	-	-
Section 8 Admin	-	-	-	-	-
Section 8 Admin Reserve	-	-	-	-	-
City Funds	-	-	-	-	-
<b>Total Other Revenues</b>	<b>1,043,582</b>	<b>1,052,613</b>	<b>1,069,073</b>	<b>1,089,324</b>	<b>1,093,460</b>
<b>Total Revenues</b>	<b>2,058,561</b>	<b>2,093,051</b>	<b>2,125,478</b>	<b>2,150,697</b>	<b>2,159,872</b>
<b>Expenditures</b>					
<b>Personnel Service:</b>					
Salary F/T	571,464	573,386	575,686	572,600	569,623
Salary P/T	1,031	1,034	1,038	1,038	1,038
Seasonal	14	14	14	14	14
Overtime	73,436	51,529	51,582	51,582	51,582
Shift Differential	3,315	3,330	3,345	3,345	3,345
Retro	897	902	907	907	907
Fringe	537,430	553,000	572,610	591,617	611,991
Other Salary	15,526	15,563	15,600	15,600	15,600
<b>Total Personnel Service</b>	<b>1,203,112</b>	<b>1,198,757</b>	<b>1,220,780</b>	<b>1,236,703</b>	<b>1,254,100</b>
<b>Other Than Personnel Service:</b>					
Leases	35,736	36,758	37,697	38,695	40,569
Supplies	60,101	60,123	60,146	60,146	60,146
Equipment	12,630	12,595	11,235	11,273	11,273
Utilities	592,983	610,229	616,296	634,851	656,546
Contracts	143,296	142,340	142,929	143,481	143,499
Debt Services	498	414	334	267	216
Insurance	51,845	54,164	56,574	59,082	61,688
Payments in Lieu of Taxes	33,234	33,585	34,210	33,156	31,762
NYPD Subsidy	-	70,000	70,000	70,000	70,000
OTPS Other	23,316	23,728	24,172	24,222	24,277
Housing Assistance Payments	-	-	-	-	-
<b>Total Other Than Personnel Service</b>	<b>953,638</b>	<b>1,043,937</b>	<b>1,053,594</b>	<b>1,075,173</b>	<b>1,099,975</b>
<b>Total Expenditures</b>	<b>2,156,751</b>	<b>2,242,695</b>	<b>2,274,374</b>	<b>2,311,876</b>	<b>2,354,075</b>
<b>Surplus/(Deficit)</b>	<b>(98,189)</b>	<b>(149,644)</b>	<b>(148,896)</b>	<b>(161,178)</b>	<b>(194,203)</b>



**Table 5: Section 8 FY 2015 –FY 2019**

	(\$000)				
	2015	2016	2017	2018	2019
	Budget	Budget	Budget	Budget	Budget
<b>Revenues</b>					
<b>Revenue from Operations:</b>					
Tenant Rental Revenue	-	-	-	-	-
Other Revenue from Operations	-	-	-	-	-
<b>Total Revenue from Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Revenues</b>					
Federal Subsidies	-	-	-	-	-
Debt Services Subsidy	-	-	-	-	-
Section 8 Phased Conversion	-	-	-	-	-
Section 8 Management Fees	-	-	-	-	-
Capital Fund Reimbursements	-	-	-	-	-
Interest on Investments	-	-	-	-	-
Other	16,941	16,941	16,941	16,941	16,941
Categorical Grants	-	-	-	-	-
Section 8 Subsidy	1,005,158	947,488	946,015	953,533	914,103
Section 8 Admin	69,675	59,953	59,341	58,240	57,101
Section 8 Admin Reserve	3,758	-	-	-	-
City Funds	-	-	-	-	-
<b>Total Other Revenues</b>	<b>1,095,531</b>	<b>1,024,382</b>	<b>1,022,296</b>	<b>1,028,714</b>	<b>988,145</b>
<b>Total Revenues</b>	<b>1,095,531</b>	<b>1,024,382</b>	<b>1,022,296</b>	<b>1,028,714</b>	<b>988,145</b>
<b>Expenditures</b>					
<b>Personnel Service:</b>					
Salary F/T	26,832	26,095	25,445	24,796	24,146
Salary P/T	-	-	-	-	-
Seasonal	16	16	16	16	16
Overtime	919	919	919	919	919
Shift Differential	1	1	1	1	1
Retro	-	-	-	-	-
Fringe	19,073	19,441	19,968	20,466	21,009
Other Salary	645	645	645	645	645
<b>Total Personnel Service</b>	<b>47,486</b>	<b>47,117</b>	<b>46,995</b>	<b>46,844</b>	<b>46,737</b>
<b>Other Than Personnel Service:</b>					
Leases	4,840	5,047	5,155	5,270	5,449
Supplies	77	77	77	77	77
Equipment	2,096	2,096	2,096	2,096	2,096
Utilities	197	201	204	209	214
Contracts	17,454	11,025	10,818	3,532	3,532
Debt Services	-	-	-	-	-
Insurance	149	157	166	174	183
Payments in Lieu of Taxes	-	-	-	-	-
NYPD Subsidy	-	-	-	-	-
OTPS Other	18,106	18,106	18,106	18,106	18,106
Housing Assistance Payments	1,005,127	1,002,532	1,010,335	1,006,660	1,004,125
<b>Total Other Than Personnel Service</b>	<b>1,048,045</b>	<b>1,039,242</b>	<b>1,046,957</b>	<b>1,036,124</b>	<b>1,033,782</b>
<b>Total Expenditures</b>	<b>1,095,531</b>	<b>1,086,359</b>	<b>1,093,953</b>	<b>1,082,968</b>	<b>1,080,519</b>
<b>Surplus/(Deficit)</b>	<b>-</b>	<b>(61,977)</b>	<b>(71,656)</b>	<b>(54,254)</b>	<b>(92,374)</b>



