



Adopted Budget for FY 2017

And

The Four Year Financial Plan FY 2018-2021

Shola Olatoye, Chair
Michael Kelly, General Manager
Zaire Dinzey-Flores, Board Member
Derrick D. Cephas, Board Member
Nnenna Lynch, Resident Board Member
Victor A. Gonzalez, Resident Board Member
Jacqueline Arroyo, Resident Board Member
Jacqueline Young, Resident Board Member
Karen Caldwell, Chief Financial Officer
Georgiana Okoroji, Budget Director





Transmittal page 1



Transmittal page 2



Transmittal page 3

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to New York City Housing Authority, New York for its annual budget for fiscal year beginning January 1, 2016. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as communication device.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**New York City Housing Authority
New York**

For the Fiscal Year Beginning

January 1, 2016



Executive Director



Contents

Summary.....	9
Public Housing	10
Diminished Federal Operating Assistance	11
Section 8 Housing Choice Voucher.....	11
FY 2017 Initiatives.....	12
Budget Overview.....	13
FY 2017 Budget and Financial Plan.....	14
Operating Budget	15
Capital Budget.....	17
Budget Gap	18
Federal Funding Decline.....	18
Federal Operating Funding Loss	18
Capital Funding Loss	19
Delayed Implementations	20
Gap Closing Measures	21
Workforce and Salary.....	23
Initiatives	24
Ongoing initiatives from FY 2016;.....	24
Financial Plan Overhaul.....	24
Commencing in FY 2017;	28
Operating Budget.....	29
Overview	30
Operating Budget FY 2017 – FY 2021	32
Operating Revenue.....	33
Operating Expenses	37
Departmental Budget Summary	39
Head Count Plan	42
Departmental Operating Budgets	44
NYCHA Mission.....	45
Overview	45



NYCHA Organizational Chart.....	46
Key NYCHA Officials.....	47
Departmental Details.....	48
Chair	48
EVP of Legal Affairs and General Council.....	58
EVP of Real Estate	61
External Affairs	66
Finance	73
General Manager.....	82
Operations	88
Administration	112
Information & Technology.....	129
Community Engagement & Partnerships.....	135
Leased Housing.....	141
Capital Budget	149
Overview	150
Use of Capital Funds.....	152
Capital Fund Financing Program (Bond B Program):	152
The Mayor’s Action Plan:.....	152
Capital Strategy Changes	155
NYCHA’s 2017 - 2021 Capital Plre	
Financial Comparison: FY 2015 vs. FY 2017	156
Rollover Policy	158
Capital Revenue Budget.....	158
Capital Fund Program (CFP)	158
2017 Initiatives	160
City Capital	161
Capital Projects by Developments	165
Budget Process.....	181
Overview of the Budget Process	182
Responsibilities.....	182



Budget Process	182
Planning.....	183
Development.....	183
Budget Management	183
Financial Management.....	185
Budget Role	186
Audit.....	186
Debt	188
Risk Finance	196
Contract Registration	197
Fund Structure	198
Fund Structure Summary	199
Budgets by Fund.....	199
Fund Balance.....	199
NYCHA Fact Sheet.....	207
NYCHA Metrics.....	211
Glossary of Terms.....	222

Summary



The Fiscal Year (FY) 2017 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.

NYCHA anticipates no deficits for 2017-18, however deficits are projected for the outer years 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. . 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 March 1, 2016 (Preliminary Data) it comprises of 177,657 apartments in 328 developments, and houses 175,818 families with 403,275 authorized residents. Of the population served, 27% of NYCHA residents are under age 18, and over 19% are 62 or older. The average household income is \$23,672, and their average rent is \$483/month. (See Fact Sheet on page)

Currently there are 86,610 Section 8 apartments rented through the Leased Housing Program, serving 205,714 individuals. There are a total of 27,230 landlords who participate in the Section 8 Program. Units in the Section 8 Program average \$1,341/month rent, with the resident ("Tenant Share") paying an average of \$361/month and the voucher ("NYCHA Share") pays \$980/month. The average annual income of Section 8 residents is \$15,614. The combined Public Housing and Section 8 Programs occupy 12.0% of the City's rental apartments and serve 7.3% of the City population. This would rank NYCHA as the thirtieth largest city in the United States.



Diminished Federal Operating Assistance

Since FY 2001, NYCHA has been forced to utilize its reserves to fund \$1.31 billion of expenses as a result of an insufficient federal funding level. In FY 2016, for example, NYCHA received only 90% of the funding based on the U.S. Department of Housing and Urban Development's (HUD) allocation formula. FY 2017 assumes a proration at 87% with an expected loss of approximately \$124 million.

Capital Assistance

The Federal Public Housing Capital Fund is the primary source of dollars for major capital improvements. Funding for capital repairs continues to be reduced. In FY 2001, NYCHA received \$420 million in capital assistance. For FY 2017, the Authority anticipates an allocation of \$306 million or 27% less than it received 15 years ago.

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

Section 8 Housing Choice Voucher

The Housing Choice Voucher (HCV) Program, generally referred to as Section 8, assists low-income families in obtaining safe, decent, and affordable housing in the private market by providing rental subsidy. NYCHA administers the largest Section 8 program in the nation with approximately 85,000 families served through a network of over 26,400 participating landlords.

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

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

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

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

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

FY 2017 Initiatives

Within this document a number of initiatives for FY 2017 are explained, including service modifications to increase efficiencies and reduce costs. The following initiatives specifically address the FY 2017 deficit:

- Next Generation NYCHA (NextGenNYCHA)
- Recycling Program
- Vendor Work Order Initiative
- Painter's Apprentice Program
- Van Dyke CAMBA
- Exterior Lights
- Brick & Roof Work
- Comprehensive Initiatives
- State Asset Forfeiture Funds
- Heating and Plumbing
- Paint
- Superstorm Sandy Projects
- City Capital
- Information and Technology Initiatives



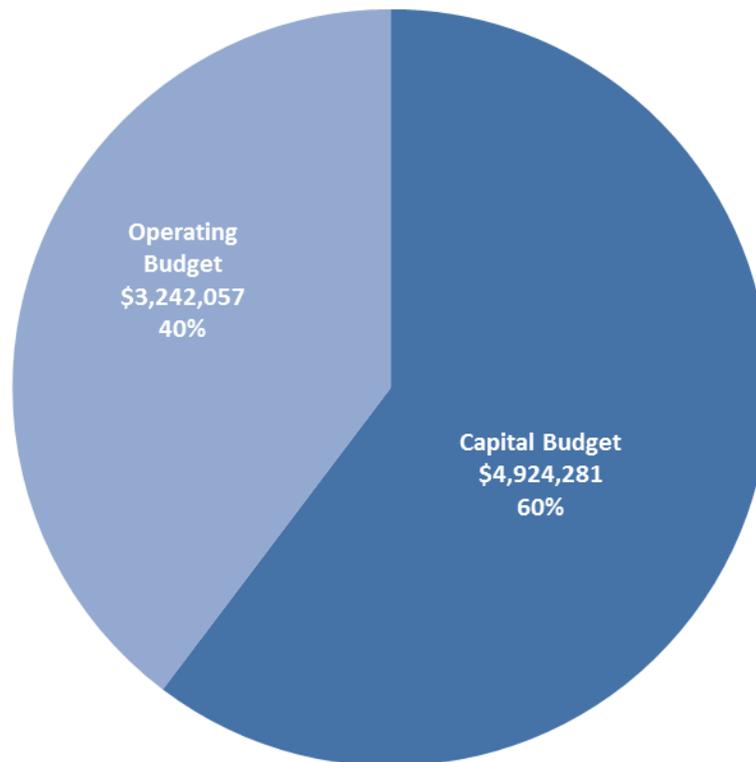
Budget Overview

FY 2017 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 2017 adopted budget is \$8.2 billion which consists of two major components: Operating and Capital. The Operating Budget is \$3.24 billion and the Capital Budget is \$4.92 billion.

**Table 1: FY 2017 Budget \$8.2 billion
(\$000)**





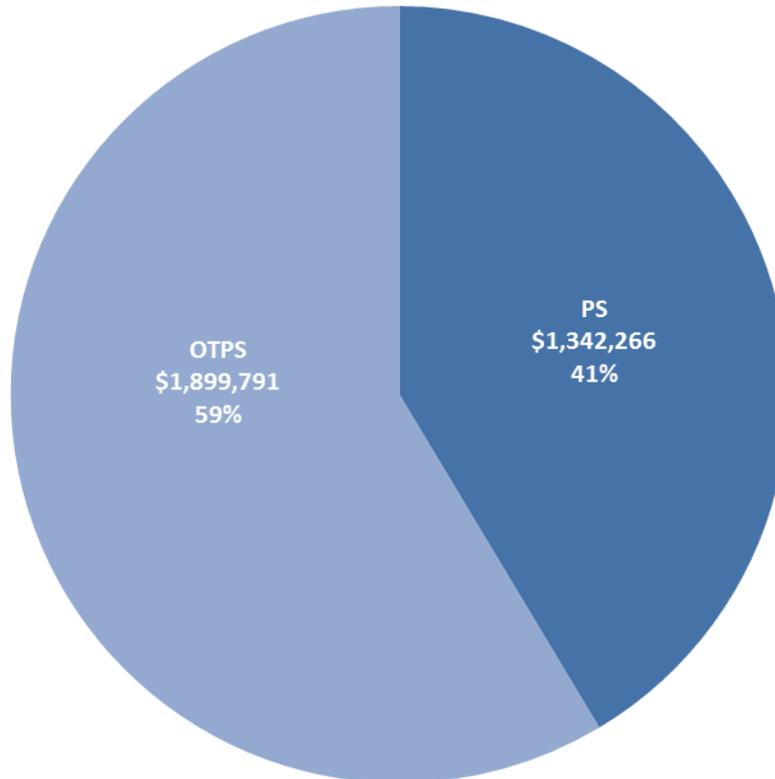
Operating Budget

The New York City Housing Authority (NYCHA or the Authority) Board adopted the 2017-2021 Operating Plans on December 21, 2016. The Five Year Plan incorporates initiatives to reduce the financial gap.

The Plan projects an Operating surplus of \$21 million in 2017. NYCHA's Operating Budget is divided into two major areas: Personal Services (PS) and Other Than Personal Services (OTPS). The PS budget, which is \$1.34 billion, pays for salaries and fringe benefits for all of NYCHA's staff. Approximately 10,485 full-time NYCHA employees are responsible for all service delivery within NYCHA developments, including: building maintenance, rent collection, administration of the Section 8 program, annual inspections and certifications, grounds maintenance, community center staffing, social services, and administrative services.

The \$1.90 billion OTPS budget pays for the non-personnel costs of running the Authority, including payments for utilities such as water, electricity, heating fuels, and cooking gas for NYCHA residents; payments to vendors who provide painting, elevator maintenance, fire safety, plumbing and heating services; all insurance costs; consulting services; the purchase of machines and equipment used by development staff to maintain the buildings and grounds; and, payments to private landlords participating in the Section 8 Housing Choice Voucher Program.

**Table 2: FY 2017 Operating Budget
(\$000)**



The listing of budgets by Department on pages 39- 41, includes the anticipated service reductions and hiring freeze. While revenue is expected to continue to increase as a result of a change in flat rents policy (the 2014 Appropriations Act), NYCHA continues to experience a structural deficit stemming from ongoing federal underfunding, operating of unfunded City/State Public Housing units (approximately 5 thousand units) as well as mounting “uncontrollable” costs such as pension and benefits related expenses.

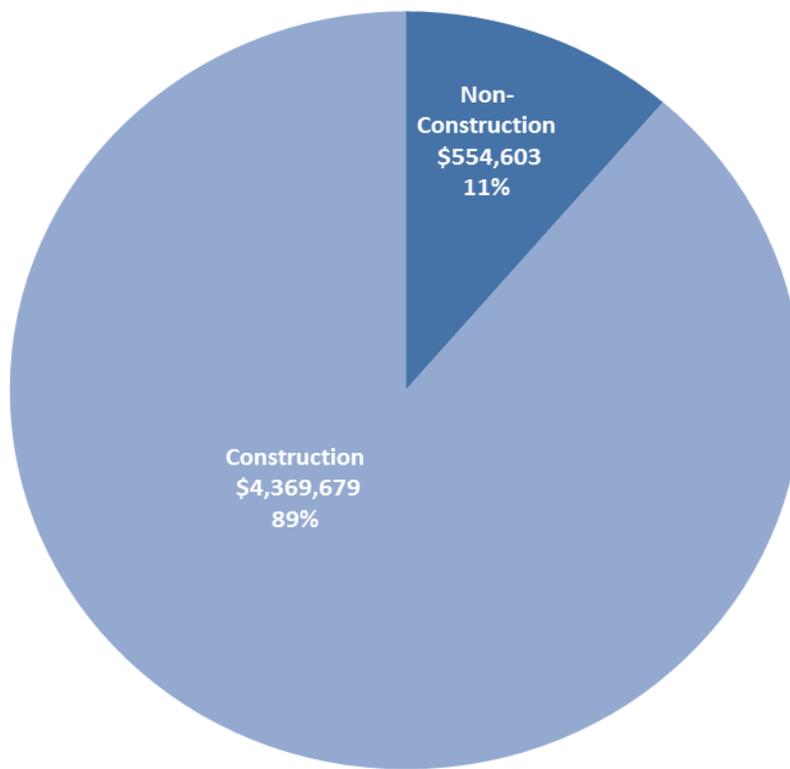
In 2016, despite financial hardship, NYCHA was able to complete several initiatives to help improve safety and service level to the residents. Furthermore, NYCHA remains devoted to exploring opportunities to help enhance residents’ quality of life while examining innovative ways to ensure financial stability.



Capital Budget

NYCHA's Capital Budget of \$4.924 billion provides funding for renovation, new construction and associated services. The Capital Budget consists primarily of two programs: construction and non-construction. Construction programs include roof replacements, brickwork and other major preservation and modernization work. Non-construction programs include information technology initiatives, remediation and code compliance repairs, as well as capital-eligible debt service.

**Table 3: FY 2017 Capital Budget
(\$000)**



NYCHA's 2017 Capital Plan provides approximately \$1.264 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 \$2.491 billion in expected disaster recovery funds to address the impacts of Superstorm Sandy. Overall, of the \$4.924 billion dollars included in this Plan, 36.7% is from Annual Federal Capital Grants, 50.6% is from funds related to disaster recovery, 11.8% comes from the City of New York, and .9% comes from other sources.



Budget Gap

A number of factors such as lower utility cost as well as savings from personnel expenses have helped NYCHA to end the year with a surplus in FY 2016. In fact, the Authority was able utilize operating surplus to support some of the immediate works that would had to be addressed via Capital program. However, NYCHA will continue to be challenged due to declining in federal funding.

Federal Funding Decline

Funding for the operating subsidy is based on congressional appropriation. Over the past five years, national appropriations have been insufficient to meet actual needs. Archival data from 2001 to 2016 conveys a cumulative operating funding loss of over \$1.3 billion as a result of proration. Furthermore, NYCHA has experienced a cumulative federal capital grant funding loss of \$1.37 billion.

As discussed in NYCHA's 2017-2021 Five Year Capital Plan, federal capital grants for infrastructure improvements and major rehabilitation declined steadily over the last ten years and jeopardizing the preservation of the Public Housing asset. Moreover, as capital needs of aging buildings remain unmet, operating costs such as maintenance and repair increase have placed further strain on the operating budget.

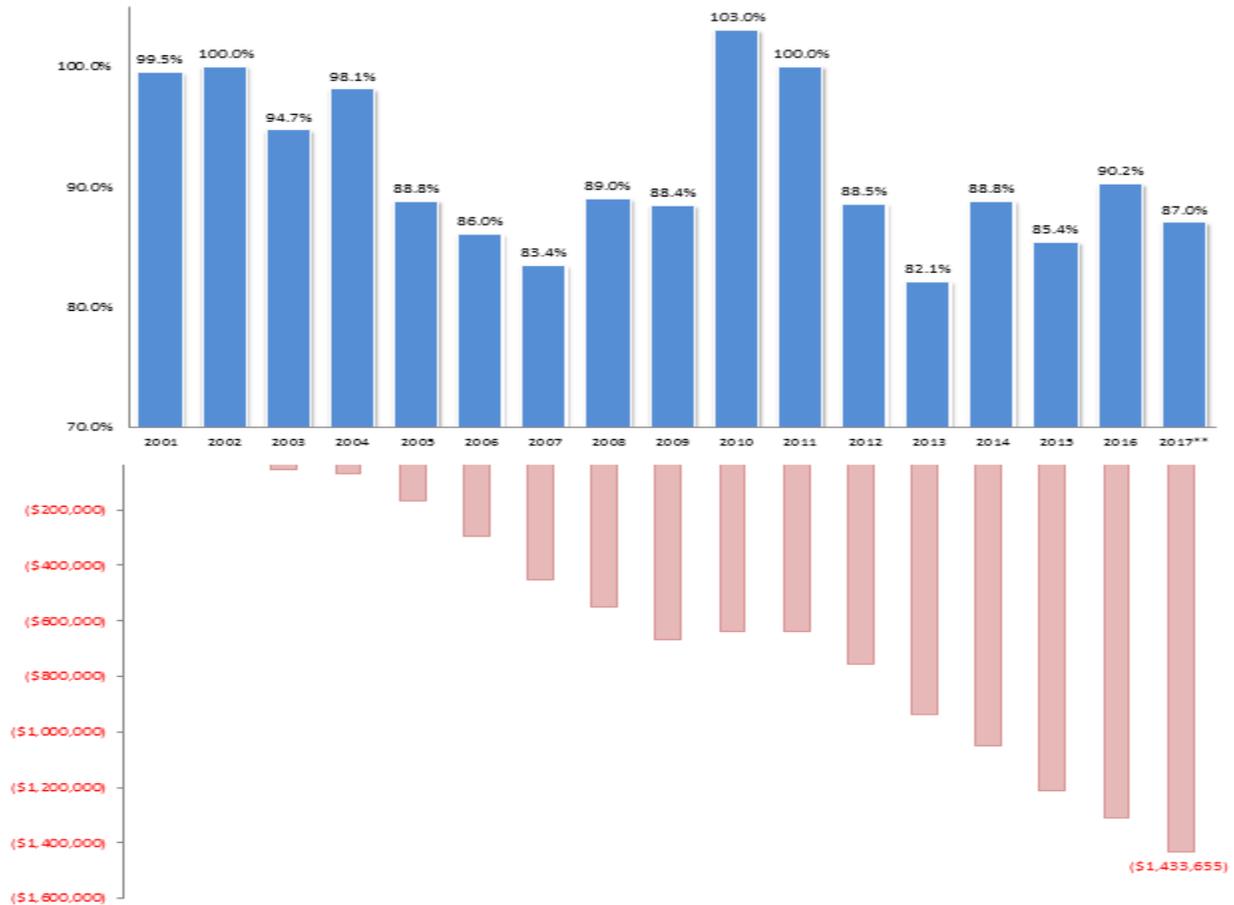
Federal Operating Funding Loss

HUD's Public Housing operating fund provides subsidies to Public Housing authorities nationwide to operate and maintain Public Housing in local communities. Federal subsidies account for nearly 37% of NYCHA's General Fund revenues (with the remaining balance primarily tenant rents) and 99% of NYCHA's Section 8 HCV Program revenues. If NYCHA were to be awarded 100% of total eligibility, there would be no operating deficit. In 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. It is also important to note that while HUD's formula takes location into account, New York City has long advocated that the system is inequitable when one considers the City's uniquely high construction and employment costs in comparison to authorities across the US.

In 2016, public housing authorities (PHAs) nationwide were eligible to receive \$4.9 billion. However, the final appropriation was \$4.4 billion, which translate to 90 cents for every dollar needed (this equates to 90% proration). While the 2017 plan is based on anticipated proration of 87% which is a loss of approximately \$124 million in federal funding, given current political landscape, NYCHA faces uncertain future that could jeopardize support for public housing.

**Table 4: FY 2017 Operating Subsidy Proration and Cumulative Loss
(\$'000)**



* FY 2017 figures is an estimate

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% are more than 40 years old and have over \$16.5 billion dollars in unfunded capital needs.