**Table 6: Grants FY 2015 –FY 2019**

	(\$000)				
	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>Revenues</b>					
<b>Revenue from Operations:</b>					
Tenant Rental Revenue	-	-	-	-	-
Other Revenue from Operations	-	-	-	-	-
<b>Total Revenue from Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Revenues</b>					
Federal Subsidies	1,758	1,758	1,758	1,758	1,758
Debt Services Subsidy	-	-	-	-	-
Section 8 Phased Conversion	-	-	-	-	-
Section 8 Management Fees	-	-	-	-	-
Capital Fund Reimbursements	-	-	-	-	-
Interest on Investments	-	-	-	-	-
Other	690	670	644	618	590
Categorical Grants	4,308	3,725	3,725	3,725	3,175
Section 8 Subsidy	-	-	-	-	-
Section 8 Admin	-	-	-	-	-
Section 8 Admin Reserve	-	-	-	-	-
City Funds	18,600	8,550	-	-	-
<b>Total Other Revenues</b>	<b>25,357</b>	<b>14,703</b>	<b>6,128</b>	<b>6,101</b>	<b>5,523</b>
<b>Total Revenues</b>	<b>25,357</b>	<b>14,703</b>	<b>6,128</b>	<b>6,101</b>	<b>5,523</b>
<b>Expenditures</b>					
<b>Personnel Service:</b>					
Salary F/T	14,853	8,117	1,953	1,953	1,818
Salary P/T	234	230	227	227	227
Seasonal	-	-	-	-	-
Overtime	196	53	-	-	-
Shift Differential	30	15	-	-	-
Retro	10	5	-	-	-
Fringe	5,526	3,248	1,474	1,474	1,425
Other Salary	74	37	-	-	-
<b>Total Personnel Service</b>	<b>20,922</b>	<b>11,705</b>	<b>3,653</b>	<b>3,653</b>	<b>3,470</b>
<b>Other Than Personnel Service:</b>					
Leases	-	-	-	-	-
Supplies	563	30	7	7	-
Equipment	-	-	-	-	-
Utilities	-	-	-	-	-
Contracts	783	299	222	222	-
Debt Services	339	319	293	267	239
Insurance	-	-	-	-	-
Payments in Lieu of Taxes	-	-	-	-	-
NYPD Subsidy	-	-	-	-	-
OTPS Other	2,749	2,351	1,952	1,952	1,815
Housing Assistance Payments	-	-	-	-	-
<b>Total Other Than Personnel Service</b>	<b>4,435</b>	<b>2,998</b>	<b>2,475</b>	<b>2,448</b>	<b>2,054</b>
<b>Total Expenditures</b>	<b>25,357</b>	<b>14,703</b>	<b>6,128</b>	<b>6,101</b>	<b>5,523</b>
<b>Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**Table 7: Eliminations FY 2015 –FY 2019**