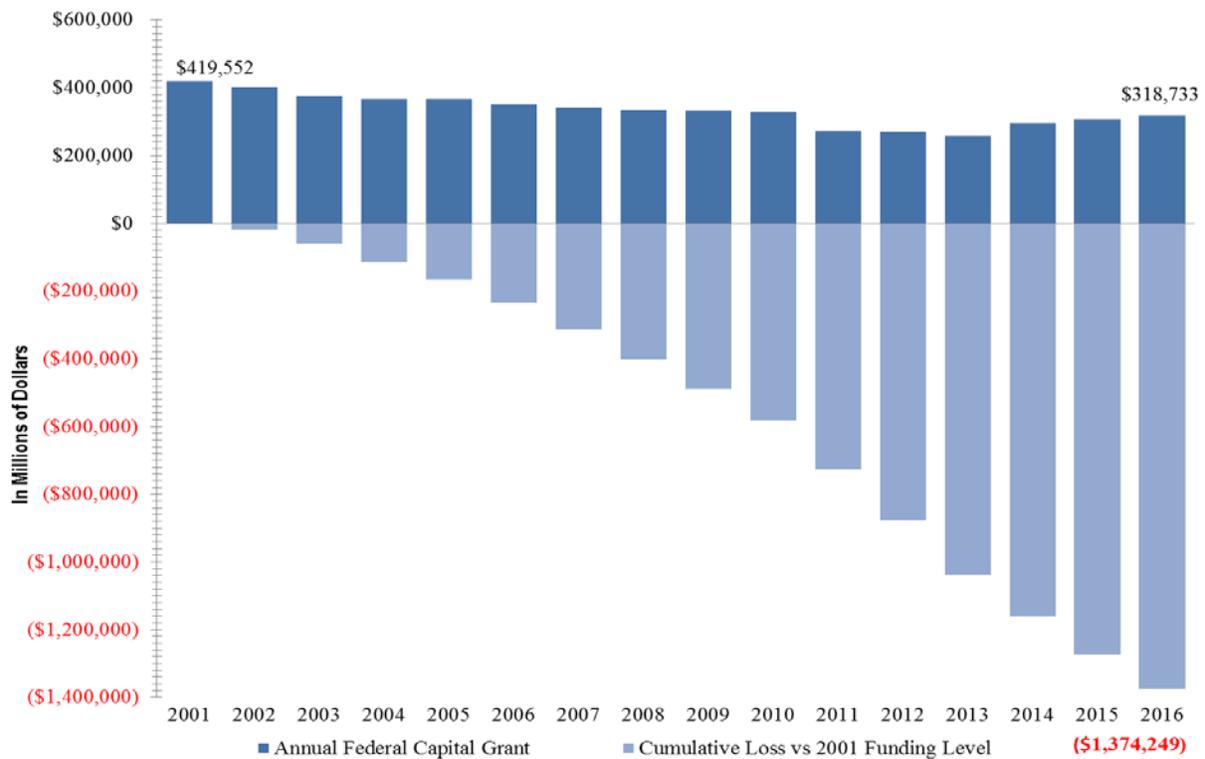
Funding available to NYCHA for capital improvements has not only failed to keep pace with needs, but has dramatically declined. From 2001 to 2017, annual federal capital grants have declined \$101 million, or 24%, from \$420 million to \$318 million. As a result, NYCHA has experienced a cumulative federal capital grant funding loss of \$1.374 billion since 2001. Even in the years of steady appropriations to the Capital Fund, rising costs have resulted in very real cuts to the program. This chronic funding gap severely constrains NYCHA's ability to make



necessary repairs and upgrades to brickwork, roofs, elevators, building systems (such as heating and plumbing systems), and apartment interiors.

NYCHA has experienced a cumulative federal capital grant funding loss of \$1.374 billion since 2001. Funding shortfalls have meant that only \$1.5 billion has been invested in capital improvements during the last five years.

Table 5: FY 2017 Capital Federal Funding and Cumulative Loss (\$000)



Delayed Implementations

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

Implementation of Rent Equity Policy and the New Flat Rent Provision

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



These changes in rent are expected to yield an average annual 1.2 % compound growth rate in projected Dwelling Rent over the Plan period, from \$1.05 billion in 2017 to \$1.1 billion in 2021.

Support for Unsubsidized Units

NYCHA owns and operates 21 developments originally built by the City and State of New York (City/State Developments) with approximately 20,100 housing units that have been historically unfunded. NYCHA was able to secure funding for nearly 12,000 of these units via Federalization. In addition, HUD authorized the conversion of 8,400 units into Project-Based Section 8 funded units through the 2008 Voluntary Conversion Plan (VCP). Out of the 8,400 units covered by the VCP, nearly 3,551 units will be converted into the Section 8 funding model by the end of 2016.

The current Plan assumes that NYCHA will continue its conversion efforts for the remaining 4,440 units by transitioning an additional 215 units annually from 2017 to 2021. Revenue is expected to increase from \$56.3 million in 2017 to \$68 million in 2021.

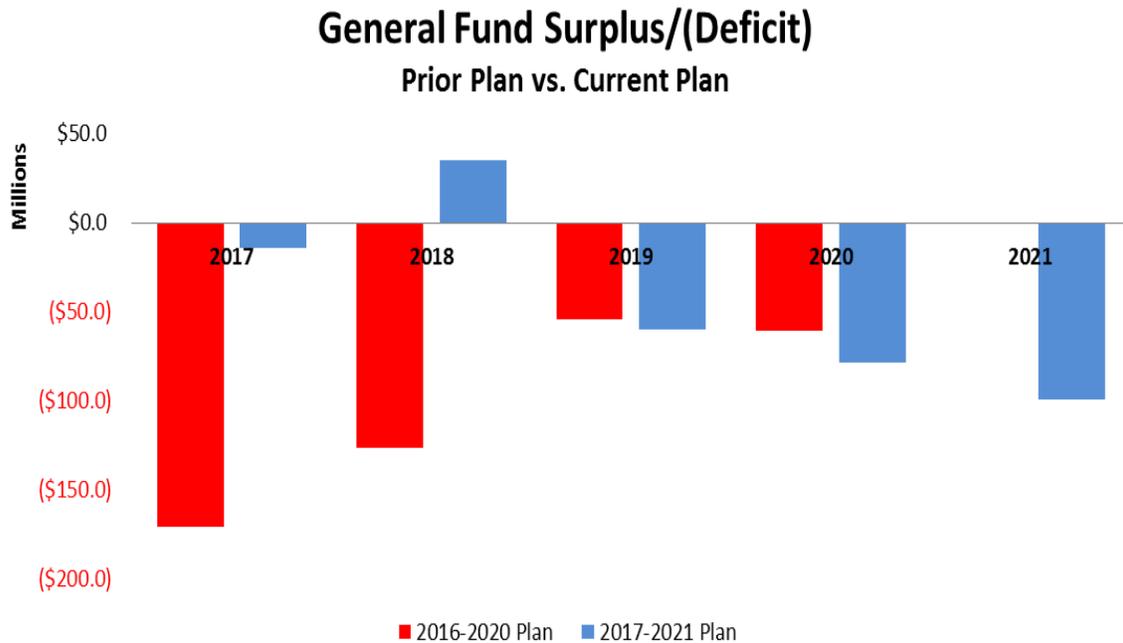
Gap Closing Measures

NYCHA's long-term fiscal condition has improved significantly in recent years with the implementation of NextGen Initiatives. However, it is important to note that without its ongoing effort to achieve operation efficiencies, without continued financial support from the city and provided with appropriate funding level from the Federal government (subsidy) the Authority will be financially challenged in the years to come.

While, NYCHA anticipates no deficit for 2017-18, however, the 2017 Plan forecasts the General Fund deficit for 2019-21 to be \$60 million, \$79 million and \$99 million respectively. This is a significant improvement when compared to the prior operating plan, which had projected deficits for the years 2017-20 of \$171 million, \$127 million, \$55 million, and \$61 million respectively. It is important note that



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



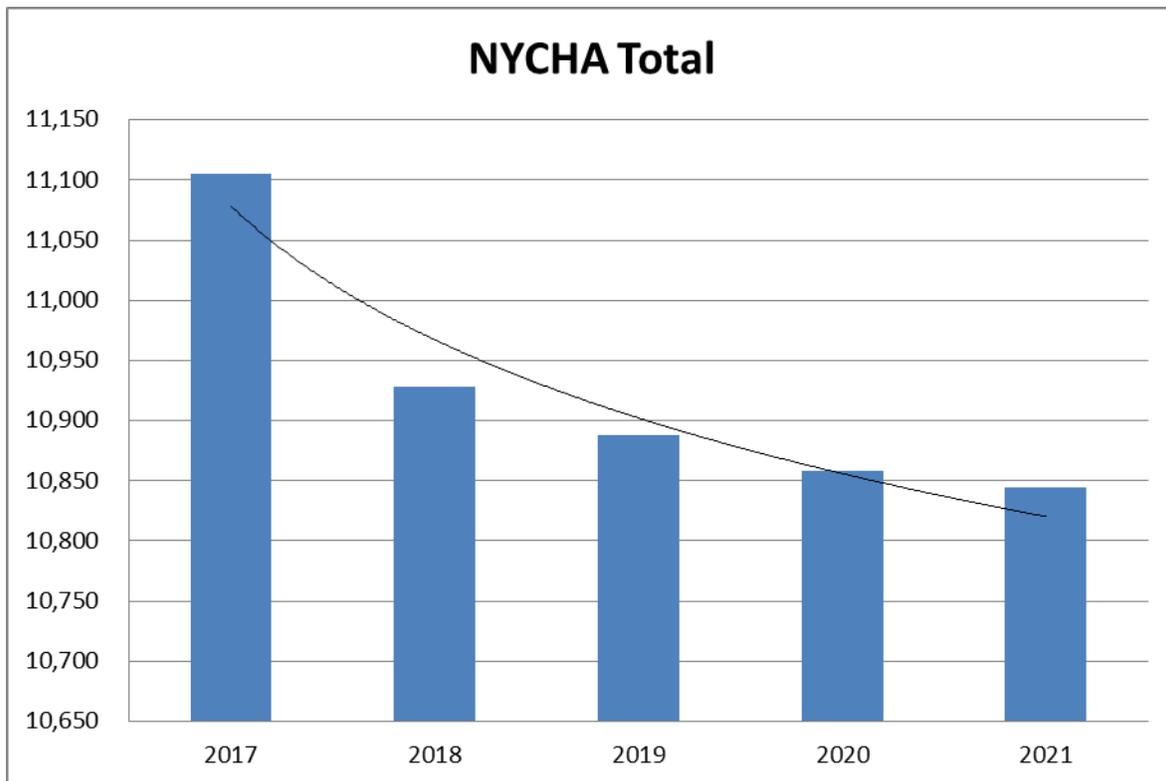
Current year estimate is based on anticipated funding from various resources. NYCHA is expecting to receive forgiveness of payments of \$1 million from the New York City Office of Payroll Administration and will receive additional funding from HUD for Section 8 HAP payments and Administrative Fees. Additionally, based on 2016 trends, NYCHA is expecting to realize further savings from lower utility rate. Lastly, as part of NextGen NYCHA, the Authority is expecting increase in collection of rental revenue through implementing new strategies.

Workforce and Salary

The Plan reflects ongoing efforts to streamline operations at its central office cost centers (COCC) with an emphasis on increasing efficiencies of its support functions. The FY 2017 to 2021 plan assumes continue reduction of overall headcount by 260. While NYCHA continues its effort to operational efficiencies, NYCHA is still committed in improving its service level to all residents. The Plan reflects such commitment increase of staffing levels at the developments by 227 from 2016 to 2017.

Full-time salaries are budgeted for \$659 million in 2017, which will then decrease to \$643 million in 2021.

Table 8: Headcount Plan





Initiatives

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

Ongoing initiatives from FY 2016:

Financial Plan Overhaul

In 2016, Department of Budget and Financial Planning (DBFP) revamped the 2017 financial planning process. The goal was to make the budget plan process more inclusive, consultative and transparent. Nearly all members of the Authority were affected by the new process. Each year, DBFP develops a five year financial plan for the authority (Operating and Capital budgets). The process to develop this five year financial plan was overhauled.

To determine the Authority's effective staffing level (Full-time Equivalent or FTE), and Other Than Personnel Services (OTPS) needs, DBFP developed financial plan templates requesting information on departmental duties, organizational charts, OTPS needs by category, and potential new needs. DBFP also provided current staffing levels, budget, and historical data to assist managers in building their budgets.

DBFP reviewed and analyzed the completed templates and made recommendations accordingly. Templates were then reviewed with the CFO and administering EVPs who either requested further review or gave final approvals.

Implementation of this new process required an enormous amount of analysis, meetings, and reports. DBFP was able to complete the financial review for all departments and implement recommendations in the 2017 Plan. Since personnel costs are 41% of NYCHA's budget, representing NYCHA's largest expense, the primary focus was on getting accurate FTE figures. We hope to continue identifying agency staffing needs and allocations and complete a more comprehensive OTPS analysis in 2017.



NextGeneration (NextGen) NYCHA

NextGeneration (NextGen) NYCHA was launched in May of 2015. NextGen NYCHA is a multi-faceted, long-term, strategic investment and planning process that will explore creative ways that public housing can be sustained for the next generation of New Yorkers. It intends to be an inclusive process that will seek input from NYCHA residents, administrators and managers, and community partners. This year, NYCHA rolled out targeted strategies as described below.

Achieve short-term financial stability and diversify funding

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

Improving Rent Collection Performance

Since the release of the NextGen NYCHA plan NYCHA launched several initiatives aimed at improving rent collection, such as automated rent-payment reminder notices and calls. NYCHA is also working closely with the Human Resources Administration to provide rental assistance as part of the eviction intervention. Other efforts will include partnerships with community based organizations (CBO) to provide financial education and coaching services to prevent rent delinquency. In 2016, NYCHA amassed \$5 million more rent than expected in the budget.

Reduce Central Office Costs

As part of NYCHA's efforts to eliminate its structural operating deficit, it must reduce central office costs. In 2016, NYCHA transitioned 24 of NYCHA's remaining 39 Community/Senior Centers, along with 72 staff members to the Department of Youth & Community Development (DYCD). The 2017 plan includes cuts across all central office departments' discretionary contracts and supplies, where possible. NYCHA will continue to seek opportunities to streamline its central office operations.

Housing Grant

In support of the City's efforts to combat homelessness, NYCHA has been setting aside public housing units and Section 8 vouchers for NYC homeless families. In 2015 and 2016, the Housing Authority provided housing for 3,000 homeless families. The City aided these efforts by administering \$19 million in funding.

In 2017, NYCHA is committed to housing nearly 2,500 homeless families, which represents 68% of NYCHA's turnover. In total, NYCHA will house over 5,000 of the city's homeless families with the aid of \$173 million in city funds from 2017 to 2021.

(Re)Build

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



completion of critical system, building, and apartment repairs, and could reduce NYCHA's capital needs.

Increase Affordable Housing

In July 2015, NYCHA and HPD released a "Request for Proposal" (RFP) for potential developers to expand 100 % affordable housing opportunities at three NYCHA developments, including Ingersoll (Fort Greene, Brooklyn), Van Dyke (Brownsville, Brooklyn) and Mill Brook (Mott Haven, the Bronx.) The plan to create affordable senior and family housing on underused NYCHA property was the outcome of an extensive and meaningful planning process with hundreds of residents and community advocates. NYCHA intends to retain rights to the land developed through a long term ground lease and provide critical oversight to the project. NYCHA also stipulated that the developers are to train, hire, and engage NYCHA residents on a regular basis as the project progresses and give residents preference for 25 % of the units.

Rental Assistance Demonstration (RAD)

In 2016, NYCHA completed its first RAD deal at Ocean Bay Apartments (Bayside). RAD is a U.S. Department of Housing and Urban Development (HUD) program created by the Obama Administration in 2011, which enables Public Housing Authorities (PHAs) to protect the long-term affordability of public housing units that are in need of rehabilitation and financial support. RAD allows PHAs to leverage additional funding, in the form of debt and equity, to make vital improvements to units that would otherwise continue to fall into disrepair. RAD shifts the federal funding source used to support the operations and maintenance of apartments in a development, from federal Public Housing funding to Housing Choice Voucher (HCV) Program funding. The HCV Program allows PHAs to leverage much-needed additional funds for upgrades, while Public Housing funding does not. RAD ensures that converted units are permanently affordable, that residents retain their public housing rights, and that the public housing authority retains ownership interest in the property.

NYCHA started the process in 2013 of meeting with residents and community members at Ocean Bay Apartments (Bayside) in Far Rockaway, Queens to discuss ways the Authority could renovate and repair the development, and improve quality of life for the residents, through the RAD program. In 2014 NYCHA applied for RAD, but due to the extraordinarily high demand for the program, NYCHA's application to HUD was waitlisted. NYCHA was officially accepted by HUD to participate in RAD at Ocean Bay Bayside in March 2015. Since spring 2015, NYCHA has hosted at least a dozen meetings with residents to inform them about RAD, tenant rights, jobs and other critical issues related to this program.

Completed in the early 1960s, NYCHA's Ocean Bay (Bayside) property is an older public housing development that has extremely high capital improvement needs. Addressing these needs would require investing an estimated \$174 million over the next 20 years. The RAD program offered a path forward to improve the conditions and quality of life at Ocean Bay (Bayside) and protect the long-term affordability of the apartments. The RAD closing brought in

\$44 million to NYCHA in 2016. Ocean Bay Houses will also receive \$325 million for extensive renovations including new roofs, heating systems and security systems.

MyNycha App

MyNYCHA, which was launched in September 2015, allows residents to create, submit, track, and update maintenance service requests. Available in English and Spanish, this app improves customer service by allowing NYCHA residents to view alerts, outages, and schedule inspections at any time. The mobile app, available to residents twenty four hours a day, seven days a week, helps reduce the need to call NYCHA's Customer Contact Center (CCC) for questions or services requests. In 2016, residents created over 100,000 work orders using the mobile app.

Improve Residents Safety

In 2014, The Mayor's Action Plan (MAP) for Neighborhood Safety, a multi-agency effort, was launched to reduce crime and strengthen neighborhoods of 15 NYCHA developments with the highest violent crime rates in public housing.



Twin Parks - Temporary lights, March 2016

Recycling Program

The Recycling Program is an initiative launched in April 2015 to improve sustainability and reduce NYCHA's carbon footprint: by providing adequate bins, signage and storage area for recyclables at every development. As of 2017, recycling stations have been installed at all developments. The number of recycling stations will be doubled during the next phase of the program, which will commence in 2017.



NYCHA has allocated approximately \$1 million for the Recycling Initiative. The goal of the initiative is to ensure compliance with the City's recycling law throughout NYCHA developments. Funding is used for recycling bags, metal bins, and concrete pads for recycling stations.

FlexOps

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

The Authority implemented a staggered shift for frontline staff, including caretakers, maintenance workers, and property managers. All participating employees were volunteers or new hires. Additionally, operating hours at property management offices were extended until 8 pm once a week. This provided residents with a more convenient time to meet with management staff.

Commencing in FY 2017;

Vendor Work Order Initiative

As a continuation of the "Get it Done" program, an additional \$20 million was budgeted to close vendor work order tickets. The initiative will cover vendor apartment painting and floor tile repair and replacement.

Painter's Apprentice Program

NYCHA has allocated \$8 million for the Painter's Apprentice program. The program helps NYCHA residents gain hands on experience with the aid of NYCHA painters. The program funds costs of full time salary, overtime, related fringe benefits, uniforms, and supplies costs.

Van Dyke CAMBA

As part of a joint development deal with CAMBA Housing Ventures, NYCHA has received \$1.4 million for 2017 to directly address repairs requested by residents at Van Dyke Houses. This includes funding for temporary staff to replace tiles in lobbies and hallways, replace bath tub enclosures and appliance replacement.



Operating Budget

Overview

The operating budget for FY 2017 is \$3.24 billion. The FY 2017 budget includes cost savings measures aimed at closing the budget deficit.

Table 1 highlights NYCHA's actual revenues and expenses for FY 2015, the current modified budget for FY 2016 and the FY 2017 budget by account type. It also indicates the variance between the current modified FY 2016 budget and the FY 2017 budget.



Table 1: Comparison FY 2015 - FY 2017
(\$000)

	FY 2015	FY 2016	FY 2017	Variance
Expenditures	YTD Actual	Cur. Mod. Budget	Budget	FY 16 vs. FY 17
<u>Personnel Services:</u>				
Salary F/T	632,319	629,800	659,040	29,240
Salary P/T	1,238	1,263	1,670	407
Seasonal	2,110	325	0	(325)
Overtime	74,234	67,499	77,420	9,921
Retro	42,115	4,611	227	(4,384)
Shift Differential	1,038	1,216	978	(238)
Fringe	538,636	727,344	588,890	(138,454)
Other	10,802	13,164	14,042	878
Subtotal Personnel Services	1,302,492	1,445,222	1,342,267	(102,955)
<u>Other Than Personnel Services:</u>				
Leases	40,226	41,166	41,632	466
Supplies	62,669	70,493	69,820	(673)
Utilities	559,297	600,196	529,868	(70,328)
Equipment	16,621	21,164	16,077	(5,087)
Contracts	135,784	162,216	216,720	54,504
Insurance	51,320	55,403	40,513	(14,890)
Housing Assistance Payments	946,969	960,993	966,221	5,228
Payment in Lieu of Taxes	-	-	-	-
Debt Services	834	733	653	(80)
Other OTPS	32,897	22,320	18,285	(4,035)
Subtotal Other Than Personnel Services	1,846,617	1,934,684	1,899,789	(34,895)
Total Expenses	3,149,109	3,379,906	3,242,056	(137,850)
Revenues				
<u>Revenues from Operations:</u>				
Tenant Rental Revenue	971,885	997,364	1,053,094	55,730
Other Revenue from Operations	17,786	17,896	17,495	(401)
Subtotal Revenues from Operations	989,671	1,015,260	1,070,589	55,329
<u>Other Revenues:</u>				
Federal Subsidies	937,495	910,035	821,986	(88,049)
Debt Services Subsidy	488	438	360	(78)
Section 8 Phased Conversion	46,903	51,902	56,325	4,423
Capital Funds Reimbursements	58,547	52,569	12,697	(39,872)
Interest on Investments	2,978	4,557	4,726	169
Other	66,127	140,241	166,995	26,754
Categorical Grants	12,443	3,904	1,377	(2,527)
Section 8 Subsidy	960,188	930,852	966,221	35,369
Section 8 Admin	75,496	69,693	79,975	10,282
City Funds	93,656	140,481	81,927	(58,554)
Subtotal Other Revenues	2,254,321	2,304,672	2,192,589	(112,083)
Total Revenues	3,243,992	3,319,932	3,263,178	(56,754)
Surplus /(Deficit)	94,883	(59,974)	21,122	81,096



Operating Budget FY 2017 – FY 2021

NYCHA's Financial Plan sets forth projected operating costs on a modified accrual basis for FY 2017 through 2021. The four year financial plan is submitted to the Board simultaneously with the FY 2017 budget. NYCHA's budget plan is not balanced.

**Table 2: FY 2017 – FY 2021 Financial Plan
(\$000)**

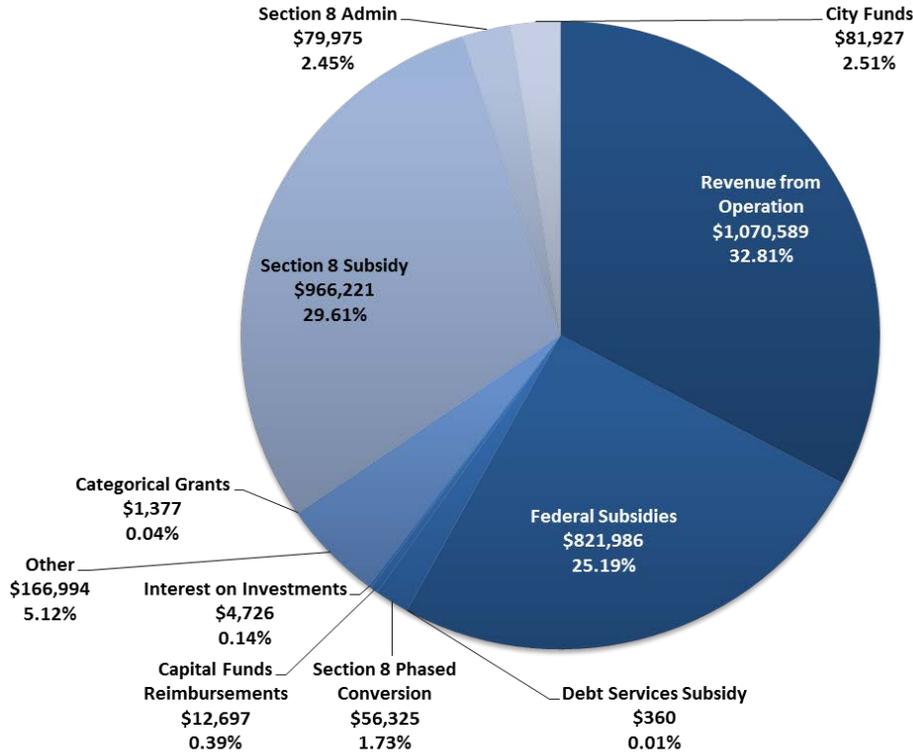
	2017	2018	2019	2020	2021
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Expenditures					
<u>Personnel Services:</u>					
Salary F/T	659,040	649,781	646,839	644,784	643,914
Salary P/T	1,670	1,170	918	252	-
Seasonal	-	-	-	-	-
Overtime	77,420	77,281	77,270	77,045	77,045
Retro	227	227	227	227	227
Shift Differential	978	976	976	976	976
Fringe	588,890	602,733	619,992	640,188	658,780
Other Salary	14,042	14,009	14,009	14,009	14,009
Subtotal Personnel Services	1,342,266	1,346,178	1,360,231	1,377,482	1,394,952
<u>Other Than Personnel Services:</u>					
Leases	41,632	42,765	44,770	57,925	60,004
Supplies	69,820	67,943	67,858	66,377	66,377
Utilities	529,868	535,166	540,518	545,923	551,382
Equipment	16,077	14,751	12,262	12,075	11,749
Contracts	216,720	193,601	197,495	196,869	197,859
Insurance	40,513	38,586	61,913	65,502	69,372
Housing Assistance Payments	966,221	962,010	948,311	935,801	920,790
Payment in Lieu of Taxes	-	-	-	-	-
Debt Services	653	551	469	390	310
OTPS Other	18,286	17,662	15,474	15,108	15,131
Subtotal Other Than Personnel Services	1,899,791	1,873,036	1,889,070	1,895,971	1,892,974
Total Expenses	3,242,057	3,219,213	3,249,301	3,273,453	3,287,925
Revenues					
<u>Revenues from Operations:</u>					
Tenant Rental Revenue	1,053,094	1,076,924	1,086,063	1,094,889	1,103,792
Other Revenue from Operations	17,495	19,710	27,287	27,388	26,583
Subtotal Revenues from Operations	1,070,589	1,096,634	1,113,350	1,122,277	1,130,375
<u>Other Revenues:</u>					
Federal Subsidies	821,986	822,701	810,651	819,714	840,628
Debt Services Subsidy	360	285	230	180	131
Section 8 Phased Conversion	56,325	59,258	62,231	65,120	68,010
Capital Fund Reimbursements	12,697	4,697	4,697	4,697	4,697
Interest on Investments	4,726	5,932	6,099	6,099	7,242
Other	166,994	159,778	91,394	90,334	65,444
Categorical Grants	1,377	618	68	68	68
Section 8 Subsidy	966,221	962,010	957,732	948,465	935,608
Section 8 Admin	79,975	79,230	75,498	74,314	73,063
City Funds	81,927	89,060	107,721	114,849	105,886
Subtotal Other Revenues	2,192,590	2,183,571	2,116,323	2,123,840	2,100,777
Total Revenues	3,263,179	3,280,205	3,229,673	3,246,117	3,231,151
Surplus /(Deficit)	21,122	60,991	(19,627)	(27,335)	(56,774)



Operating Revenue

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

Table 3: FY 2017 Operating Revenue (\$000)



Total Revenue \$3.26 billion

Dwelling Rent and Federal Subsidies account for nearly 58% of total revenues while Section 8 Subsidy for HAP and Administrative Fee accounts for 32% of total revenues. The remaining 10% consists of many different components, but principally City funds, Section 8 Properties Recapitalization, and Capital Fund Reimbursements.

Table 4: FY 2017 Revenue by Funding Categories (%)

General Fund	65.1%
Section 8	33.8%
City Grants	1.0%
Federal Grants	0.1%
Total	100.0%



Tenant Rental Revenue

Projected rent paid to NYCHA by residents represents 32% of total revenues in 2017. 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 \$1.05 billion in 2017 to \$1.1 billion in 2021, a compound growth rate of 1.2%.

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 \$17.5 million in 2017 to \$27 million in 2021. The projected increase is primarily attributable to increased parking fees. Parking fees are projected to rise due to the elimination of the lower non-reserved pricing option as NYCHA converts more of its parking lots to reserved-only pricing following painting and numbering of parking lots.

Federal Subsidies

This Plan projects federal operating subsidy to be \$822 million for the year 2017 increasing to \$840.6 million in 2021. 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 90% for the past decade. NYCHA has assumed a proration level of 87% in 2017 and 85% in the years 2018 to 2021. In 2017, the Authority would be eligible for \$946 million, but is estimated to only receive \$822 million, a shortfall of \$124 million.

Section 8 Conversion at LLC properties

NYCHA continues to convert units in the former City/State Developments to Section 8 assistance, which previously received no dedicated funding. The Plan assumes that approximately 3,960 units will be converted by the end of 2016. This will secure an estimated \$53 million of rental subsidy. The remaining units will be converted upon vacancy.

Securing dedicated federal funding for these remaining unfunded housing units is critical to the preservation of these units. Each unfunded housing unit operates with an implied structural deficit as the tenant rent alone is insufficient to cover the operating costs. NYCHA estimates that the loss in subsidy from the unconverted units is approximately \$62 million annually.

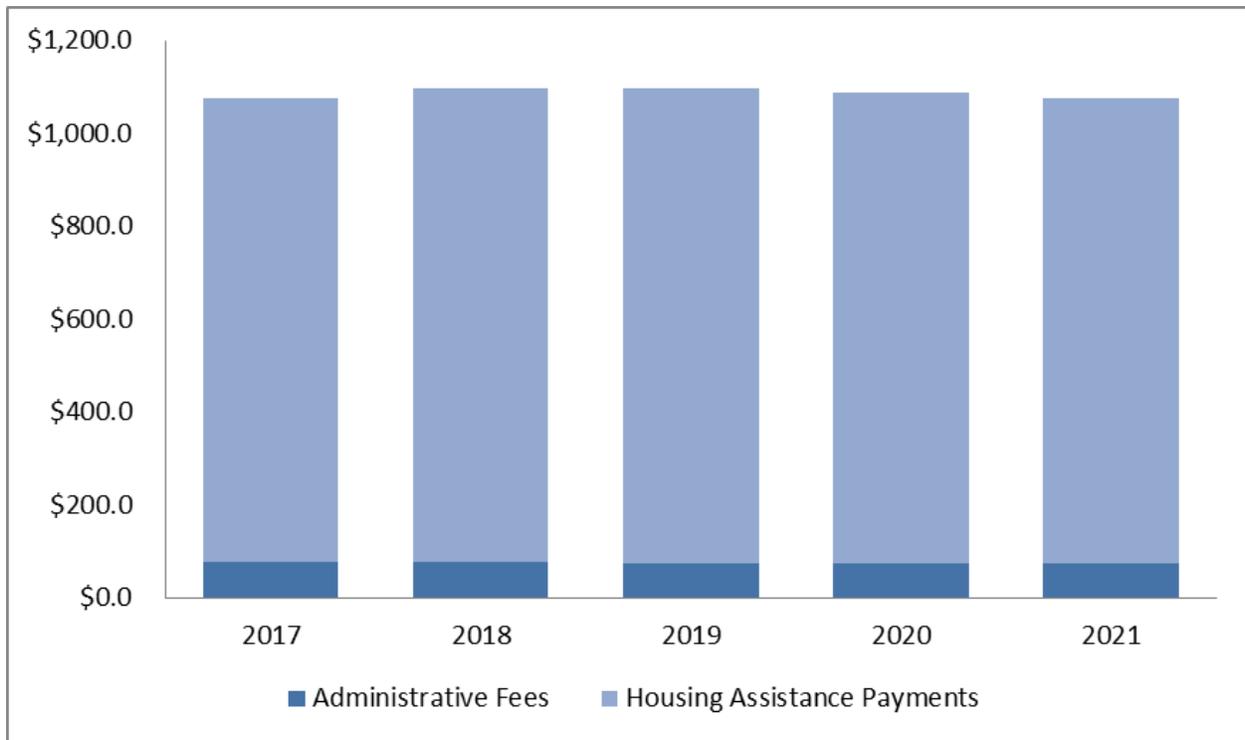


Section 8 Subsidy and Admin Fee

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

The projected subsidy reflects the expected amount of 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 and funding proration.

Table 5: FY 2017 Section 8 Subsidy and Admin Fee (\$000)



The Plan projects Section 8 Revenue to increase slightly from \$1.07 billion in 2017 to \$1.08 billion in 2021. This assumes a total Unit Months Leased (UML) of 1,028,387 for a monthly average of 85,699 vouchers in 2017.



Categorical Grants

NYCHA receives grant awards from Federal, State, City, and private sources to fund specific community development and benefits programs. The Plan reflects only grants awarded, and does not reflect anticipated awards. The budget reflects a sharp decrease in Categorical grants funding from \$1.4 million in 2017 to \$68 thousand in 2021.

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. CFR includes replacing NYCHA's mixed-finance portfolio's reserves and funds for the Painter's Apprentice Program. These reimbursements are projected to be \$12.7 million in 2017 and \$4.7 million in each year from 2018 to 2021.

Interest on Investments

Interest on Investments represents expected earnings on cash and investments, excluding expected returns on self-insurance funds since these earnings are netted against insurance costs. This revenue is projected to increase from \$4.7 million in 2017 to \$7.2 million in 2021, reflecting modest increases in interest yields over the plan period.

City Funds

Funds from the City of New York help the Authority absorb the impact of the Federal underfunding. The budgeted amount for 2017 is \$82 million, which is composed of \$50 million for the reimbursement of general wage increases, \$18 million for combating homelessness, \$10 million for lighting programs, and \$3.6 million for senior and community center programs.

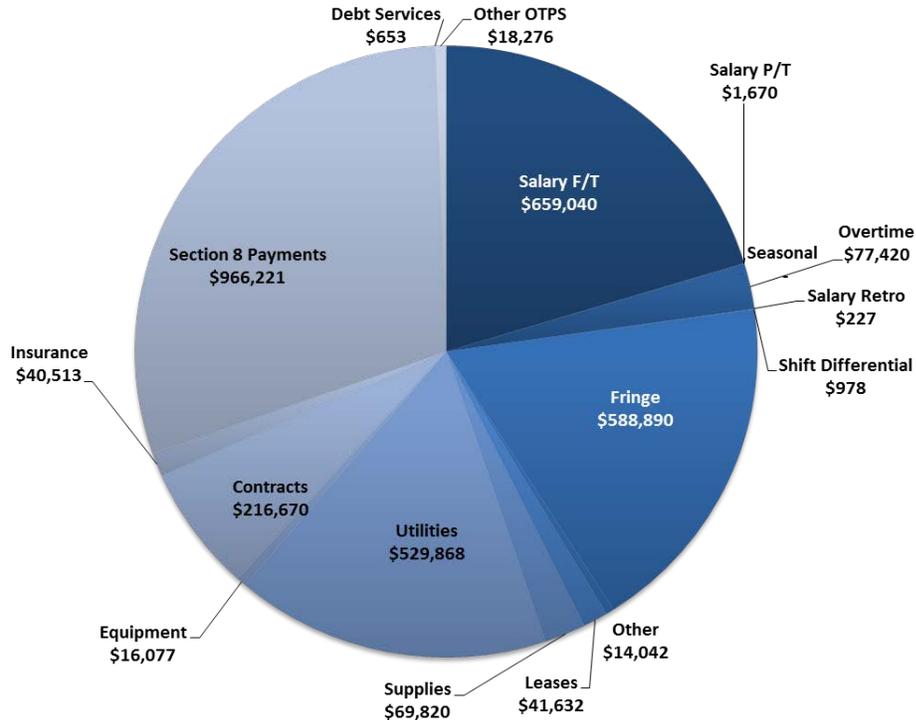
Other Non-Operating Revenues

Other Non-Operating Revenues are ancillary revenues that NYCHA generates from third parties through property assets. This category includes revenue from Section 8 properties recapitalization, high value land/mixed income, commercial storefront leases, rooftop leases, and sublease income from underutilized office space. This Plan projects Other Non-Operating Revenues for FY 2017-21 of \$167 million, \$160 million, \$91 million, \$90 million and \$65 million, respectively.

Operating Expenses

Table 6 shows by category the \$3.24 billion expenditures in NYCHA's 2017 operating budget:

**Table 6: FY 2017 Use of Operating Funds
(\$000)**



Total Uses \$3.24 billion

Personnel Service (Salaries and Other Benefits) accounts for 41 percent of the total operating budget expenditures. Section 8 Housing Assistance Payments account for 30 percent, Utilities account for 16 percent, and all other expenses account for the remaining 13 percent of expenditures.

Personnel Services (PS)

NYCHA will spend \$1.34 billion on Personnel Services (PS) which includes full-time, part-time, and seasonal salaries, overtime, shift differential and fringe benefits. The information below does not include reductions to the budget due to an anticipated hiring freeze and additional service reductions.

- The full-time salary budget is \$659 million in 2017, and covers annual salaries for the 10,485 employees who work on average between 35 and 40 hours a week.
- The budget for part-time salaries is \$1.67 million.

- The fringe benefits budget is \$589 million, and covers the benefits associated with personnel. The fringe benefits budget covers Workers' Compensation, Social Security, health insurance, pension, welfare, annuity, retiree health insurance, retiree welfare and unemployment costs. In addition the fringe covers additional cost caused by the general wage increase.
- The overtime budget is \$77.4million which pays for scheduled and unscheduled overtime.
- The shift differential budget is \$978 million and reflects trade staff that work evening shifts.
- The retro budget is \$227 million.
- The budget for other salary which covers longevity and service differential is \$14 million.

Other than Personal Service (OTPS)

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

- The budget for Section 8 payments is \$966 million and provides funding for payments to landlords who provide private housing to families in the Section 8 program. Under this federally-funded program, families pay 30% of their income for rent and NYCHA pays the difference in rent up to a maximum amount.
- The utilities budget of \$530 million includes fuels, cooking gas, electricity and water Authority wide.
- The contracts budget is \$216.7 million, and includes funding for the contracts used for painting, elevator maintenance, fire safety, plumbing and the purchase of windows and doors; payments to the Department for the Aging (DFTA) for managing senior centers.
- The budget for leases is \$41.6million, and represents the leasing of various borough and administrative offices throughout the City.
- The insurance budget is \$40.5 million, and is used to pay tort claims and premiums; for multiple insurance coverage such as property insurance.
- The budget for supplies is \$69.8 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 \$16.1 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 \$18.3 million funds miscellaneous items such as Section 8 Port-in expenses, bank fees, debt service, postage, membership subscriptions and cash grants that are paid to resident associations.



Departmental Budget Summary

The following table is a summary of the expense budgets by department for FY 2017.

**Table 7: FY 2017 Departmental Budget
(\$000)**

DEPARTMENT	HC	PS	OTPS	TOTAL EXPENSES
Chair				
VP Strategic Initiatives	17	\$2,398	\$698	\$3,096
Equal Opportunity	17	1,920	140	\$2,060
Office of the Chair	9	1,499	336	\$1,835
NYCHA Board Members	-	9	243	\$253
Office of the Secretary	19	2,500	206	\$2,706
Inspector General	49	5,790	70	\$5,860
Chair Total	111	14,117	1,693	\$15,810
General Manager				
Office of the General Manager	6	1,124	34	\$1,158
VP Public Safety	40	5,928	3,639	\$9,567
General Manager Total	46	7,052	3,673	\$10,725
EVP Operations				
Office of the EVP Operations	1	229	116	\$345
SVP Operations	4,524	502,223	477,075	\$979,298
SVP Support Services	1,552	210,705	47,118	\$257,824
SVP Next Generation Operations	2,709	302,958	294,299	\$597,257
EVP Operations Total	8,786	1,016,115	818,609	\$1,834,723
EVP External Affairs				
Office of Public Private Partnerships	4	600	290	\$890
Office of the EVP External Affairs	3	611	184	\$795
Communications	25	3,180	505	\$3,685
Intergovernmental Relations	7	1,056	4	\$1,061
EVP External Affairs Total	39	5,447	983	\$6,431
EVP Legal Affairs & General Counsel				
RC_2016000-LAW-DEP GC - REAL ESTATE & ECONO DEVELOPMENT DIV	6	860	0	\$860
RC_2015000-LAW-DEP GC - TORTS	29	4,035	0	\$4,035
RC_2014000-LAW-DEP GC - CIVIL LITIGATION	26	3,779	0	\$3,779
RC_2013000-LAW-DEP GC - CORPORATE MATTERS	10	1,339	0	\$1,339
RC_2012000-LAW-DEP GC - HOUSING LITIGATION	68	8,355	0	\$8,355
RC_2011000-LAW-DEP GC - POLICY & SPECIAL INITIATIVES	-	0	0	\$0
RC_2010000-LAW - GENERAL COUNSEL	17	2,198	5,132	\$7,330
EVP Legal Affairs & General Counsel Total	156	20,566	5,132	\$25,698



**Table 7: FY 2017 Departmental Budget
(\$000)**

DEPARTMENT	HC	PS	OTPS	TOTAL EXPENSES
EVP Capital Projects				
Office of the EVP Capital Projects	3	823	3	\$825
Office of the VP Capital Projects	-	28	0	\$28
VP Energy Finance & Sustainability Management	22	3,206	346	\$3,552
VP Quality Assurance	73	9,290	281	\$9,571
VP Construction Program	161	23,574	10	\$23,584
VP Capital Planning & Design	119	16,990	18	\$17,009
VP Disaster Recovery	4	826	0	\$826
EVP Capital Projects Total	382	54,737	658	\$55,394
EVP Administration				
Office of EVP Administration	3	540	10	\$550
VP Performance Management & Analysis	26	3,664	9	\$3,673
VP Supply Management	127	14,828	365	\$15,193
General Services	74	7,355	772	\$8,127
General Services-CMA	-	0	8,547	\$8,547
Human Resources	116	14,788	817	\$15,604
Procedures Development and Administration	7	1,046	1	\$1,046
Customer Contact Center	152	13,192	1,865	\$15,057
Customer Operations	18	2,460	9	\$2,469
EVP Administration Total	523	57,872	12,394	\$70,265
EVP Finance				
Office of the EVP Finance	3	619	1,224	\$1,843
Budget and Financial Planning	41	5,240	55	\$5,295
Budget and Financial Planning-CMA	-	31,887	1,500	\$33,387
Accounting and Fiscal Services	88	11,263	79	\$11,342
Accounting CMA	-	0	80	\$80
Accounting Operations	50	5,655	278	\$5,933
Accounting Operations-CMA	-	0	3,401	\$3,401
Business and Revenue Development	-	40	0	\$40
Risk Finance	10	1,361	6	\$1,367
Risk Finance-CMA-Insurance	-	0	915	\$915
Treasury	14	1,678	716	\$2,394
EVP Finance Total	206	57,743	8,256	\$65,999



**Table 7: FY 2017 Departmental Budget
(\$000)**

DEPARTMENT	HC	PS	OTPS	TOTAL EXPENSES
EVP Community Engagement & Partnerships				
Office of the EVP Community Engagement & Partnerships	4	675	33	\$708
VP Resident & Community Engagement	104	10,921	380	\$11,301
VP Strategy & Partnership	95	11,809	2,995	\$14,803
OLD - EVP Community Programs	-	79	5,035	\$5,115
EVP Community Engagement & Partnerships	203	23,484	8,442	\$31,927
EVP Leased Housing				
Office of the EVP Leased Housing	6	1,062	954	\$2,016
Inspection & Central Office Operations	82	9,036	190	\$9,226
Leased Housing Finance	22	2,575	16	\$2,591
Policy & Program Administration	94	10,132	20	\$10,151
Client Services	168	18,805	118	\$18,923
Quality Assurance Performance Management	17	2,097	3	\$2,100
Leased Housing-CMA	-	0	967,221	\$967,221
EVP Leased Housing Total	389	43,707	968,521	\$1,012,228
EVP Real Estate				
Office of the EVP Real Estate	3	546	0	\$546
Development Department	29	4,677	626	\$5,303
Real Estate Services-CMA	-	0	41,701	\$41,701
Real Estate Services	39	5,258	47	\$5,305
EVP Real Estate Total	71	10,481	42,373	\$52,854
Total NYCHA Budget	11,107	\$1,342,266	\$1,899,791	\$3,242,057



Head Count Plan

The following table details NYCHA's full-time headcount plan by department for FY 2017 through FY 2021. Also included is the budgeted headcount for FY 2016. All decreases in authorized headcount will be achieved through a combination of attrition and the elimination of vacant positions.