	(\$000)				
	2015	2016	2017	2018	2019
	Budget	Budget	Budget	Budget	Budget
<b>Revenues</b>					
<b>Revenue from Operations:</b>					
Tenant Rental Revenue	-	-	-	-	-
Other Revenue from Operations	-	-	-	-	-
<b>Total Revenue from Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Revenues</b>					
Federal Subsidies	-	-	-	-	-
Debt Services Subsidy	-	-	-	-	-
Section 8 Phased Conversion	(49,773)	(53,524)	(55,733)	(57,996)	(60,312)
Section 8 Management Fees	(13,921)	(7,493)	(7,286)	-	-
Capital Fund Reimbursements	-	-	-	-	-
Interest on Investments	-	-	-	-	-
Other	-	-	-	-	-
Categorical Grants	-	-	-	-	-
Section 8 Subsidy	-	-	-	-	-
Section 8 Admin	-	-	-	-	-
Section 8 Admin Reserve	-	-	-	-	-
City Funds	-	-	-	-	-
<b>Total Other Revenues</b>	<b>(63,694)</b>	<b>(61,017)</b>	<b>(63,019)</b>	<b>(57,996)</b>	<b>(60,312)</b>
<b>Total Revenues</b>	<b>(63,694)</b>	<b>(61,017)</b>	<b>(63,019)</b>	<b>(57,996)</b>	<b>(60,312)</b>
<b>Expenditures</b>					
<b>Personnel Service:</b>					
Salary F/T	-	-	-	-	-
Salary P/T	-	-	-	-	-
Seasonal	-	-	-	-	-
Overtime	-	-	-	-	-
Shift Differential	-	-	-	-	-
Retro	-	-	-	-	-
Fringe	-	-	-	-	-
Other Salary	-	-	-	-	-
<b>Total Personnel Service</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Than Personnel Service:</b>					
Leases	-	-	-	-	-
Supplies	-	-	-	-	-
Equipment	-	-	-	-	-
Utilities	-	-	-	-	-
Contracts	(13,921)	(7,493)	(7,286)	-	-
Debt Services	-	-	-	-	-
Insurance	-	-	-	-	-
Payments in Lieu of Taxes	-	-	-	-	-
NYPD Subsidy	-	-	-	-	-
OTPS Other	-	-	-	-	-
Housing Assistance Payments	(49,773)	(53,524)	(55,733)	(57,996)	(60,312)
<b>Total Other Than Personnel Service</b>	<b>(63,694)</b>	<b>(61,017)</b>	<b>(63,019)</b>	<b>(57,996)</b>	<b>(60,312)</b>
<b>Total Expenditures</b>	<b>(63,694)</b>	<b>(61,017)</b>	<b>(63,019)</b>	<b>(57,996)</b>	<b>(60,312)</b>
<b>Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



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# 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

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# Glossary of Terms



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

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

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

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

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

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



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**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, and is responsible for the execution of all policies, resolutions, motions, rules, and regulations adopted by the Board.

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

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

**Comprehensive Plan** - A plan prepared by the Authority and approved by HUD setting forth all of the physical and management needs of the Authority and its housing developments. It indicates the relative urgency of needs, with cost estimates and includes the PHA's Action Plan. The Plan may be revised, as necessary, but must be revised at least every sixth year. It is the focal point of the PHA's modernization strategy.

**Consolidation** - A group of developments that is managed by one office.

**Conveyed Unit** - A unit where modernization work has been approved before the transfer of the title to the homeowner. The Authority may complete the work even if the title to the unit is subsequently conveyed before the work is completed. The costs of work are eligible under the Capital Fund Program regulations.

**Department** - A basic organizational unit that is functionally unique in its delivery of services.

**Department of Budget and Financial Planning (DBFP)** - The Department of Budget and Financial Planning serves as an Authority-wide resource on functional and technical 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.



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**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 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.



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**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)** - 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, HDC 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.



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**New Needs** - All costs associated with a purchase of goods or services, or additional costs of existing goods or services.

**New York City Housing Authority (NYCHA)** - Provides decent and affordable housing in a safe and secure living environment for low and moderate income residents throughout the five boroughs.

**New York City Office of Management and Budget (OMB)** - In assisting the Mayor with developing and implementing the City's budget, OMB monitors and forecasts the revenues and expenditures of the City. It analyzes the economy, evaluates agencies' management improvement initiatives, including information technology purchases, and conducts value engineering reviews of capital projects and, in cooperation with the Office of the Comptroller for the City of New York, issues bonds and notes in the public credit markets.

**Obligation (Encumbrance)** - The total unexpended balance of encumbered funds associated with approved requisitions and standard or planned purchase orders.

**Operating Budget** - Authorized expenditures for on-going day-to-day services; e.g. maintenance, materials, supplies, etc.

**Other Than Personnel Services (OTPS)** - The OTPS budget pays for the non-personnel costs of running the Authority, including payments for utilities such as water, electricity, heating fuels, and cooking gas for NYCHA residents, payments to outside contractors who provide painting, elevator maintenance, fire safety, plumbing and heating services, all insurance costs, consulting services, the purchase of machines and equipment used by development staff to maintain the buildings and grounds, and payments to private landlords participating in the Section 8/Housing Choice Voucher Program.

**Parent Fixed Asset Accounts (Equipment Accounts)** - A reporting tool which allows a BRG to view the Budget, Encumbrances, and Actual for equipment accounts. For example:

GF01	3240000	164000300	Budget
GF01	3240000	990400300	Encumbrances & Actual
PGF1	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



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**Program/Phase** - Unique identifier used primarily to specify Grant Year for Funding Source.

**Program to Eliminate the Gap (PEG)** - A financial package of ideas to close a given financial deficit. They can be classified as expense reductions, revenue increases, legislative/regulatory changes, or management initiatives to improve productivity.

**Project** - A budget line item identifier used for external reporting and billing purposes.

**Personnel Action Request (PAR)** - A form submitted by BRGs to change salaries and add staff. This form is required for filling a vacancy.

**Personnel Services (PS)** - The PS budget includes salaries and fringe benefits for all 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.)



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**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 expended 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.