Table 8: FY 2017 – FY 2021 Authorized Head Count

	Prior Year	Financial Plan				
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Chair						
VP Strategic Initiatives	15	17	16	15	15	15
Equal Opportunity	18	17	17	17	17	17
Office of the Chair	9	9	9	9	9	9
NYCHA Board Members	1	0	0	0	0	0
Office of the Secretary	20	19	19	19	19	19
Inspector General	47	49	49	49	49	49
Chair Total	110	111	110	109	109	109
General Manager						
Office of the General Manager	5	6	6	6	6	6
VP Public Safety	31	40	39	38	37	36
General Manager Total	36	46	45	44	43	42
EVP Operations						
Office of the EVP Operations	0	1	1	1	1	1
SVP Operations	4,591	4,524	4,430	4,430	4,430	4,430
SVP Support Services	1,739	1,552	1,552	1,552	1,552	1,552
SVP Next Generation Operations	2,369	2,709	2,695	2,695	2,695	2,695
EVP Operations Total	8,699	8,786	8,678	8,678	8,678	8,678
EVP External Affairs						
Office of the EVP External Affairs	3	3	3	3	3	3
Office of Public Private Partnerships	8	4	4	3	3	3
Communications	22	25	24	24	24	24
Intergovernmental Relations	8	7	7	7	7	7
EVP External Affairs Total	41	39	38	37	37	37
EVP Legal Affairs & General Counsel						
RC_2016000-LAW-DEP GC - REAL ESTATE & ECONO DEVELOPMENT DIV	6	6	6	6	6	6
RC_2015000-LAW-DEP GC - TORTS	31	29	29	29	29	29
RC_2014000-LAW-DEP GC - CIVIL LITIGATION	27	26	26	26	26	26
RC_2013000-LAW-DEP GC - CORPORATE MATTERS	10	10	10	10	10	10
RC_2012000-LAW-DEP GC - HOUSING LITIGATION	64	68	68	68	68	68
RC_2010000-LAW - GENERAL COUNSEL	17	17	17	17	17	17
EVP Legal Affairs & General Counsel Total	155	156	156	156	156	156
EVP Capital Projects						
Office of the EVP Capital Projects	3	3	3	3	3	3
Office of the VP Capital Projects	23	0	0	0	0	0
VP Energy Finance & Sustainability Management	18	22	21	21	21	21
VP Quality Assurance	69	73	70	68	68	68
VP Construction Program	156	161	156	154	152	152
VP Capital Planning & Design	118	119	112	102	98	98
VP Disaster Recovery	0	4	4	4	4	4
EVP Capital Projects Total	387	382	366	352	346	346



Table 8: FY 2017 – FY 2021 Authorized Head Count

	Prior Year		Financial Plan			
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
EVP Administration						
Office of EVP Administration	3	3	3	3	3	3
VP Performance Management & Analysis	28	26	26	26	26	26
VP Supply Management	136	127	127	127	127	127
General Services	86	74	68	62	57	57
Human Resources	134	116	106	97	89	81
Procedures Development and Administration	9	7	7	7	7	7
Customer Contact Center	152	152	152	152	152	152
Customer Operations	19	18	17	16	15	14
EVP Administration Total	567	523	506	490	476	467
EVP Finance						
Office of the EVP Finance	3	3	3	3	3	3
VP Finance	0	0	0	0	0	0
Budget and Financial Planning	43	41	41	41	41	41
Accounting and Fiscal Services	89	88	88	88	88	88
Accounting Operations	40	50	48	46	44	44
Business and Revenue Development	6	0	0	0	0	0
Energy Finance and Sustainability Management	13	0	0	0	0	0
Risk Finance	10	10	10	10	10	10
Treasury	15	14	13	13	13	13
EVP Finance Total	219	206	203	201	199	199
EVP Information Technology						
Office of the EVP IT	7	8	8	8	8	8
Business Solution Technology	70	70	69	68	67	66
Enterprise Technology Portfolio Management	20	16	16	16	16	16
IT Infrastructure	83	84	82	80	78	76
Information Management	20	17	17	17	17	17
EVP Information Technology Total	200	195	192	189	186	183
EVP Community Programs						
Office of the EVP Community Engagement & Partnerships	3	4	4	4	4	4
VP Resident & Community Engagement	59	104	93	93	93	93
VP Strategy & Partnership	47	95	81	81	81	81
Pre-Reorg. Departments	71	0	0	0	0	0
EVP Community Programs Total	180	203	178	178	178	178
EVP Leased Housing						
Office of the EVP Leased Housing	4	6	6	6	6	6
Inspection & Central Office Operations	81	82	82	82	81	81
Leased Housing Finance	22	22	22	22	22	22
Policy & Program Administration	94	94	94	94	94	94
Client Services	170	168	168	168	167	167
Quality Assurance Performance Management	16	17	17	17	17	17
EVP Leased Housing Total	387	389	389	389	387	387
EVP Real Estate						
Office of the EVP Real Estate	0	3	3	3	3	3
Development Department	32	29	29	29	29	29
Real Estate Services	39	39	37	35	33	33
EVP Real Estate	71	71	69	67	65	65
Total NYCHA Budget	11,052	11,107	10,930	10,890	10,860	10,847



Departmental Operating Budgets



NYCHA Mission

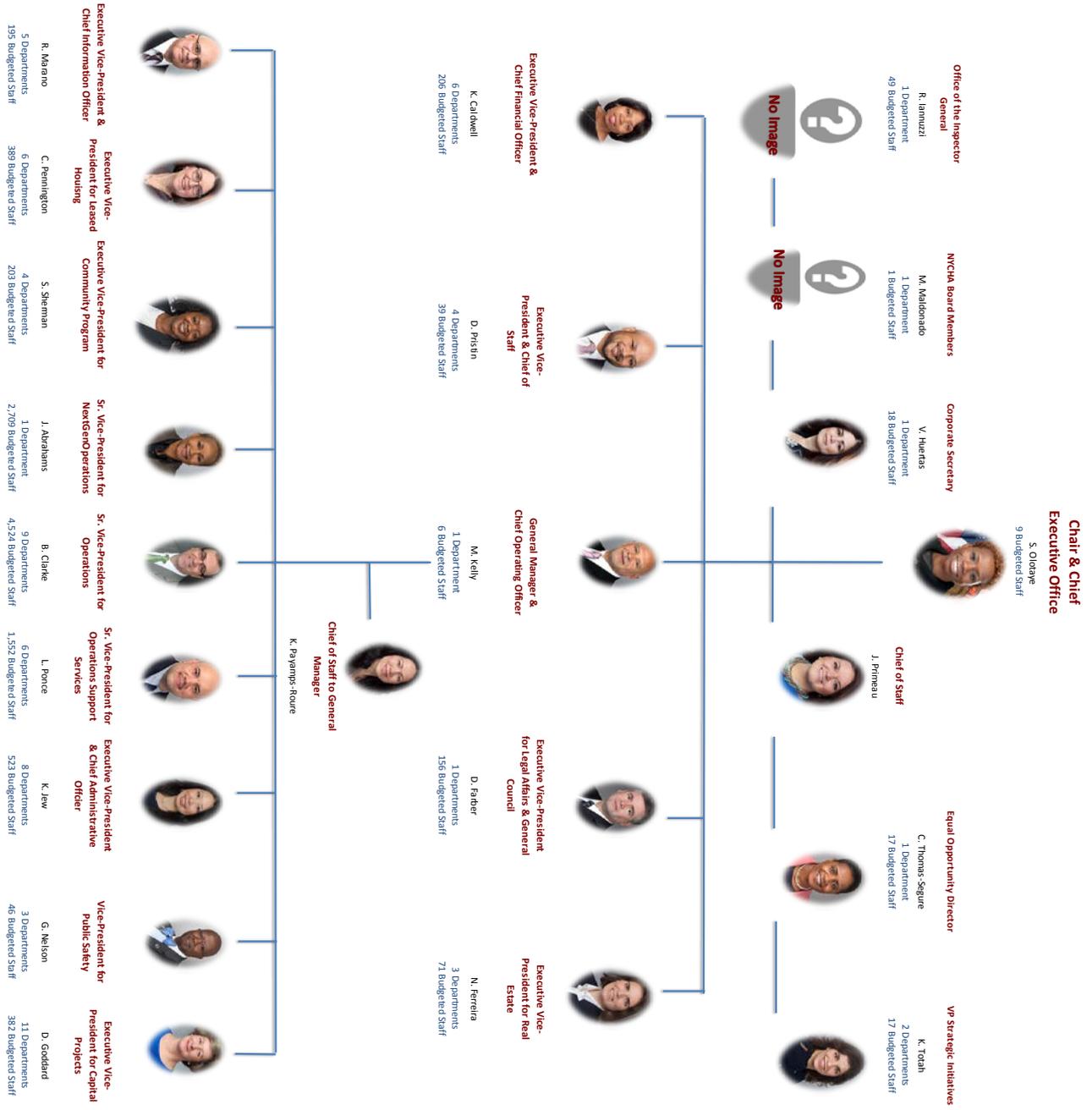
The New York City Housing Authority (NYCHA) provides decent and affordable housing in a safe and secure living environment for low-and moderate-income residents throughout the five boroughs. NYCHA also administers a citywide Section 8 Leased Housing Program in rental apartments. In order to fulfill this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

Overview

This section provides detailed budget information by Department. In most cases, Departments are overseen by an Executive Vice President (EVP). Each EVP is responsible for a portfolio of Departments and offices within a specific area. This section includes Departmental missions, and responsibilities. The budgets for all of NYCHA's 80 Budget Responsibility Groups (BRGs) are listed by account type. In addition, changes from the prior year are identified. The Departments are grouped by their EVP in this section, and the Organizational Chart provides an overview of NYCHA.

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

NYCHA Organizational Chart





Key NYCHA Officials

The Board (Chair, Vice-Chair, Member)

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

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

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

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

General Manager

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

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



Departmental Details

Chair

(Office of the Chair)

Overview/ Mission statement

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

The following Departments and offices report directly to the Chair:

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



(Office of the Chair)

Financial Overview

Expenditures by account type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	7	\$917	8	\$856	9	\$866	1	\$10
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		23		53		30
Salary Retro		15		5		0		(\$5)
Shift Differential		-		-		-		-
Fringe		667		508		572		63
Other		8		10		8		(2)
Subtotal PS	7	\$1,606	8	\$1,402	9	\$1,499	1	\$97
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		1		7		2		(6)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		44		74		300		226
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		16		23		35		11
Subtotal OTPS	0	\$60	0	\$105	0	\$336	0	\$232
Total Budget	7	\$1,666	8	\$1,507	9	\$1,835	1	\$329

Financial Review

The 2017 operating expense budget for the Executive Department is \$1.84 million, of which \$1.50 million is for PS and \$0.34 million is for OTPS.



(Office of the Corporate Secretary)

Overview/ Mission statement

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

Responsibilities

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



(Office of the Corporate Secretary)

Financial Overview

Expenditures by account type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	17	\$1,457	20	\$1,506	19	\$1,453	(1)	(\$53)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		51		-		-		-
Shift Differential		-		1		-		(1)
Fringe		1,073		1,026		1,012		(14)
Other		40		35		35		(0)
Subtotal PS	17	\$2,621	20	\$2,568	19	\$2,500	(1)	(\$68)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		3		7		3		(4)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		171		200		200		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		0		7		3		(4)
Subtotal OTPS	0	\$175	0	\$214	0	\$206	0	(\$8)
Total Budget	17	\$2,796	20	\$2,782	19	\$2,706	(1)	(\$76)

Financial Review

The 2017 operating expense budget for the Office of the Corporate Secretary is \$2.71 million, of which \$2.50 million is for PS and \$0.21 million is for OTPS.



(Office of the Inspector General)

Overview/ Mission statement

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

Responsibilities

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

Financial Overview

Expenditures by account type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	47	\$3,057	47	\$3,309	49	\$3,355	2	\$46
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		19		44		25
Salary Retro		125		3		-		(\$3)
Shift Differential		-		1		-		(1)
Fringe		2,349		2,236		2,375		140
Other		13		8		16		7
Subtotal PS	47	\$5,544	47	\$5,576	49	\$5,790	2	\$215
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		25		27		19		(9)
Equipment		-		-		-		-
Utilites		0		-		-		-
Contracts		34		42		24		(17)
Insurance		-		61		24		(37)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		3		8		3		(5)
Subtotal OTPS	0	\$62	0	\$138	0	\$70	0	(\$68)
Total Budget	47	\$5,606	47	\$5,714	49	\$5,860	2	\$146

Financial Review

The 2017 operating expense budget for Office of the Inspector General is \$5.86 million, of which \$5.79 million is for PS and \$0.07 million is for OTPS.



(VP Strategic Initiatives)

Overview/ Mission Statement

NYCHA’s Office of Strategic Initiatives is responsible for strategic planning and implementation at NYCHA, which includes project management, business process improvement, culture change, and professional development. The VP of Strategic Initiatives also oversees internal audit and assessment.

Responsibilities

- Overseeing the project management, performance measurement and reporting out of all NextGen Plan initiatives, as well as directly project managing and/or incubating select NextGen Plan initiatives across NYCHA departments.
- Designing and leading the culture change efforts and human capital investment that are necessary components of actualizing the strategic plan.
- Analyzing and improving those business and administrative processes that stand as barriers to the effective and efficient implementation of the NextGen Plan.
- Overseeing the Department of Internal Audit & Assessment.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	15	\$1,093	16	\$1,302	17	\$1,370	1	\$67
Salary P/T		-		5		-		(\$5)
Seasonal		-		0		-		(\$0)
Overtime		-		-		-		0
Salary Retro		20		-		-		0
Shift Differential		-		4		-		(4)
Fringe		856		765		944		179
Other		90		83		85		1
Subtotal PS	15	\$2,059	16	\$2,160	17	\$2,398	1	\$238
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		1		0		1		0
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		582		660		686		26
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		18		31		11		(20)
Subtotal OTPS	0	\$601	0	\$691	0	\$698	0	\$6
Total Budget	15	\$2,659	16	\$2,852	17	\$3,096	1	\$244

The 2017 operating expense budget for VP Strategic Initiatives is \$3.10 million, of which \$2.40 million is for PS and \$0.70 million is for OTPS.



(Audit)

Overview/ Mission Statement

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

Responsibilities

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



(Audit)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	15	\$1,093	15	\$1,165	15	\$1,165	-	\$0
Salary P/T		-		5		-		(\$5)
Seasonal		-		0		-		(\$0)
Overtime		-		-		-		-
Salary Retro		20		-		-		-
Shift Differential		-		4		-		(4)
Fringe		856		754		812		58
Other		90		83		85		1
Subtotal PS	15	\$2,059	15	\$2,012	15	\$2,062	-	\$50
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		1		0		1		0
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		582		660		686		26
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		18		31		10		(21)
Subtotal OTPS	0	\$601	0	\$691	0	\$697	0	\$5
Total Budget	15	\$2,659	15	\$2,703	15	\$2,758	0	\$55

Financial Review

The 2017 operating expense budget for the Audit Department is \$2.76 million, of which \$2.06 million is for PS and \$0.70 million is for OTPS.



(Department of Equal Opportunity)

Overview/ Mission statement

The Department of Equal Opportunity (DEO) promotes and monitors equal opportunity compliance in employment, public housing, and the payment of prevailing wages by NYCHA contractors. DEO's mission is to foster agency-wide equal opportunity, inclusiveness, and non-discrimination throughout NYCHA to persons who live or work at NYCHA, who receive NYCHA services, or who are paid by NYCHA contractors. DEO conducts investigations of discrimination, and provides equal opportunity training and assistance services. We value inclusiveness and we deliver equal opportunity services without regard to race, color, gender/sex (including pregnancy, gender identity), religion, national origin, disability, alienage and citizenship status, age, marital status, military status, partnership status, predisposing genetic characteristic, sexual orientation, prior record of arrest or conviction, unemployment status, or status as a victim of domestic violence, victim of sex offenses or victim of stalking.

Responsibilities

- Administer, 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.



(Department of Equal Opportunity)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	17	\$1,015	18	\$1,123	17	\$1,092	(1)	(\$31)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		32		-		-		-
Shift Differential		-		-		-		-
Fringe		695		819		811		(8)
Other		24		18		17		(1)
Subtotal PS	17	\$1,767	18	\$1,960	17	\$1,920	(1)	(\$40)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		2		4		1		(3)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		77		301		128		(174)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		17		16		12		(4)
Subtotal OTPS	0	\$95	0	\$321	0	\$140	0	(\$181)
Total Budget	17	\$1,862	18	\$2,281	17	\$2,060	(1)	(\$221)

Financial Review

The 2017 operating expense budget for Department of Equal Opportunity is \$2.06 million, of which \$1.92 million is for PS and \$0.14 million is for OTPS.



(NYCHA Board Member)

Overview/ Mission statement

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

Financial Overview

Expenditures by account type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	1	\$69	1	\$72	-	\$0	(1)	(\$72)
Salary P/T	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	5	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	44	-	49	-	9	-	(39)
Other	-	0	-	0	-	-	-	(0)
Subtotal PS	1	\$118	1	\$120	-	\$9	(1)	(\$111)
OTPS								
Leases	-	\$0	-	\$0	-	\$0	-	\$0
Supplies	-	0	-	5	-	2	-	(4)
Equipment	-	-	-	-	-	-	-	-
Utilites	-	-	-	-	-	-	-	-
Contracts	-	49	-	111	-	117	-	6
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Payment in Lieu of Taxes	-	-	-	-	-	-	-	-
Debt Services	-	-	-	-	-	-	-	-
Other OTPS	-	15	-	231	-	124	-	(107)
Subtotal OTPS	0	\$64	0	\$347	0	\$243	0	(\$104)
Total Budget	1	\$181	1	\$468	0	\$253	(1)	(\$215)

Financial Review

The 2017 operating expense budget for the NYCHA Board Member Department is \$0.25 million, of which \$0.009 million is for PS and \$0.24 million is for OTPS.



EVP of Legal Affairs and General Council

Overview/ Mission statement

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

Responsibilities

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



EVP of Legal Affairs and General Council

Financial Overview

Expenditures by account type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	159	\$11,786	155	\$11,802	156	\$11,759	1	(\$43)
Salary P/T		-		-		-		-
Seasonal		-		7		-		(\$7)
Overtime		-		9		0		(\$9)
Salary Retro		540		24		15		(\$9)
Shift Differential		-		4		-		(4)
Fringe		8,652		8,022		8,322		300
Other		491		470		470		-
Subtotal PS	159	\$21,469	155	\$20,337	156	\$20,566	1	\$229
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		59		75		50		(25)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		604		1,675		4,765		3,090
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		327		361		317		(44)
Subtotal OTPS	0	\$990	0	\$2,111	0	\$5,132	0	\$3,021
Total Budget	159	\$22,459	155	\$22,449	156	\$25,698	1	\$3,250

Financial Review

The 2017 operating expense budget for the Office of Legal Affairs and General is \$25.70 million, of which \$20.57 million is for PS and \$5.13 million is for OTPS.



EVP of Real Estate

The following Departments and offices report directly to the EVP of Real Estate:

- Office of the EVP for Real Estate
- Real Estate Services
- Development

(Office of the EVP for Real Estates)

Overview/ Mission statement

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

Responsibilities

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



(Office of the EVP for Real Estates)

Financial Review

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T		-		-	3	\$335	3	\$335
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		-		-		211		211
Other		-		-		-		-
Subtotal PS	0	\$0	0	\$0	3	\$546	3	\$546
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		-		-		-		-
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		-		-		-		-
Subtotal OTPS	0	\$0	0	\$0	0	\$0	0	\$0
Total Budget	0	\$0	0	\$0	3	\$546	3	\$546



(Real Estate Services)

Overview/ Mission statement

The Department of Real Estate Services (DRES) oversees the Authority's non-residential real property portfolio and all related leasing and licensing activities, including marketing and transactions covering retail commercial stores; wireless communications facilities; inter-city agency and community facility use agreements; laundry rooms; vending machines and Central Office (corporate) space leasing and facility management. It advises the Executive and other departments on matters concerning external leasing and office space; negotiates all related transactions; determines needs and allocates appropriate space for Central Office administrative and support operations.

Financial Review

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	42	\$2,613	41	\$2,956	39	\$2,954	(2)	(\$1)
Salary P/T	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	81	-	76	-	90	-	14
Salary Retro	-	177	-	11	-	11	-	-
Shift Differential	-	0	-	8	-	-	-	(8)
Fringe	-	2,010	-	1,927	-	2,128	-	200
Other	-	69	-	48	-	75	-	27
Subtotal PS	42	\$4,951	41	\$5,026	39	\$5,258	(2)	\$232
OTPS								
Leases	-	\$0	-	\$0	-	\$0	-	\$0
Supplies	-	65	-	63	-	30	-	(33)
Equipment	-	-	-	-	-	-	-	-
Utilites	-	-	-	-	-	-	-	-
Contracts	-	19	-	3	-	15	-	12
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Payment in Lieu of Taxes	-	-	-	-	-	-	-	-
Debt Services	-	-	-	-	-	-	-	-
Other OTPS	-	1	-	5	-	1	-	(4)
Subtotal OTPS	0	\$85	0	\$71	0	\$47	0	(\$25)
Total Budget	42	\$5,036	41	\$5,097	39	\$5,305	(2)	\$208

Financial Review

The 2017 operating expense budget for the Office of Real Estate Services is \$5.31 million, of which \$5.26 million is for PS and \$0.05 million is for OTPS.



(Real Estate Services)

Financial Overview - Centrally Managed Accounts (CMA)

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T		-		-		-		-
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		-		-		-		-
Other		-		-		-		-
Subtotal PS	0	\$0	0	\$0	0	\$0	0	\$0
OTPS								
Leases		\$40,975		\$41,248		\$41,632		\$384
Supplies		(3)		-		-		-
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		112		134		69		(64)
Subtotal OTPS	0	\$41,084	0	\$41,382	0	\$41,701	0	\$320
Total Budget	0	\$41,084	0	\$41,382	0	\$41,701	0	\$320

Financial Review

The Office of Real Estate Services (CMA) manages Leases and moving expenses for the Authority. The FY 2017 Adopted budget is \$41.70 million.



(Development Department)

Overview/ Mission statement

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

Responsibilities

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	24	\$2,039	32	\$3,321	29	\$2,804	(3)	(\$516)
Salary P/T		-		-		-		-
Seasonal		2		-		-		-
Overtime		18		6		1		(5)
Salary Retro		43		1		-		(1)
Shift Differential		-		3		-		(3)
Fringe		1,401		2,018		1,832		(186)
Other		46		39		39		-
Subtotal PS	24	\$3,550	32	\$5,388	29	\$4,677	(3)	(\$711)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		12		36		12		(24)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		491		3,102		594		(2,508)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		32		86		20		(66)
Subtotal OTPS	0	\$535	0	\$3,224	0	\$626	0	(\$2,598)
Total Budget	24	\$4,085	32	\$8,612	29	\$5,303	(3)	(\$3,309)

Financial Review

The 2017 operating expense budget for the Development Department is \$5.30 million, of which \$4.67 million is for PS and \$0.63 million is for OTPS.



External Affairs

(Office of the EVP for External Affairs)

Overview/ Mission statement

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

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

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T		\$0	3	\$323	3	\$378	-	\$55
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		-		26		233		207
Other		-		-		-		-
Subtotal PS	0	\$0	3	\$349	3	\$611	0	\$262
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		-		-		1		1
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		-		-		6		6
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		-		-		178		178
Subtotal OTPS	0	\$0	0	\$0	0	\$184	0	\$184
Total Budget	0	\$0	3	\$349	3	\$795	0	\$446

Financial Review

The 2017 operating expense budget for the Office of the EVP for External Affairs is \$0.79 million, of which \$0.61 million is for PS and \$0.18 million is for OTPS.



(Department of Communications)

Overview/ Mission statement

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

Communications at NYCHA are organized around four major areas:

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

Responsibilities

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



(Department of Communications)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	23	\$1,709	23	\$1,768	25	\$1,852	2	\$84
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		0		-		(\$0)
Salary Retro		26		4		-		(\$4)
Shift Differential		-		-		-		-
Fringe		1,178		1,142		1,315		173
Other		12		9		14		4
Subtotal PS	23	\$2,925	23	\$2,923	25	\$3,180	2	\$257
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		18		41		24		(17)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		505		469		466		(3)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		6		4		15		12
Subtotal OTPS	0	\$529	0	\$514	0	\$505	0	(\$9)
Total Budget	23	\$3,454	23	\$3,437	25	\$3,685	2	\$249

Financial Review

The 2017 operating expense budget for the Department of Communications is \$3.69 million, of which \$3.18 million is for PS and \$0.51 million is for OTPS.



(Office of Intergovernmental Relations)

Overview/ Mission statement

The Office of Intergovernmental Relations is responsible for acting as the Authority's liaison with State and City legislative bodies, and various governmental agencies. It works with members of the State Legislature and the City Council on oversight issues, legislation, or appropriations relative to the Authority's operations.

Responsibilities

- Prepare NYCHA's annual legislative program;
- Assist the Law Department in the preparation of legislation for consideration by the State Legislature and comment on other legislative proposals that may impact Authority programs or functions;
- Work with the Department of Communications to prepare NYCHA's remarks and any supplemental materials needed when testimony is required before a legislative committee;
- Coordinate comments by the Authority on regulations proposed by State or Municipal entities and ensure their timely submission;
- Provide briefing documents to the Chair, Board Members, and principal staff on matters before the State Legislature and City Council; and
- Resolve constituent issues presented by elected officials.



(Office of Intergovernmental Relations)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	7	\$490	8	\$712	7	\$632	(1)	(\$80)
Salary P/T	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	9	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	369	-	473	-	421	-	(52)
Other	-	1	-	1	-	3	-	2
Subtotal PS	7	\$868	8	\$1,186	7	\$1,056	(1)	(\$129)
OTPS								
Leases	-	\$0	-	\$0	-	\$0	-	\$0
Supplies	-	1	-	1	-	1	-	0
Equipment	-	-	-	-	-	-	-	-
Utilites	-	-	-	-	-	-	-	-
Contracts	-	3	-	2	-	2	-	(0)
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Payment in Lieu of Taxes	-	-	-	-	-	-	-	-
Debt Services	-	-	-	-	-	-	-	-
Other OTPS	-	31	-	282	-	1	-	(281)
Subtotal OTPS	0	\$34	0	\$285	0	\$4	0	(\$281)
Total Budget	7	\$902	8	\$1,471	7	\$1,061	(1)	(\$410)

Financial Review

The 2017 operating expense budget for the Office of Intergovernmental Relations is \$1.06 million, of which \$1.056 million is for PS and \$0.004 million, is for OTPS.



(Office of Public/Private Partnerships)

Overview/ Mission statement

The Office of Public/Private Partnerships is responsible for fostering collaborations between the public and private sectors and seeking opportunities to improve the quality of services and programs to better serve NYCHA residents. The office is part of NYCHA's overall mission to identify and recruit partners from the private sector who share NYCHA's vision for improving the lives of residents, and to foster civic engagement in Public Housing communities by effectively linking the non-profit sector to efforts to enhance the educational, employment, health, and cultural needs of NYCHA's residents.

Responsibilities

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

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

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



(Office of Public/Private Partnerships)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	6	\$403	8	\$800	4	\$360	(4)	(\$440)
Salary P/T	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	19	-	2	-	-	-	(\$2)
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	285	-	383	-	239	-	(144)
Other	-	1	-	1	-	1	-	1
Subtotal PS	6	\$708	8	\$1,187	4	\$600	(4)	(\$586)
OTPS								
Leases	-	\$0	-	\$0	-	\$0	-	\$0
Supplies	-	2	-	50	-	2	-	(49)
Equipment	-	-	-	-	-	-	-	-
Utilites	-	-	-	-	-	-	-	-
Contracts	-	4	-	203	-	227	-	24
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Payment in Lieu of Taxes	-	-	-	-	-	-	-	-
Debt Services	-	-	-	-	-	-	-	-
Other OTPS	-	22	-	132	-	62	-	(71)
Subtotal OTPS	0	\$28	0	\$385	0	\$290	0	(\$96)
Total Budget	6	\$736	8	\$1,572	4	\$890	(4)	(\$682)

Financial Review

The 2017 operating expense budget for Office of Public/Private Partnerships is \$0.89 million, of which \$0.60 million is for PS and \$0.29 million is for OTPS.



Finance

(Office of the EVP for Finance)

Overview/ Mission statement

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

The following Departments report to this EVP:

- Budget & Financial Planning;
- Accounting & Fiscal Services;
- Risk Finance
- Treasury; and
- Accounting Operations

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	2	\$382	3	\$347	3	\$365	-	\$19
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		7		7		7		-
Salary Retro		9		4		4		-
Shift Differential		-		-		-		-
Fringe		276		230		242		11
Other		1		2		2		-
Subtotal PS	2	\$676	3	\$589	3	\$619	0	\$30
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		1		2		1		(1)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		12		7		-		(7)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		75		682		1,224		541
Subtotal OTPS	0	\$88	0	\$691	0	\$1,224	0	\$533
Total Budget	2	\$763	3	\$1,280	3	\$1,843	0	\$563

Financial Review

The 2017 operating expense budget for the EVP for Finance is \$1.84 million, of which \$0.62 million is for PS and \$1.22 million is for OTPS.



(Budget & Financial Planning)

Overview/ Mission statement

The Department of Budget and Financial Planning 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. The Department is also responsible for promoting prudent financial planning and budgeting throughout the Authority, and ensuring that NYCHA executives are equipped to adopt a budget each year that reflects the needs of residents and ensures NYCHA's longstanding fiscal stability.

Responsibilities

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



(Budget & Financial Planning)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	42	\$2,663	43	\$3,063	41	\$2,962	(2)	(\$101)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		50		60		60		-
Salary Retro		184		19		19		-
Shift Differential		-		-		-		-
Fringe		2,046		1,977		2,094		117
Other		40		105		105		-
Subtotal PS	42	\$4,984	43	\$5,223	41	\$5,240	(2)	\$17
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		6		3		1		(2)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		8		83		-		(83)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		45		38		54		17
Subtotal OTPS	0	\$59	0	\$124	0	\$55	0	(\$69)
Total Budget	42	\$5,043	43	\$5,348	41	\$5,295	(2)	(\$52)

Financial Review

The 2017 operating expense budget for the Department of Budget and Financial Planning is \$5.30 million, of which \$5.24 million is for PS and \$0.06 million is for OTPS.



(Accounting and Fiscal Services)

Overview/ Mission statement

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

Responsibilities

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



Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	91	\$7,473	90	\$6,463	88	\$6,291	(2)	(\$172)
Salary P/T	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	26	-	18	-	18	-	-
Salary Retro	-	195	-	5	-	5	-	-
Shift Differential	-	-	-	4	-	-	-	(4)
Fringe	-	5,710	-	4,770	-	4,500	-	(270)
Other	-	417	-	633	-	449	-	(184)
Subtotal PS	91	\$13,820	90	\$11,893	88	\$11,263	(2)	(\$631)
OTPS								
Leases	-	\$0	-	\$0	-	\$0	-	\$0
Supplies	-	28	-	29	-	18	-	(10)
Equipment	-	(9)	-	8	-	-	-	(8)
Utilites	-	-	-	-	-	-	-	-
Contracts	-	124	-	154	-	50	-	(104)
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	2,952	-	-	-	-	-	-
Payment in Lieu of Taxes	-	-	-	-	-	-	-	-
Debt Services	-	-	-	-	-	-	-	-
Other OTPS	-	18	-	20	-	11	-	(9)
Subtotal OTPS	0	\$3,113	0	\$211	0	\$79	0	(\$131)
Total Budget	91	\$16,933	90	\$12,104	88	\$11,342	(2)	(\$762)

Financial Review

The 2017 operating expense budget for Accounting and Fiscal Services is \$11.34 million, of which \$11.26 million is for PS and \$0.08 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 and the procurement of the Authority's own insurance.

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 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	10	\$665	10	\$749	10	\$794	-	\$45
Salary P/T		-		-		-		-
Seasonal		-		2		-		(2)
Overtime		-		-		-		-
Salary Retro		25		-		-		-
Shift Differential		-		4		4		-
Fringe		527		498		549		51
Other		21		15		15		-
Subtotal PS	10	\$1,237	10	\$1,267	10	\$1,361	-	\$94
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		2		2		4		2
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		-		21		-		(21)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		0		2		2		1
Subtotal OTPS	0	\$3	0	\$25	0	\$6	0	(\$19)
Total Budget	10	\$1,240	10	\$1,292	10	\$1,367	0	\$75

Financial Review

The 2017 operating expense budget for Risk Finance is \$1.367 million, of which \$1.361 million is for PS and \$0.006 million is for OTPS.



(Treasury)

Overview/ Mission statement

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

Responsibilities

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

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

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



(Treasury)

- 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 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	15	\$993	15	\$1,086	14	\$935	(1)	(\$151)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		0		-		-		-
Salary Retro		35		-		-		-
Shift Differential		-		-		-		-
Fringe		735		660		682		22
Other		55		62		62		-
Subtotal PS	15	\$1,818	15	\$1,808	14	\$1,678	(1)	(\$130)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		15		46		42		(5)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		-		5		-		(5)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		2		2		674		673
Subtotal OTPS	0	\$16	0	\$53	0	\$716	0	\$663
Total Budget	15	\$1,835	15	\$1,860	14	\$2,394	(1)	\$533

Financial Review

The 2017 operating expense budget for Treasury is \$2.39 million, of which \$1.68 million is for PS and \$0.71 million is for OTPS.



(Accounting Operations)

Overview/ Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	41	\$717	40	\$2,406	50	\$3,089	10	\$683
Salary P/T	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	65	-	65	-	(0)
Salary Retro	-	48	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	415	-	1,666	-	2,309	-	642
Other	-	44	-	-	-	192	-	192
Subtotal PS	41	\$1,224	40	\$4,137	50	\$5,655	10	\$1,518
OTPS								
Leases	-	\$0	-	\$0	-	\$0	-	\$0
Supplies	-	9	-	20	-	22	-	2
Equipment	-	-	-	-	-	-	-	-
Utilites	-	-	-	-	-	-	-	-
Contracts	-	2	-	84	-	233	-	149
Insurance	-	-	-	-	-	2	-	2
Section 8 Payments	-	-	-	-	-	-	-	-
Payment in Lieu of Taxes	-	-	-	-	-	-	-	-
Debt Services	-	-	-	-	-	-	-	-
Other OTPS	-	1	-	8	-	21	-	13
Subtotal OTPS	0	\$12	0	\$112	0	\$278	0	\$166
Total Budget	41	\$1,236	40	\$4,249	50	\$5,933	10	\$1,684

Financial Review

The 2017 operating expense budget for the Accounting Operations Department is \$5.93 million, of which \$5.65 million is for PS and \$0.28 million is for OTPS.



General Manager

(Office of the General Manager)

Overview/ Mission Statement

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

The following report to the GM:

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

The General Manager comprises of the following departments:

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



Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	3	\$618	6	\$670	6	\$670	-	(\$0)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		27		27
Salary Retro		26		-		-		-
Shift Differential		-		-		-		-
Fringe		466		326		425		99
Other		0		0		2		2
Subtotal PS	3	\$1,110	6	\$996	6	\$1,124	0	\$128
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		1		3		3		(0)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		6		49		0		(49)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		42		76		31		(45)
Subtotal OTPS	0	\$49	0	\$128	0	\$34	0	(\$94)
Total Budget	3	\$1,159	6	\$1,123	6	\$1,158	0	\$34

Financial Review

The 2017 operating expense budget for the Office of the General Manager is \$1.15 million, of which \$1.12 million is for PS and \$0.03 million is for OTPS.



(Office of the VP Safety)

Overview/ Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	32	\$1,769	32	\$2,401	40	\$2,720	8	\$319
Salary P/T		-		-		1,009		1,009
Seasonal		-		-		-		-
Overtime		-		83		83		-
Salary Retro		21		2		-		(\$2)
Shift Differential		14		14		14		0
Fringe		1,270		1,529		2,068		539
Other		16		11		35		24
Subtotal PS	32	\$3,090	32	\$4,038	40	\$5,928	8	\$1,890
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		60		1,372		478		(894)
Equipment		0		17		-		(17)
Utilites		-		-		-		-
Contracts		1,473		5,721		2,546		(3,175)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		180		265		615		350
Subtotal OTPS	0	\$1,713	0	\$7,375	0	\$3,639	0	(\$3,736)
Total Budget	32	\$4,803	32	\$11,413	40	\$9,567	8	(\$1,846)

Financial Review

The 2017 operating expense budget for the Office of the VP Public Safety Department is \$9.57 million, of which \$5.93 million is for PS and \$3.64 million is for OTPS.



(Office of Safety and Security)

Overview/ Mission statement

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

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

Responsibilities

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



- The Office of Safety and Security is also responsible for security at the following NYCHA facilities:
 - 250 Broadway, New York, New York
 - 90 Church Street, New York, New York
 - 23-02 49th Avenue, Long Island City, New York
 - 787 Atlantic Avenue, Brooklyn, New York
 - 478 East Fordham Road, Bronx, New York
 - 1200 Waters Place, Bronx, New York
 - 23 Ash Street, Brooklyn, New York

(Office of Safety and Security)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	26	\$1,421	23	\$1,547	33	\$2,016	10	\$469
Salary P/T		-		-		1,009		1,009
Seasonal		-		-		-		-
Overtime		-		83		83		-
Salary Retro		20		2		-		(\$2)
Shift Differential		14		14		14		-
Fringe		1,061		1,019		1,614		595
Other		16		11		35		24
Subtotal PS	26	\$2,532	23	\$2,675	33	\$4,770	10	\$2,095
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		59		1,362		477		(886)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		1,473		5,654		2,546		(3,108)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		178		250		12		(238)
Subtotal OTPS	0	\$1,710	0	\$7,266	0	\$3,035	0	(\$4,232)
Total Budget	26	\$4,242	23	\$9,941	33	\$7,805	10	(\$2,136)

Financial Review

The 2017 operating expense budget for the Office of Security is \$7.81 million, of which \$4.77 million is for PS and \$3.04 million is for OTPS.



(Emergency Preparedness)

Overview/ Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	4	\$252	6	\$545	4	\$395	(2)	(\$150)
Salary P/T	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	0	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	153	-	333	-	256	-	(77)
Other	-	0	-	-	-	-	-	-
Subtotal PS	4	\$405	6	\$878	4	\$651	(2)	(\$227)
OTPS								
Leases	-	\$0	-	\$0	-	\$0	-	\$0
Supplies	-	1	-	9	-	1	-	(8)
Equipment	-	0	-	17	-	-	-	(17)
Utilites	-	-	-	-	-	-	-	-
Contracts	-	-	-	67	-	-	-	(67)
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Payment in Lieu of Taxes	-	-	-	-	-	-	-	-
Debt Services	-	-	-	-	-	-	-	-
Other OTPS	-	2	-	14	-	2	-	(12)
Subtotal OTPS	0	\$3	0	\$106	0	\$3	0	(\$104)
Total Budget	4	\$408	6	\$985	4	\$654	(2)	(\$331)

Financial Review

The 2017 operating expense budget for the Emergency Preparedness Department is \$0.654 million, of which \$0.651 million is for PS and \$0.003 million is for OTPS.



Operations

(Office of the EVP for Operations)

Overview/ Mission Statement

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

The following Departments report to this EVP:

- Office of the EVP Operations
- Applications & Tenancy Administration;
- Heating Management Services;
- Elevator Services and Repair;
- Emergency Services;
- Management Services;
- Maintenance, Repairs, & Skilled Trades;
- Management and Planning;
- Technical Services;
- Mixed Finance Asset Management;
- Mixed Finance Conventional;
- Private Management;
- Tax Credit LLC;
- Non-Tax Credit LLC;
- Next Generation Operations One
- Property Management Departments
 - Bronx Property Management
 - Brooklyn Property Management
 - Manhattan Property Management
 - Queens/SI Property Management



(Office of the EVP for Operations)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T		-	43	\$2,794	1	\$185	(42)	(\$2,610)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		1		-		-		-
Shift Differential		-		-		-		-
Fringe		5		675		44		(631)
Other		-		-		-		-
Subtotal PS	0	\$7	43	\$3,469	1	\$229	(42)	(\$3,241)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		2		0		-		(0)
Equipment		157		-		-		-
Utilites		-		-		-		-
Contracts		281		30		-		(30)
Insurance		61		208		116		(92)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		0		-		-		-
Subtotal OTPS	0	\$501	0	\$239	0	\$116	0	(\$123)
Total Budget	0	\$508	43	\$3,708	1	\$345	(42)	(\$3,363)

Financial Review

The 2017 operating expense budget for the EVP for Operations is \$.345 million, of which \$.0229 million is for PS and \$.116 million is for OTPS.



(Application & Tenancy Administration)

Overview/ Mission Statement

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

Responsibilities

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



(Application & Tenancy Administration)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	117	\$7,490	116	\$7,141	117	\$7,077	1	(\$65)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		0		0		-		(0)
Salary Retro		382		-		-		-
Shift Differential		-		-		-		-
Fringe		5,465		5,758		5,880		122
Other		177		165		156		(9)
Subtotal PS	117	\$13,515	116	\$13,065	117	\$13,113	1	\$48
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		15		13		12		(0)
Equipment		(5)		-		-		-
Utilites		-		-		-		-
Contracts		11		5		8		4
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		1		2		3		2
Subtotal OTPS	0	\$22	0	\$19	0	\$24	0	\$5
Total Budget	117	\$13,537	116	\$13,084	117	\$13,136	1	\$53

Financial Review

The 2017 operating expense budget for Applications & Tenancy Administration is \$13.13 million, of which \$13.11 million is for PS and \$0.02 million is for OTPS.



(Heating Management Services)

Overview/ Mission statement

Heating Management Services Department (HMSD) is responsible for insuring that heat and hot water are provided to the residents which reside in NYCHA properties. HMSD services and maintains 1,980 boilers, 1799 Vacuum Tanks and Hot water heaters.

The department is broken into 2 divisions.

Front line staff which account for the bulk of our staff are assigned to one of 15 heating clusters which are supervised by a deputy director, 5 administrators and 15 cluster heating superintendents & Assistant Superintendents.

Administration is made up of 1 deputy who supervises the planning group, special teams, evening roving teams, plumbers and a small clerical staff. This unit also oversees and administers all heating related requirement contracts, Job Order Contracts (JOC) and small procurements. In addition they collect and run various daily, weekly, and monthly reports that track the performance of our department. Special teams play a critical role in our 3rd party internal inspections, retro commissioning of all boilers, mobile boiler installations and highly skilled technical support to the field.



(Heating Management Services)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	527	\$26,859	547	\$30,177	537	\$29,824	(10)	(\$353)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		2,855		1,847		3,444		1,597
Salary Retro		2,231		-		-		-
Shift Differential		192		166		143		(23)
Fringe		22,133		24,530		25,772		1,242
Other		425		397		2,372		1,975
Subtotal PS	527	\$54,696	547	\$57,117	537	\$61,556	(10)	\$4,439
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		175		424		173		(250)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		224		27		5		(22)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		96		32		85		53
Subtotal OTPS	0	\$495	0	\$482	0	\$263	0	(\$219)
Total Budget	527	\$55,190	547	\$57,599	537	\$61,819	(10)	\$4,220

The 2017 operating expense budget for Heating Management Services is \$61.8million, of which \$61.5 million is for PS and \$0.03 million is for OTPS.



(Elevators Services & Repairs)

Overview/ Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	455	\$35,449	511	\$38,048	486	\$37,859	(25)	(\$188)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		6,106		5,747		7,327		1,580
Salary Retro		113		-		-		-
Shift Differential		342		445		367		(78)
Fringe		29,459		29,077		30,560		1,483
Other		270		271		207		(64)
Subtotal PS	455	\$71,739	511	\$73,588	486	\$76,320	(25)	\$2,732
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		368		629		239		(390)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		50		37		-		(37)
Insurance		-		5		2		(3)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		39		95		65		(30)
Subtotal OTPS	0	\$457	0	\$766	0	\$306	0	(\$460)
Total Budget	455	\$72,196	511	\$74,354	486	\$76,626	(25)	\$2,272

Financial Overview

The 2017 operating expense budget for Elevators Services & Repairs is \$76.63 million, of which \$76.32 million is for PS and \$0.31 million is for OTPS.



(Emergency Services)

Overview/ Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	172	\$8,835	145	\$8,315	145	\$8,232	-	(\$83)
Salary P/T		-		498		556		58
Seasonal		-		-		-		-
Overtime		1,187		1,265		1,194		(70)
Salary Retro		667		13		-		(13)
Shift Differential		390		399		297		(102)
Fringe		7,841		7,186		7,371		185
Other		102		96		92		(4)
Subtotal PS	172	\$19,023	145	\$17,772	145	\$17,742	0	(\$30)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		470		508		678		171
Equipment		(4)		-		750		750
Utilites		-		-		-		-
Contracts		57		221		709		488
Insurance		-		109		42		(67)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		3		30		614		584
Subtotal OTPS	0	\$526	0	\$868	0	\$2,794	0	\$1,926
Total Budget	172	\$19,549	145	\$18,640	145	\$20,536	0	\$1,896

Financial Overview

The 2017 operating expense budget for Emergency Services Department is \$20.53 million, of which \$17.74 million is for PS and \$2.79 million is for OTPS.



(Management Services)

Overview/ Mission statement

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

The Emergency Transfer Unit processes emergency transfer requests for residents and their authorized family members who qualify for a transfer as a victim of domestic violence, intimidated victim or witness, or child sexual abuse victim. The Unit also provides information and assistance completing the rental process to the tenant and collaborates with the Applications and Tenancy Applications Division, Property Management (PM), and advocates ensuring a smooth transition.

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

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



(Management Services)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	35	\$1,548	27	\$2,041	25	\$1,829	(2)	(\$211)
Salary P/T		9		10		97		87
Seasonal		-		-		-		-
Overtime		2		2		5		3
Salary Retro		65		-		-		-
Shift Differential		-		-		-		-
Fringe		1,035		1,744		1,437		(306)
Other		31		40		20		(20)
Subtotal PS	35	\$2,690	27	\$3,836	25	\$3,389	(2)	(\$448)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		5		1,518		6		(1,512)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		1		4,914		111		(4,803)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		0		3,002		2		(3,000)
Subtotal OTPS	0	\$6	0	\$9,434	0	\$119	0	(\$9,315)
Total Budget	35	\$2,696	27	\$13,270	25	\$3,507	(2)	(\$9,763)

Financial Overview

The 2017 operating expense budget for Management Services is \$3.51 million, of which \$3.39 million is for PS and \$0.12 million is for OTPS.



(Maintenance, Repair & Skilled Trades)

Overview/ Mission statement

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



(Maintenance, Repair & Skilled Trades)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	489	\$31,205	344	\$25,503	264	\$19,100	(80)	(\$6,404)
Salary P/T		-		-		-		-
Seasonal		0		-		-		-
Overtime		3,318		2,674		3,459		785
Salary Retro		2,486		498		-		(498)
Shift Differential		2		2		1		(0)
Fringe		26,625		22,247		15,822		(6,425)
Other		455		345		183		(162)
Subtotal PS	489	\$64,090	344	\$51,270	264	\$38,566	(80)	(\$12,704)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		4,178		2,906		2,916		10
Equipment		(7)		368		-		(368)
Utilites		-		-		-		-
Contracts		355		777		345		(433)
Insurance		-		65		25		(40)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		190		205		156		(49)
Subtotal OTPS	0	\$4,716	0	\$4,321	0	\$3,441	0	(\$880)
Total Budget	489	\$68,807	344	\$55,591	264	\$42,007	(80)	(\$13,584)

Financial Overview

The 2017 operating expense budget for Maintenance, Repair & Skilled Trades is \$42.01 million, of which \$38.57 million is for PS and \$3.44 million is for OTPS.



(Management & Planning)

Overview/ Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	15	\$2,690	15	\$1,175	29	\$1,944	14	\$770
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		79		11		16		5
Salary Retro		47		-		-		-
Shift Differential		0		-		-		-
Fringe		2,465		691		1,606		916
Other		54		144		21		(122)
Subtotal PS	15	\$5,335	15	\$2,019	29	\$3,588	14	\$1,568
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		81		123		33		(90)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		111		1,928		35		(1,893)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		8		0		0		0
Subtotal OTPS	0	\$201	0	\$2,052	0	\$69	0	(\$1,983)
Total Budget	15	\$5,536	15	\$4,071	29	\$3,656	14	(\$415)

Financial Overview

The 2017 operating expense budget for Management & Planning is \$3.66 million, of which \$3.59 million is for PS and \$0.07 million is for OTPS.



(Technical Services)

Overview/ Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	109	\$7,720	128	\$9,196	117	\$8,309	(11)	(\$887)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		592		455		648		193
Salary Retro		476		45		-		(45)
Shift Differential		1		2		1		(1)
Fringe		5,320		6,032		6,642		610
Other		199		234		211		(23)
Subtotal PS	109	\$14,308	128	\$15,963	117	\$15,811	(11)	(\$153)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		879		679		577		(103)
Equipment		-		30		-		(30)
Utilites		-		-		-		-
Contracts		1,183		339		39,535		39,196
Insurance		-		64		25		(39)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		33		19		13		(6)
Subtotal OTPS	0	\$2,095	0	\$1,131	0	\$40,149	0	\$39,019
Total Budget	109	\$16,403	128	\$17,094	117	\$55,960	(11)	\$38,866

Financial Overview

The 2017 operating expense budget for Technical Services is \$55.96 million, of which \$15.81 million is for PS and \$40.15 million is for OTPS.



(Mixed Finance Asset Management Office)

Overview/ Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	33	\$2,101	210	\$15,386	195	\$14,761	(15)	(\$625)
Salary P/T		-		-		-		-
Seasonal		224		178		-		(178)
Overtime		17		9		2,830		2,821
Salary Retro		86		-		-		-
Shift Differential		0		-		0		0
Fringe		1,532		5,604		12,417		6,813
Other		15		15		179		164
Subtotal PS	33	\$3,976	210	\$21,192	195	\$30,187	(15)	\$8,995
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		12		8		1		(7)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		438		19		20		1
Insurance		-		5		2		(3)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		1		408		4,820		4,412
Subtotal OTPS	0	\$451	0	\$441	0	\$4,843	0	\$4,402
Total Budget	33	\$4,426	210	\$21,633	195	\$35,031	(15)	\$13,398

Financial Overview

The 2017 operating expense budget for VP- Mixed Finance Assent Management is \$35.03 million, of which \$30.19 million is for PS and \$4.84 million is for OTPS.



(Mixed Finance Conventional)

Overview/ Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	122	\$5,124	181	\$9,122	446	\$8,337	265	(\$785)
Salary P/T		17		19		-		(19)
Seasonal		2		210		-		(210)
Overtime		686		909		1,247		338
Salary Retro		397		-		-		-
Shift Differential		0		1		2		1
Fringe		4,609		7,365		12,362		4,997
Other		76		111		105		(6)
Subtotal PS	122	\$10,912	181	\$17,737	446	\$22,053	265	\$4,316
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		1,631		2,270		1,579		(690)
Equipment		789		64		97		33
Utilites		18,090		19,185		17,164		(2,021)
Contracts		3,939		4,188		3,447		(741)
Insurance		462		1,597		827		(771)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		(887)		-		-		-
Debt Services		37		35		32		(3)
Other OTPS		127		124		91		(33)
Subtotal OTPS	0	\$24,189	0	\$27,462	0	\$23,237	0	(\$4,225)
Total Budget	122	\$35,101	181	\$45,199	446	\$45,290	265	\$91

Financial Overview

The 2017 operating expense budget for VP- Mixed Finance Conventional is \$45.29 million, of which \$22.05 million is for PS and \$23.24 million is for OTPS.



(Private Management)

Overview/ Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T		\$0		\$0	-	\$0	-	\$0
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		5		-		-		-
Other		-		-		-		-
Subtotal PS	0	\$5	0	\$0	0	\$0	0	\$0
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		(0)		6		2		(4)
Equipment		-		30		-		(30)
Utilites		7,966		7,739		7,467		(272)
Contracts		17,367		17,328		18,091		764
Insurance		223		1,347		630		(717)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		(467)		-		-		-
Debt Services		-		-		-		-
Other OTPS		2		418		0		(418)
Subtotal OTPS	0	\$25,092	0	\$26,868	0	\$26,190	0	(\$678)
Total Budget	0	\$25,098	0	\$26,868	0	\$26,190	0	(\$678)

Financial Overview

The 2017 operating expense budget for Private Management is \$26.19 million, of which \$0.00 million is for PS and \$26.19 million is for OTPS.



(Tax Credit LLC)

Overview/ Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	409	\$17,721	397	\$18,868	256	\$20,080	(141)	\$1,211
Salary P/T		104		106		-		(106)
Seasonal		111		446		-		(446)
Overtime		2,925		2,869		2,986		117
Salary Retro		1,365		646		-		(646)
Shift Differential		2		2		4		2
Fringe		15,710		16,470		15,819		(652)
Other		237		234		254		20
Subtotal PS	409	\$38,175	397	\$39,642	256	\$39,143	(141)	(\$499)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		4,816		6,660		5,861		(798)
Equipment		3,976		3,861		114		(3,747)
Utilites		30,616		39,387		42,005		2,618
Contracts		9,752		16,234		10,207		(6,027)
Insurance		1,231		5,258		2,609		(2,650)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		(2,134)		-		-		-
Debt Services		266		223		193		(30)
Other OTPS		5,168		5,193		211		(4,983)
Subtotal OTPS	0	\$53,691	0	\$76,816	0	\$61,199	0	(\$15,617)
Total Budget	409	\$91,866	397	\$116,459	256	\$100,343	(141)	(\$16,116)

Financial Overview

The 2017 operating expense budget for Tax Credit LLC is \$100.34 million, of which \$39.14 million is for PS and \$61.20 million is for OTPS.



(Non-Tax Credit LLC)

Overview/ Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	185	\$9,519	172	\$8,275	66	\$8,576	(106)	\$301
Salary P/T		58		58		-		(58)
Seasonal		50		338		-		(338)
Overtime		1,321		1,364		1,343		(21)
Salary Retro		755		326		-		(326)
Shift Differential		1		0		2		1
Fringe		8,350		7,958		6,064		(1,894)
Other		132		105		112		8
Subtotal PS	185	\$20,187	172	\$18,423	66	\$16,097	(106)	(\$2,326)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		1,915		3,146		2,136		(1,010)
Equipment		6,274		235		45		(190)
Utilites		11,470		15,856		15,538		(318)
Contracts		4,900		6,860		4,616		(2,244)
Insurance		447		3,033		1,372		(1,661)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		(448)		-		-		-
Debt Services		119		101		91		(10)
Other OTPS		7,226		177		120		(57)
Subtotal OTPS	0	\$31,903	0	\$29,409	0	\$23,920	0	(\$5,489)
Total Budget	185	\$52,090	172	\$47,832	66	\$40,017	(106)	(\$7,815)

Financial Overview

The 2017 operating expense budget for Non-Tax Credit LLC is \$40.02 million, of which \$16.10 million is for PS and \$23.92 million is for OTPS.



(Next Generation Operations One)

Overview/ Mission statement

The Next Generation Operations One Department is responsible for operations and maintenance of 18 consolidations located throughout the boroughs of Brooklyn, Manhattan, and the Bronx. These properties represent the initial pilot “OPMOM” developments that have and will continue to serve as the model for the rollout of Next Generation Operations. Each 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.

(Next Generation Operations One)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	756	\$33,889	874	\$47,915	905	\$48,151	31	\$236
Salary P/T		120		125		-		(125)
Seasonal		184		1,429		-		(1,429)
Overtime		6,770		5,718		7,683		1,964
Salary Retro		2,384		-		-		-
Shift Differential		7		5		5		(0)
Fringe		29,334		34,290		43,515		9,225
Other		461		478		693		214
Subtotal PS	756	\$73,149	874	\$89,960	905	\$100,047	31	\$10,086
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		9,012		10,180		8,532		(1,647)
Equipment		1,797		332		623		291
Utilites		70,997		73,094		66,573		(6,521)
Contracts		15,485		19,804		14,463		(5,340)
Insurance		1,939		11,920		5,639		(6,280)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		(3,748)		-		-		-
Debt Services		0		-		-		-
Other OTPS		310		368		389		20
Subtotal OTPS	0	\$95,792	0	\$115,697	0	\$96,220	0	(\$19,478)
Total Budget	756	\$168,941	874	\$205,658	905	\$196,266	31	(\$9,392)

The 2017 operating expense budget for Next Generation Operations One is \$0.19 million, of which \$0.10 million is for PS and \$0.09 million is for OTPS.



(Property Management Departments)

Overview/ Mission statement

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

Bronx Property Management

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	1,176	\$63,261	1,110	\$60,327	1,183	\$63,531	73	\$3,204
Salary P/T		188		164		-		(164)
Seasonal		243		592		-		(592)
Overtime		11,292		8,189		9,808		1,619
Salary Retro		6,147		673		-		(673)
Shift Differential		2		2		4		1
Fringe		59,959		52,224		57,340		5,116
Other		1,155		1,300		1,051		(250)
Subtotal PS	1,176	\$142,248	1,110	\$123,472	1,183	\$131,733	73	\$8,262
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		10,450		13,494		9,944		(3,550)
Equipment		838		986		493		(493)
Utilites		96,360		100,087		100,285		197
Contracts		17,899		21,316		21,699		383
Insurance		2,140		14,066		6,436		(7,630)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		(3,803)		-		-		-
Debt Services		89		75		63		(12)
Other OTPS		477		540		429		(111)
Subtotal OTPS	0	\$124,451	0	\$150,565	0	\$139,349	0	(\$11,216)
Total Budget	1,176	\$266,699	1,110	\$274,036	1,183	\$271,082	73	(\$2,954)

Financial Overview

The 2017 operating expense budget for Bronx Property Management is \$271.08 million, of which \$131.73 million is for PS and \$139.35 million is for OTPS.



Brooklyn Property Management

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	1,724	\$89,971	1,635	\$87,264	1,707	\$90,578	72	\$3,315
Salary P/T		363		414		-		(414)
Seasonal		427		860		-		(860)
Overtime		14,833		11,533		14,159		2,626
Salary Retro		8,611		946		-		(946)
Shift Differential		5		5		6		1
Fringe		82,614		77,770		82,111		4,341
Other		1,474		1,699		1,350		(348)
Subtotal PS	1,724	\$198,298	1,635	\$180,490	1,707	\$188,205	72	\$7,715
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		14,422		16,145		14,387		(1,758)
Equipment		1,609		618		701		83
Utilites		120,918		127,044		110,626		(16,418)
Contracts		20,101		27,205		27,085		(119)
Insurance		3,387		17,934		8,658		(9,276)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		(7,163)		-		-		-
Debt Services		97		89		81		(8)
Other OTPS		828		984		866		(117)
Subtotal OTPS	0	\$154,199	0	\$190,018	0	\$162,406	0	(\$27,613)
Total Budget	1,724	\$352,497	1,635	\$370,509	1,707	\$350,611	72	(\$19,898)

Financial Overview

The 2017 operating expense budget for Brooklyn Property Management is \$350.61 million, of which \$188.20 million is for PS and \$162.41 million is for OTPS.



Manhattan Property Management

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	1,469	\$76,799	1,419	\$75,468	1,458	\$77,788	39	\$2,321
Salary P/T		214		212		-		(212)
Seasonal		242		713		-		(713)
Overtime		14,621		11,331		11,944		613
Salary Retro		6,916		816		-		(816)
Shift Differential		7		6		9		3
Fringe		72,620		66,763		70,327		3,564
Other		1,282		1,477		1,135		(342)
Subtotal PS	1,469	\$172,700	1,419	\$156,786	1,458	\$161,204	39	\$4,418
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		11,493		14,687		12,658		(2,029)
Equipment		648		1,313		631		(682)
Utilites		113,378		113,704		104,194		(9,510)
Contracts		15,860		22,252		22,400		148
Insurance		3,568		16,339		8,182		(8,157)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		(7,298)		-		-		-
Debt Services		221		204		188		(16)
Other OTPS		582		798		618		(180)
Subtotal OTPS	0	\$138,452	0	\$169,298	0	\$148,872	0	(\$20,426)
Total Budget	1,469	\$311,152	1,419	\$326,084	1,458	\$310,076	39	(\$16,008)

Financial Overview

The 2017 operating expense budget for Manhattan Property Management is \$310.08 million, of which \$161.20 million is for PS and \$148.88 million is for OTPS.



Queens/SI Property Management

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	806	\$41,616	824	\$44,008	838	\$45,311	14	\$1,303
Salary P/T		115		144		-		(144)
Seasonal		219		548		-		(548)
Overtime		5,800		4,844		7,298		2,454
Salary Retro		3,847		352		-		(352)
Shift Differential		3		3		5		2
Fringe		38,142		37,140		41,492		4,352
Other		701		792		684		(108)
Subtotal PS	806	\$90,443	824	\$87,832	838	\$94,790	14	\$6,959
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		5,728		7,449		5,980		(1,469)
Equipment		680		244		333		89
Utilites		64,999		65,432		61,105		(4,326)
Contracts		9,327		13,759		12,515		(1,244)
Insurance		1,831		8,998		4,615		(4,383)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		(1,561)		-		-		-
Debt Services		-		-		-		-
Other OTPS		345		449		283		(166)
Subtotal OTPS	0	\$81,349	0	\$96,330	0	\$84,831	0	(\$11,499)
Total Budget	806	\$171,792	824	\$184,162	838	\$179,621	14	(\$4,541)

Financial Overview

The 2017 operating expense budget for Queens/SI Property Management is \$179.62 million, of which \$94.79 million is for PS and \$84.83 million is for OTPS.



Administration

(Office of the 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 the EVP for Administration
- General Services;
- Human Resources;
- Procedural and Development & Administration;
- Customer Operations;
- Customer Contact Center;
- Performance Tracking & Analysis
- Enterprise Program Management Office
- EVP Supply Management;
- Office of VP Supply Management
 - Materials Management;
 - Procurement; and
 - Warehouse Distribution;



(Office of the EVP for Administration)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	2	\$404	3	\$438	3	\$324	-	(\$114)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		9		0		0		-
Shift Differential		-		3		3		-
Fringe		239		214		206		(7)
Other		12		7		7		-
Subtotal PS	2	\$664	3	\$661	3	\$540	-	(\$122)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		-		0		0		-
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		0		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		1		3		10		6
Subtotal OTPS	0	\$2	0	\$4	0	\$10	0	\$6
Total Budget	2	\$666	3	\$665	3	\$550	-	(\$115)

Financial Review

The 2017 operating expense budget for the EVP of Administration is \$0.55million, of which \$0.54 million is for PS and \$0.01 million is for OTPS.



(General Services)

Overview/ Mission statement

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

Responsibilities

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	89	\$4,602	87	\$4,515	74	\$3,963	(13)	(\$552)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		63		65		65		-
Salary Retro		123		5		5		-
Shift Differential		7		19		19		-
Fringe		3,438		3,413		3,122		(291)
Other		172		182		182		-
Subtotal PS	89	\$8,405	87	\$8,198	74	\$7,355	(13)	(\$843)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		415		546		305		(241)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		106		133		36		(97)
Insurance		22		41		32		(9)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		384		413		399		(14)
Subtotal OTPS	0	\$927	0	\$1,133	0	\$772	0	(\$361)
Total Budget	89	\$9,332	87	\$9,331	74	\$8,127	(13)	(\$1,204)

Financial Review

The 2017 operating expense budget for General Services is \$8.13 million, of which \$7.36 million is for PS and \$0.77 million is for OTPS.



(General Services)

Financial Overview (Centrally Managed Accounts)

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	-	-	-	-	-	-	-	-
Salary P/T	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	-	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Subtotal PS	-	\$0	-	\$0	-	\$0	-	\$0
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		717		1,991		1,749		(242)
Equipment		5,772		6,828		3,500		(3,328)
Utilites		(214)		-		-		-
Contracts		2,966		3,757		1,730		(2,027)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		1,707		1,539		1,568		29
Subtotal OTPS	0	\$10,948	0	\$14,116	0	\$8,547	0	(\$5,569)
Total Budget	0	\$10,948	0	\$14,116	0	\$8,547	0	(\$5,569)

Financial Review

The 2017 operating expense budget for General Services-CMA is \$8.55 million, of which \$0.00 million is for PS and \$8.55 million is for OTPS.



(Human Resources)

Overview/ Mission statement

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

Responsibilities

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



(Human Resources)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	141	\$9,610	134	\$9,361	116	\$8,279	(18)	(\$1,082)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		60		74		74		-
Salary Retro		446		67		67		-
Shift Differential		0		14		14		-
Fringe		7,018		6,474		5,979		(495)
Other		370		375		375		-
Subtotal PS	141	\$17,503	134	\$16,365	116	\$14,788	(18)	(\$1,577)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		96		100		46		(54)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		573		767		708		(59)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		353		168		63		(106)
Subtotal OTPS	0	\$1,022	0	\$1,035	0	\$817	0	(\$219)
Total Budget	141	\$18,525	134	\$17,400	116	\$15,604	(18)	(\$1,795)

Financial Review

The 2017 operating expense budget for Human Resources is \$15.60 million, of which \$14.79 million is for PS and \$0.81 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 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	9	\$763	9	\$779	7	\$617	(2)	(\$162)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		23		-		-		-
Shift Differential		-		-		-		-
Fringe		525		501		415		(86)
Other		13		14		14		-
Subtotal PS	9	\$1,324	9	\$1,294	7	\$1,046	(2)	(\$248)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		2		2		1		(1)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		0		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		1		2		-		(2)
Subtotal OTPS	0	\$3	0	\$4	0	\$1	0	(\$3)
Total Budget	9	\$1,327	9	\$1,298	7	\$1,046	(2)	(\$251)

Financial Review

The 2017 operating expense budget for the Procedures Development & Administration is \$1.046 million, of which \$1.046million is for PS and \$0.001 million is for OTPS.



(Customer Operations)

Overview/ Mission statement

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

- Determining the root causes of problems that impact the customer experience;
- Closely monitoring and analyzing agency-wide performance and operational trends through data and analysis; and
- Sharing and reporting findings and information with administering departments.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	20	\$670	19	\$1,493	18	\$1,411	(1)	(\$81)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		9		-		-		-
Shift Differential		-		-		-		-
Fringe		388		971		1,026		55
Other		11		-		22		22
Subtotal PS	20	\$1,078	19	\$2,464	18	\$2,460	(1)	(\$4)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		1		16		9		(7)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		-		0		-		(0)
Subtotal OTPS	0	\$1	0	\$16	0	\$9	0	(\$7)
Total Budget	20	\$1,079	19	\$2,480	18	\$2,469	(1)	(\$11)

Financial Overview

The 2017 operating expense budget for Customer Operation Department is \$2.47 million, of which \$2.46million is for PS and \$0.01 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 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	158	\$7,338	152	\$7,331	152	\$7,283	-	(\$47)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		142		128		136		8
Salary Retro		217		6		6		-
Shift Differential		19		15		15		-
Fringe		5,423		5,854		5,632		(223)
Other		63		120		120		-
Subtotal PS	158	\$13,202	152	\$13,454	152	\$13,192	-	(\$262)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		19		27		26		(2)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		2,641		4,029		1,831		(2,198)
Insurance		-		19		7		(12)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		2		3		1		(2)
Subtotal OTPS	0	\$2,662	0	\$4,078	0	\$1,865	0	(\$2,213)
Total Budget	158	\$15,863	152	\$17,532	152	\$15,057	-	(\$2,475)

Financial Review

The 2017 operating expense budget for Customer Contact Center is \$15.06million, of which \$13.19 million is for PS and \$1.87 million is for OTPS.



(Performance Tracking and Analysis)

Overview/ Mission statement

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

Responsibilities

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



(Performance Tracking and Analysis)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	18	\$1,428	21	\$1,703	19	\$1,460	(2)	(\$243)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		0		-		-		-
Salary Retro		60		2		-		(2)
Shift Differential		-		-		-		-
Fringe		1,038		1,086		981		(105)
Other		36		29		29		-
Subtotal PS	18	\$2,563	21	\$2,820	19	\$2,470	(2)	(\$350)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		3		4		4		0
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		1		3		3		0
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		0		1		1		0
Subtotal OTPS	0	\$4	0	\$8	0	\$8	0	\$0
Total Budget	18	\$2,567	21	\$2,827	19	\$2,478	(2)	(\$349)

Financial Review

The 2017 operating expense budget for Performance Tracking and Analysis is \$2.48 million, of which \$2.47 million is for PS and \$0.008 million is for OTPS.



(Enterprise Program Management Office)

Overview/ Mission statement

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

Responsibilities

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



(Enterprise Program Management Office)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	5	\$431	7	\$651	6	\$561	(1)	(\$90)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		6		-		-		-
Shift Differential		-		-		-		-
Fringe		297		450		369		(81)
Other		4		2		2		-
Subtotal PS	5	\$737	7	\$1,103	6	\$933	(1)	(\$171)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		1		1		1		(0)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		1		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		2		1		-		(1)
Subtotal OTPS	0	\$4	0	\$2	0	\$1	0	(\$1)
Total Budget	5	\$741	7	\$1,105	6	\$933	(1)	(\$172)

Financial Review

The 2017 operating expense budget for Enterprise Program Management is \$0.933 million, of which \$0.933 million is for PS and \$0.001 million is for OTPS.



(Office of the VP for Supply Management)

The following Departments and offices report directly to the VP of Supply Management:

- Material Management / Warehouse Distribution
- Procurement
- Warehouse Distribution

Overview/ Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	6	\$415	10	\$779	12	\$922	2	\$143
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		29		0		0		-
Shift Differential		-		-		-		-
Fringe		279		335		643		308
Other		2		7		7		-
Subtotal PS	6	\$726	10	\$1,121	12	\$1,572	2	\$451
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		44		18		9		(9)
Equipment		0		-		-		-
Utilites		-		-		-		-
Contracts		7		12		-		(12)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		16		17		1		(16)
Subtotal OTPS	0	\$67	0	\$47	0	\$10	0	(\$37)
Total Budget	6	\$793	10	\$1,168	12	\$1,582	2	\$414

Financial Review

The 2017 operating expense budget for the office of the EVP for Supply Management is \$1.58 million, of which \$1.57 million is for PS and \$0.01 million is for OTPS.



(Material Management)

Overview/ Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	13	\$1,331	6	\$364	6	\$383	-	\$19
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		20		33		1		(33)
Salary Retro		55		0		0		-
Shift Differential		1		4		-		(4)
Fringe		955		565		288		(277)
Other		66		114		30		(84)
Subtotal PS	13	\$2,428	6	\$1,081	6	\$701	-	(\$379)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		(19)		1		2		2
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		3		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		6		1		1		(0)
Subtotal OTPS	0	(\$10)	0	\$1	0	\$3	0	\$2
Total Budget	13	\$2,418	6	\$1,082	6	\$705	-	(\$378)

Financial Review

The 2017 operating expense budget for the Material Management Department is \$0.705 million, of which \$0.701 million is for PS and \$0.003 million is for OTPS.



(Procurement)

Overview/ Mission statement

Procure, 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)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	65	\$4,055	68	\$4,552	64	\$4,323	(4)	(\$229)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		136		230		150		(80)
Salary Retro		155		4		50		46
Shift Differential		-		-		-		-
Fringe		3,023		2,865		3,184		319
Other		96		93		93		-
Subtotal PS	65	\$7,465	68	\$7,744	64	\$7,800	(4)	\$56
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		44		40		36		(4)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		98		68		10		(58)
Insurance		-		-		2		2
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		12		11		-		(11)
Subtotal OTPS	0	\$153	0	\$120	0	\$48	0	(\$72)
Total Budget	65	\$7,619	68	\$7,864	64	\$7,848	(4)	(\$16)

Financial Review

The 2017 operating expense budget for the Procurement Department is \$7.85 million, of which \$7.80 million is for PS and \$0.05million is for OTPS.



(Warehouse Distribution)

Overview/ Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	52	\$2,987	48	\$2,716	45	\$2,538	(3)	(\$178)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		44		82		82		-
Salary Retro		155		10		10		-
Shift Differential		6		21		10		(11)
Fringe		2,252		2,232		2,022		(210)
Other		72		92		92		-
Subtotal PS	52	\$5,516	48	\$5,154	45	\$4,755	(3)	(\$399)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		92		161		108		(54)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		162		219		194		(25)
Insurance		-		2		1		(1)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		2		1		1		(0)
Subtotal OTPS	0	\$256	0	\$383	0	\$303	0	(\$80)
Total Budget	52	\$5,771	48	\$5,537	45	\$5,058	(3)	(\$479)

Financial Review

The 2017 operating expense budget for the Warehouse Distribution Department is \$5.06 million, of which \$4.76 million is for PS and \$0.30 million is for OTPS.



Information & Technology

(Office of the EVP for Information Technology)

Overview/ Mission statement

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

The following Departments report to this EVP:

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	8	\$913	7	\$830	8	\$959	1	\$129
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		2		-		-		-
Salary Retro		12		1		1		-
Shift Differential		-		-		-		-
Fringe		641		480		598		118
Other		11		5		5		-
Subtotal PS	8	\$1,580	7	\$1,315	8	\$1,562	1	\$247
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		1		2		227		225
Equipment		-		10,595		8,547		(2,048)
Utilites		-		-		-		-
Contracts		78		62		2		(60)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		61		63		61		(2)
Subtotal OTPS	0	\$140	0	\$10,722	0	\$8,837	0	(\$1,885)
Total Budget	8	\$1,719	7	\$12,037	8	\$10,399	1	(\$1,638)

Financial Review

The 2017 operating expense budget for EVP for Information Technology is \$10.40 million, of which \$1.56 million is for PS and \$8.84 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 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	21	\$1,985	20	\$1,956	16	\$1,607	(4)	(\$350)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		1		-		-		-
Salary Retro		52		-		-		-
Shift Differential		-		-		-		-
Fringe		1,352		1,245		1,045		(199)
Other		11		20		20		-
Subtotal PS	21	\$3,401	20	\$3,221	16	\$2,673	(4)	(\$549)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		5		5		3		(2)
Equipment		0		-		-		-
Utilites		-		-		-		-
Contracts		1		60		160		100
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		11		14		15		0
Subtotal OTPS	0	\$16	0	\$80	0	\$178	0	\$98
Total Budget	21	\$3,417	20	\$3,301	16	\$2,850	(4)	(\$451)

Financial Review

The 2017 operating expense budget for Enterprise Technology Portfolio Management is \$2.85 million, of which \$2.67 million is for PS and \$0.18 is for OTPS.



(Infrastructure)

Overview/ Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	88	\$7,465	83	\$7,180	84	\$7,417	1	\$237
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		188		222		222		1
Salary Retro		29		-		-		-
Shift Differential		5		7		6		(0)
Fringe		5,297		4,739		4,990		250
Other		324		386		386		-
Subtotal PS	88	\$13,308	83	\$12,534	84	\$13,022	1	\$488
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		13		14		9		(5)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		22		550		1,100		550
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		4		8		8		(1)
Subtotal OTPS	0	\$39	0	\$572	0	\$1,116	0	\$544
Total Budget	88	\$13,346	83	\$13,106	84	\$14,138	1	\$1,031

Financial Review

The 2017 operating expense budget for Infrastructure is \$14.14 million, of which \$13.02 million is for PS and \$1.12 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 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	73	\$6,961	70	\$6,934	70	\$6,804	-	(\$130)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		95		89		90		1
Salary Retro		36		4		4		-
Shift Differential		0		1		1		(0)
Fringe		4,899		4,405		4,443		38
Other		242		215		215		-
Subtotal PS	73	\$12,234	70	\$11,648	70	\$11,558	-	(\$90)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		5		6		5		(1)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		22		1,351		2,701		1,350
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		4		8		3		(5)
Subtotal OTPS	0	\$31	0	\$1,365	0	\$2,708	0	\$1,343
Total Budget	73	\$12,265	70	\$13,013	70	\$14,266	-	\$1,253

Financial Review

The 2017 operating expense budget for Business Solution Technology is \$14.27 million, of which \$11.56 million is for PS and \$2.71 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 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	19	\$1,272	20	\$1,367	17	\$1,206	(3)	(\$161)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		40		3		3		-
Shift Differential		-		1		1		-
Fringe		964		939		866		(73)
Other		47		56		56		-
Subtotal PS	19	\$2,324	20	\$2,366	17	\$2,131	(3)	(\$234)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		1		4		1		(3)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		1		40		40		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		0		2		2		(0)
Subtotal OTPS	0	\$3	0	\$47	0	\$43	0	(\$3)
Total Budget	19	\$2,326	20	\$2,413	17	\$2,175	(3)	(\$238)

Financial Review

The 2017 operating expense budget for Information Management is \$2.17 million, of which \$2.13million is for PS and \$0.04 million is for OTPS.



(Information Management)

Financial Overview (Centrally Managed Accounts)

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T		-		-		-		-
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		-		-		-		-
Other		-		-		-		-
Subtotal PS	0	\$0	0	\$0	0	\$0	0	\$0
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		532		417		525		108
Equipment		5,957		2,641		243		(2,398)
Utilites		-		-		-		-
Contracts		12,324		19,383		15,321		(4,062)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		85		85		85		-
Subtotal OTPS	0	\$18,898	0	\$22,526	0	\$16,174	0	(\$6,352)
Total Budget	0	\$18,898	0	\$22,526	0	\$16,174	0	(\$6,352)

Financial Review

The 2017 operating expense budget for Information Management is \$16.17 million, of which \$0.00 million is for PS and \$16.17 million is for OTPS.



Community Engagement & Partnerships

(Office of the EVP for Community Engagement & Partnerships)

Overview/ Mission statement

The Executive Vice-President for Community Engagement and Partnerships is responsible for the overall management of the VP for Resident & Community Engagement and the VP for Strategy & Partnership.

The following Departments report to this EVP:

- Community Development
- Resident Engagement
- Resident Economic Empowerment & Sustainability
- VP Strategy & Partnership, and
- Family Partnership

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	7	\$672	3	\$353	4	\$427	1	\$74
Salary P/T	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	0	-	0	-	-	-	(0)
Salary Retro	-	17	-	6	-	-	-	(6)
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	444	-	186	-	246	-	60
Other	-	5	-	-	-	2	-	2
Subtotal PS	7	\$1,138	3	\$545	4	\$675	1	\$129
OTPS								
Leases	-	\$0	-	\$0	-	\$0	-	\$0
Supplies	-	12	-	51	-	20	-	(31)
Equipment	-	-	-	-	-	-	-	-
Utilites	-	-	-	-	-	-	-	-
Contracts	-	7	-	316	-	-	-	(316)
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Payment in Lieu of Taxes	-	-	-	-	-	-	-	-
Debt Services	-	-	-	-	-	-	-	-
Other OTPS	-	70	-	322	-	13	-	(309)
Subtotal OTPS	0	\$89	0	\$689	0	\$33	0	(\$655)
Total Budget	7	\$1,227	3	\$1,234	4	\$708	1	(\$526)

Financial Review

The 2017 operating expense budget for EVP for Community Engagement & Partnerships is \$0.71 million, of which \$0.68 million is for PS and \$0.03 million is for OTPS.



(Community Development)

Overview/ Mission statement

Engages residents on real estate programs related to new construction (such as 100% Affordable and NextGen Neighborhoods or 50/50) and permanent affordability tools that will repair and renovate housing (such as RAD, also known as PACT.)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T		-		-	22	\$1,271	22	\$1,271
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		4		4
Salary Retro		-		-		-		-
Shift Differential		-		-		2		2
Fringe		-		-		1,010		1,010
Other		-		-		32		32
Subtotal PS	0	\$0	0	\$0	22	\$2,319	22	\$2,319
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		-		1		21		20
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		-		0		50		50
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		-		140		14		(127)
Subtotal OTPS	0	\$0	0	\$142	0	\$85	0	(\$57)
Total Budget	0	\$0	0	\$142	22	\$2,404	22	\$2,262

The 2017 operating expense budget for Community Development is \$2.40 million, of which \$2.32 million is for PS and \$0.08 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 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	54	\$2,826	59	\$3,716	82	\$4,761	23	\$1,045
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		7		11		21		10
Salary Retro		20		6		-		(6)
Shift Differential		1		7		9		3
Fringe		1,962		2,717		3,669		952
Other		40		28		109		82
Subtotal PS	54	\$4,856	59	\$6,484	82	\$8,569	23	\$2,086
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		41		108		66		(42)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		158		308		200		(108)
Insurance		-		4		1		(2)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		71		1,053		28		(1,025)
Subtotal OTPS	0	\$270	0	\$1,473	0	\$295	0	(\$1,178)
Total Budget	54	\$5,126	59	\$7,957	82	\$8,864	23	\$908

Financial Review

The 2017 operating expense budget for Resident Engagement is \$8.86 million, of which \$8.57 million is for PS and \$0.29 million is for OTPS.



(Resident Economic Empowerment & Sustainability)

Overview/ Mission statement

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

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

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



(Resident Economic Empowerment & Sustainability)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	42	\$2,477	47	\$4,391	51	\$3,243	4	(\$1,148)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		10		10
Salary Retro		41		6		-		(6)
Shift Differential		-		-		4		4
Fringe		1,785		3,229		2,474		(754)
Other		29		5		53		47
Subtotal PS	42	\$4,331	47	\$7,631	51	\$5,784	4	(\$1,847)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		11		52		29		(22)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		167		504		273		(231)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		77		187		196		9
Subtotal OTPS	0	\$254	0	\$743	0	\$499	0	(\$244)
Total Budget	42	\$4,585	47	\$8,374	51	\$6,283	4	(\$2,091)

The 2017 operating expense budget for the Office of Resident Economic Empowerment and Sustainability (REES) is \$6.28 million, of which \$5.78 million is for PS and \$0.50 million is for OTPS.



(Family Partnership)

Overview/ Mission statement

Manages partnerships with external providers and City agencies offering youth, senior and social services. Family Partnerships connects residents to critical services and implements programs and policies that support household stability and tenancy, individual advancement, and aging-in-place.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T		-		-	44	\$3,319	44	\$3,319
Salary P/T		-		-		9		9
Seasonal		-		-		-		-
Overtime		-		-		0		0
Salary Retro		-		-		-		-
Shift Differential		-		-		0		0
Fringe		-		-		2,573		2,573
Other		-		-		98		98
Subtotal PS	0	\$0	0	\$0	44	\$6,000	44	\$6,000
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		-		42		19		(23)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		-		374		367		(7)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		-		115		2,110		1,995
Subtotal OTPS	0	\$0	0	\$531	0	\$2,496	0	\$1,964
Total Budget	0	\$0	0	\$531	44	\$8,496	44	\$7,964

The 2017 operating expense budget for Family Partnership is \$8.50 million, of which \$6.00 million is for PS and \$2.50 million is for OTPS.



Leased Housing

(Office of the EVP for Leased Housing)

Overview/ Mission statement

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

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

The following Departments report to this EVP:

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

(Office of the EVP for Leased Housing)

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



(Office of the EVP for Leased Housing)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	4	\$386	4	\$483	6	\$642	2	\$159
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		2		2		(0)
Salary Retro		19		-		-		-
Shift Differential		-		-		-		-
Fringe		153		301		410		110
Other		5		7		7		-
Subtotal PS	4	\$564	4	\$793	6	\$1,062	2	\$269
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		6		9		1		(8)
Equipment		-		-		-		-
Utilities		55		58		57		(1)
Contracts		392		623		553		(70)
Insurance		-		203		213		10
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		131		327		130		(196)
Subtotal OTPS	0	\$583	0	\$1,219	0	\$954	0	(\$265)
Total Budget	4	\$1,147	4	\$2,012	6	\$2,016	2	\$4

Financial Review

The 2017 operating expense budget for the Office of the EVP for Leased Housing is \$2.021million, of which \$1.06 million is for PS and \$0.95 million is for OTPS.



(Inspections and Central Office)

Overview/ Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	80	\$4,430	81	\$4,907	82	\$5,021	1	\$114
Salary P/T		-		-		-		-
Seasonal		4		-		-		-
Overtime		45		100		50		(50)
Salary Retro		230		-		-		-
Shift Differential		-		-		-		-
Fringe		3,415		3,645		3,860		215
Other		90		104		104		-
Subtotal PS	80	\$8,213	81	\$8,756	82	\$9,036	1	\$280
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		18		13		16		4
Equipment		-		-		-		-
Utilites		34		39		38		(1)
Contracts		2		5		5		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		42		40		130		90
Subtotal OTPS	0	\$97	0	\$97	0	\$190	0	\$93
Total Budget	80	\$8,310	81	\$8,853	82	\$9,226	1	\$373

Financial Review

The 2017 operating expense budget for the Inspections and Central Office is \$9.23 million, of which \$9.04 million is for PS and \$0.19 million is for OTPS.



(Leased Housing Finance Department)

Overview/ Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	22	\$1,394	22	\$1,461	22	\$1,464	-	\$4
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		2		2		(0)
Salary Retro		45		-		-		-
Shift Differential		-		-		-		-
Fringe		1,073		1,033		1,080		47
Other		45		29		29		-
Subtotal PS	22	\$2,556	22	\$2,524	22	\$2,575	0	\$51
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		6		4		4		(1)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		4		11		12		1
Subtotal OTPS	0	\$10	0	\$16	0	\$16	0	\$0
Total Budget	22	\$2,567	22	\$2,540	22	\$2,591	0	\$51

Financial Review

The 2017 operating expense budget for the Leased Housing Finance Department is \$2.60 million, of which \$2.58 million is for PS and \$0.02 million is for OTPS.



(Quality Assurance and Performance Management)

Overview/ Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	12	\$798	16	\$1,092	17	\$1,201	1	\$109
Salary P/T		7		-		-		-
Seasonal		20		16		-		(16)
Overtime		1		3		7		4
Salary Retro		39		-		-		-
Shift Differential		-		-		-		-
Fringe		589		752		871		119
Other		5		17		17		-
Subtotal PS	12	\$1,459	16	\$1,881	17	\$2,097	1	\$216
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		-		1		2		1
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		1		1		1		(0)
Subtotal OTPS	0	\$1	0	\$2	0	\$3	0	\$1
Total Budget	12	\$1,460	16	\$1,882	17	\$2,100	1	\$217

Financial Review

The 2017 operating expense budget for the Quality Assurance and Performance Management is \$2.100 million, of which \$2.097 million is for PS and \$0.003 million is for OTPS.



(Policy and Program Administration Department)

Overview/ Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	92	\$5,552	94	\$5,585	94	\$5,622	-	\$37
Salary P/T		5		-		-		-
Seasonal		-		-		-		-
Overtime		63		75		36		(39)
Salary Retro		295		-		-		-
Shift Differential		-		1		-		(1)
Fringe		4,187		4,305		4,349		44
Other		107		124		124		-
Subtotal PS	92	\$10,209	94	\$10,090	94	\$10,132	0	\$41
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		14		11		15		4
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		2		2		1		(1)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		4		1		4		3
Subtotal OTPS	0	\$19	0	\$13	0	\$20	0	\$6
Total Budget	92	\$10,229	94	\$10,104	94	\$10,151	0	\$48

Financial Review

The 2017 operating expense budget for the Policy and Program Administration Department is \$10.15 million, of which \$10.13 million is for PS and \$0.02 million is for OTPS.



(Client Services)

Overview/ Mission statement

The Client Services department is responsible for the scheduling and completion of annual client recertification, owner rent increase requests, commissioner’s orders, major capital improvements and J51’s, rent reasonableness reviews, tenant briefings and transfers, interim adjustments, terminations customer service, and informal conferences.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2015		FY 2016		FY 2017		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 15 vs FY 16
PS								
Salary F/T	164	\$9,449	170	\$10,240	168	\$10,181	(2)	(\$59)
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		446		300		504		204
Salary Retro		553		-		-		-
Shift Differential		-		-		-		-
Fringe		7,097		7,649		7,920		271
Other		152		201		201		-
Subtotal PS	164	\$17,697	170	\$18,390	168	\$18,805	(2)	\$416
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		15		16		17		1
Equipment		-		-		-		-
Utilites		77		89		88		(2)
Contracts		1		1		13		12
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		1		1		-		(1)
Subtotal OTPS	0	\$95	0	\$107	0	\$118	0	\$11
Total Budget	164	\$17,791	170	\$18,497	168	\$18,923	(2)	\$426

Financial Review

The 2017 operating expense budget for the Client Services Department is \$18.92 million, of which \$18.81 million is for PS and \$0.11 million is for OTPS.



Capital Budget



Overview

NYCHA prepares an annual budget for capital expenditures and a four-year financial plan for the renovation and modernization of its developments. Capital projects span multiple years. Table 1 highlights the projects budgeted for FY 2017 and planned for the following four years.

NYCHA's 2017 Capital Plan provides approximately \$4.924 billion planned commitments for infrastructure improvements, major modernization, other systemic upgrades, repair, resiliency, and fortification of developments damaged or impacted by Superstorm Sandy. The Plan is b

ased 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 \$2.491 billion in expected disaster recovery funds to address the impacts of Superstorm Sandy. Overall, of the \$4.924 billion dollars included in this Plan, 36.7% is from Annual Federal Capital Grants, 50.6% is from funds related to disaster recovery, 11.8% comes from the City of New York, and .9% comes from other sources.

Table 1: Capital Budget: FY 2017 – FY 2021
(\$000)

Non-CPD EVP Programs	FY2017	FY2018	FY2019	FY2020	FY2021
Administration	416	-	-	-	-
Community Engagement	876	-	-	-	-
Development	4,940	-	-	-	-
Energy	35,779	12,371	7,876	7,492	5,716
Information Technology	34,217	5,000	5,000	5,000	5,000
Operations	7,465	-	-	-	-
Supply Management	4,732	-	-	-	-
Subtotal Non-CPD EVP Programs	88,424	17,371	12,876	12,492	10,716

CPD Programs	FY2017	FY2018	FY2019	FY2020	FY2021
A and E	18,837	250	250	250	-
Bathrooms	6,500	36,500	54,000	70,500	75,000
Boilers	15,562	30,300	29,600	15,769	-
Brickwork	91,629	-	-	-	-
Brickwork_Roofs	176,934	45,500	16,000	31,000	31,500
CCTV_Layered Access	51,164	-	-	-	-
CM Fees	27,312	20,959	18,375	-	-
Community Center Renov	32,152	5,292	-	-	-
Contingency	21,789	10,880	8,160	-	-
Doors_Entrances	0	-	-	-	-
Electrical_Lighting	22,314	-	-	-	-
Elevators	11,866	14,900	26,787	13,935	27,086
Energy	2,026	35,113	-	-	-
Entrances_Exits	2,568	-	-	-	-
Fire Safety	11,717	3,500	2,500	2,500	2,500



CPD Programs	FY2017	FY2018	FY2019	FY2020	FY2021
Front Line Costs	2,348	-	-	-	-
Garbage Disposal	14,050	3,700	3,700	4,400	6,891
General Construction	519,668	1,384,304	543,691	12,169	6,750
Grounds	18,880	2,065	-	-	-
Heating	14,945	11,100	3,000	8,300	2,000
Intercoms_Security	3,966	-	-	-	-
Interior Doors	729	-	-	-	-
Kitchens	-	19,091	-	-	-
Major Renovation	85,146	38,688	57,783	68,197	68,302
Miscellaneous	9,200	1,200	1,200	1,200	1,200
Plumbing	47,750	31,600	37,000	14,000	14,000
Section 504	11,500	-	-	-	-
Windows	805	-	-	-	-
Subtotal CPD Programs	1,263,714	1,803,077	806,958	249,286	246,643
Other Capital-Eligible Costs					
Contingency	3,866	-	-	-	-
CFFP Debt Service	121,000	60,500	60,500	60,500	60,500
Transfer To Operating	23,137	4,697	4,697	4,697	4,697
Contract Oversight	747	-	-	-	-
RAD Transfer - Bayside	2,698	-	-	-	-
Electronic Invoicing	485	-	-	-	-
Subtotal Other Capital-Eligible Costs	151,934	65,197	65,197	65,197	65,197
Total Capital Plan	1,504,072	1,885,646	885,032	326,975	322,556



Use of Capital Funds

NYCHA plans to spend \$1.504 million for capital improvements during FY 2017. These funds are spent on construction as well as non-construction projects and programs.

Non-Construction Projects and Development Programs

In FY 2017, NYCHA will spend \$332 million on non-construction projects. Such projects include the installation of energy efficient technology, upgrades to computer systems, lead and asbestos abatement, and painting stairwells.

Non-Construction Projects and Development Programs

In FY 2017, NYCHA will spend \$332 million on non-construction projects. Such projects include the installation of energy efficient technology, upgrades to computer systems, lead and asbestos abatement, and painting stairwells.

Capital Projects Programs

In 2016, NYCHA made meaningful progress towards its goals of rehabilitating and upgrading housing assets.

Completed Projects

NYCHA's Capital Projects Division succeeded in completing rehabilitation at 122 developments valued at \$339.3 million in 2016 and impacting more than 86,000 families. There is ongoing construction at 108 developments totaling \$643.3 million, impacting over 79,000 additional families.

The projects in the CPD portfolio include jobs funded by various Federal, State, and City stakeholders. The projects completed in 2016 and ongoing work includes improvements to playgrounds, security enhancements, and fortifying NYCHA's building envelopes. Below are NYCHA's selected capital project highlights of 2016.

Special Programs/Initiatives

Capital Fund Financing Program (Bond B Program):

The program funded with \$475 million affected brick and roof repairs at 319 buildings in 33 developments.

- The construction phase was completed 6 months ahead of schedule.
- 97% of the bond funds have been expended, well ahead of the expenditure deadline.

The Mayor's Action Plan:

This initiative provided funding for roof replacements, apartment renovations, and security enhancements.



- CCTV and layered access control installations:
 - CCTV and layered access installations valued at \$52.8 million are being performed at 16 developments. The installations are underway at 12 developments beginning in 2016.
 - CCTV installations with contract values of \$15.3 million are being performed at an additional 22 developments. The work started mid-2016 and is projected to be completed by December 2016. The majority of this work is funded through the New York City District Attorney (DANY) reinvestment.
- Exterior Lighting:
 - There are 16 developments that are receiving lighting upgrades under this program with a contract value of \$72.3 million. Work has begun at all locations and has been completed at 7 developments this year providing over 2,600 fixtures.
- Roof installation:
 - The Authority is the beneficiary of a \$300 million grant over 3 years (3 tranches) as part of the Mayor's roof initiative. The objective is to replace the worst roofs for 259 buildings at 35 developments impacting over 60,000 residents.
 - The first tranche covers 67 buildings. Of these 49 buildings have already been completed at 6 developments. Full completion is scheduled for November 2017.
 - The second tranche of roofs has received the first set of bids for the largest development in this portfolio, and is now in the award phase.
- Apartment renovation:
 - Objective of the \$15 million mayoral initiative is to return apartments to the rent roll. Thirty (30) of forty (40) apartments were completed in 2016.

Local Law 11

Pursuant to the Department of Buildings regulations, NYCHA proposes to replace the unsafe buildings and comply with NYC Local Law 11 requirements; to replace all unsafe conditions found at the exterior walls of all NYCHA owned buildings city wide.

In addition:

- Obtained approval for \$204M in Mayoral funding for façade restoration.
- Reduced the number of unsafe buildings from 961 to 300.
- Completed 81 building repairs valued at \$71.5 million.
- Removed 105,050 linear feet of sidewalk sheds.
- Hired 23 workers under the Section 3 program.

Office of Recovery and Resilience

The cost of permanent repairs and mitigation efforts for Superstorm Sandy related damage is in excess of \$3.2 billion. NYCHA has been working with funding agencies including the Federal



Emergency Management Association (FEMA), the Department of Housing and Urban Development through their Community Development Block Grant Disaster Recovery program (CDBG – DR), and other funding sources which has resulted in the following efforts:

- \$2.3 billion in FEMA funding obligated (approved by FEMA) to date;
 - \$317 million in CDBG – DR grants; and
 - \$318 million in insurance recovery (with an additional \$131 million being negotiated).
- a. Design/Procurement
 - Fifteen (15) of the storm affected developments design has been completed and have been published for bid.
 - b. Construction
 - In 2016, NYCHA started construction on 5 developments: Oceanside, Coney Island (Sites 4 & 5), Astoria, Carleton Manor, and Coney Island (Site 1B).
 - Preliminary construction has been completed or is in progress at 23 developments.
 - c. Completion
 - Lower East Side Rehab V.
 - d. Community Outreach
 - In 2016 alone, the Sandy Community Outreach team has participated in over 1,178 meetings, and engaged with residents 64,480 times through phone calls and flyers.

Other Eligible Costs

In FY 2017, NYCHA will spend \$113.8 million for other eligible capital costs. Costs under this category consist of the following:

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



Capital Strategy Changes

NYCHA's 2017 - 2021 Capital Plan introduced the Capital Project Ranking System. The Capital Project Ranking ("CPR") system is the process NYCHA uses for evaluating, planning and scheduling capital projects. While each capital project meets a specific need, all capital plans must compete with other projects for scarce resources, receive funding in accordance with a priority rating system and be formally adopted as an integral part of the annual capital budget.

The purpose of the CPR system is to establish priorities for the 5-year capital plan, which outlines the projected capital project needs. This CPR includes a summary of the projects' estimated costs, schedule and recommended source of funding for each project where appropriate. The CPR prioritizes the ranked projects in each year of the Capital Plan. However, because NYCHA's goals and resources are constantly changing, the CPR is designed to be re-assessed in full annually.

Capital projects were evaluated according to the following CPR criteria: to prioritize capital projects that will have the greatest impact on its residents as well as implement the Investment Continuum project as part of NextGen NYCHA.

As part of the 2017 Capital Plan, NYCHA used the below items as a guide to plan its capital projects. The projects in this plan should fall into one or more of the categories listed in the chart below:

- **Quality of Life (10%)** – is a characteristic that impacts the general well-being of our residents. For example, playgrounds, basketball courts, community centers enhance the quality of life for residents.
- **Infrastructure (20%)** – this element relates to needs such as roofs, boilers, elevators, Technology needs such as system upgrades, handheld devices, and new software would also be included in this element.
- **Economic Development (10%)** – considerations relate to projects that foster the development, re-development, or expansion of a diversified resident base that will empower residents and/or generate a positive financial contribution to NYCHA. Providing the infrastructure updates to NYCHA property to encourage quality store rentals would score high in this category. A new boiler project would likely score low in the economic development category.
- **Health/Public Safety (15%)** – includes lighting, layered Access. New layered Access would directly impact the health and safety of residents, scoring high in this category.
- **Impact on Operational Budget (20%)** – Some projects may affect the operating budget for the next few years or for the life of the improvement. Will it reduce headcount or other operational costs?
- **Regulatory Compliance (10%)** – this criterion includes regulatory mandates such as HUD mandates, City or State mandates, or Court-ordered mandates.
- **Timing and Location (15%)** – are important aspects of a project. If the project is not needed for several years it would score low in this category. If the project is for a



development that has not any capital work done recently it would score high in this category

Financial Comparison: FY 2015 vs. FY 2017

Table 3 below provides NYCHA's actual capital expenditures for FY 2015, the Adopted Budget for FY 2016 and the FY 2017 Budget by project type. It also compares NYCHA's Adopted Capital Budget for FY 2016, total \$933.5 million with the FY 2017 of \$1.505 million. The difference is due to a \$.572 million reduction in Federal and City funds.

**Table 3: Comparison of FY 2015 and FY 2017 Budgets
(\$000)**

	FY2015	FY2016	FY2017	Variance
	Actuals	Adopted Budget	Budget	FY16 vs FY17
Non-CPD EVP Programs				
Administration	150	-	416	416
Community Engagement	-	1,326	876	(450)
Energy	-	3,857	4,940	1,083
IT	7,985	35,548	35,779	231
Law	(10)	-	-	-
Operations	21,113	62,275	34,217	(28,059)
Real Estate	4,692	25,999	7,465	(18,534)
Supply Management				
Subtotal Non-CPD EVP Programs	37,379	134,458	88,424	(46,034)



	FY2015	FY2016	FY2017	Variance
	Actuals	Adopted Budget	Budget	FY16 vs FY17
CPD Programs				
A and E	10,821	22,209	18,837	(3,372)
Bathrooms	19	-	6,500	6,500
Boilers	7,996	1,000	15,562	14,562
Brickwork	167,716	100,915	91,629	(9,286)
Brickwork/Roofs	274,465	158,426	176,934	18,509
CCTV/Layered Access	24,086	26,255	51,164	24,908
CM Fees	47,007	12,955	27,312	14,356
Community Center Renov	1,304	30,537	32,152	1,615
Consulting Costs	2,148	-	-	-
Contingency	-	2,659	21,789	19,130
Doors/Entrances	998	0	0	-
Electrical/Lighting	4,656	135,250	22,314	(112,936)
Elevators	13,824	3,848	11,866	8,017
Energy	231	2,565	2,026	(539)
Entrances/Exits	6	2,568	2,568	-
Fire Safety	902	3,000	11,717	8,717
Front Line Costs	16,682	16,755	2,348	(14,407)
Garbage Disposal	1,467	2,570	14,050	11,480
General Construction	82,764	3,091,703	519,668	(2,572,035)
Grounds	819	15,555	18,880	3,325
Heating	10,735	2,959	14,945	11,986
Intercoms/Security	71	2,500	3,966	1,466
Interior Doors	-	729	729	-
Kitchens	-	8,091	-	(8,091)
Major Renovation	11,127	51,341	85,146	33,805
Miscellaneous	2,626	8,000	9,200	1,200

	FY2015	FY2016	FY2017	Variance
	Actuals	Adopted Budget	Budget	FY16 vs FY17
Plumbing	13,051	34,201	47,750	13,549
Roofs	15,209	24,117	42,358	18,241
Section 504	-	1,500	11,500	10,000
Windows	86	1,800	805	(995)
Subtotal CPD Programs	710,816	726,635	1,263,714	(2,500,294)

Other Capital-Eligible Costs				
Management Fees	10,000	32,100	0	(32,100)
Contingency	-	2,114	3,866	1,752
CFFP Debt Service	75,001	121,728	121,000	(728)
Transfer to Operating	28,359	33,071	23,137	(9,934)
Contract Oversight	479	1,078	747	(331)
RAD Transfer - Bayside	-	-	2,698	2,698
Electronic Invoicing	-	-	485	485
Subtotal Other Capital-Eligible Costs	113,838	190,091	151,934	(38,157)
	-	-	-	-
Total Capital Plan	862,033	933,488	1,504,072	(2,584,484)



Rollover Policy

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

Capital Revenue Budget

The largest capital revenue source for NYCHA is HUD. The Federal Quality Housing and Work Responsibility Act of 1998 created the Capital Fund Program (CFP), which has been the primary vehicle through which HUD has allocated modernization and other capital funds to PHAs. NYCHA's FY 2017 Capital Budget of \$4.924 billion dollars included in this Plan, 36.7% is from Annual Federal Capital Grants, 50.6% is from funds related to disaster recovery, 11.8% comes from the City of New York, and 0.9% comes from other sources.

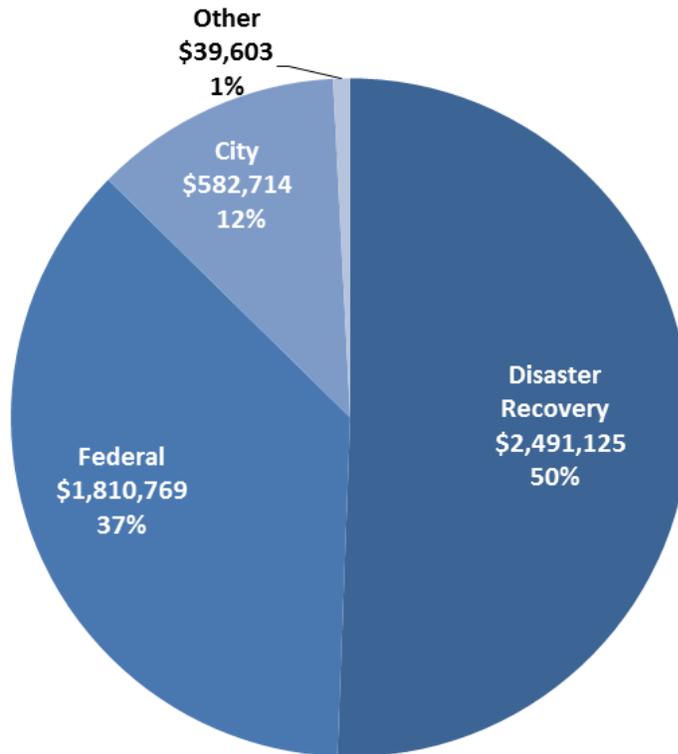
Capital Fund Program (CFP)

Under NYCHA's HUD-funded Capital Fund Program, or CFP, a new grant is awarded each year. Each award typically has a term of four years. Due to overlapping terms, NYCHA has four to five awards open at any time. HUD requires that these awards be 90% to 100% committed within two years of the start date and 100% expended within four years. Table 4 lists the open CFP grants which will support the FY 2017 Capital Budget, included are the obligation and expenditure deadlines.

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

Grant/Award Name	Grant Award	Start Date	Obligation Deadline	Expenditure Deadline
CAPITAL FUND 2014	296,237	5/12/2014	5/12/2016	5/12/2018
CAPITAL FUND 2015	306,356	4/12/2015	4/12/2017	4/12/2019
CAPITAL FUND 2016	318,733	4/12/2016	4/12/2018	4/12/2020

**Table 5: FY 2017 Capital Budget Sources
(\$000)**



Total \$4.924 billion

Other includes State, District Attorney, Bond, and Public Housing Development Grant Funds.

2017 Initiatives

The Capital Projects Division will receive \$1.13 billion in new Federal Funding over a period of 2017 to 2021 for investment in NYCHA's building portfolio.

Brick and Roof Projects

Approximately 32% or \$357 million of the FY 17-21 Capital Federal Plan is targeted to building exteriors including brick and roof projects. This work will ensure that building exteriors are watertight by replacing aging, deficient roofs and repairing brick façades.

A significant portion of this Federal Plan funding will support major exterior work at Sotomayor, Breukelen, Ingersoll, Throggs Neck, and Whitman developments as a priority; based upon the Physical Needs Assessment (PNA) level of deficiencies and roof ratings, as well as volume of work order tickets.

Albany, Parkside, as well as Queensbridge North and South developments have planned work or construction underway with Federal funds for brickwork; which is to be coordinated with the First Tranche of the Mayoral City Roof Initiative which fund roof projects at these same developments.

Heating Plants

The Federal Plan will fund over \$91 million or 8% in the heating plants for developments at Baruch, Pelham Parkway, Gowanus, Jackson, Marcy, McKinley, Pink, Tilden, and Two Bridges. These projects will fully replace heating plants and all ancillary equipment to optimize the total life cycle investment, as well as reduce fuel consumption. The prioritization of these selected of sites is based upon by the assessment of conditions with regard to boiler equipment age and volume of work tickets.

Elevators

The Federal Plan allocates 6% or \$69 million in funds to elevators for Atlantic Terminal, Boston Road, Carey Gardens, Coney Island (4 & 5), Coney Island 1B, Mitchel, Queensbridge North and South, and Unity Plaza developments; based on ranked conditions assessed. This work is essential to the health, safety and welfare to residents, as well as staff. One of the largest projects is a comprehensive replacement of the 98 cars at Queensbridge North and South developments.

Multi-Trade Projects

The first phase of the major renovation of the exterior brick and roof work, along with the renovation of 42 top floor apartments has been completed at the landmarked Harlem River development. Federal funds will allow for a second phase which will be used to rehabilitate the remaining top floor apartments and kitchens, all apartment bathrooms, stair hall lighting and stair



halls, underground steam piping, site improvements, as well as entrance doors, layered access control, and CCTV.

The Dyckman development is also to have a significant investment of funds to cover exterior envelop and major interior components. This multi-trade strategy will bring these development buildings up to par.

Apartment Bathrooms

The federal plan invests 25% or \$288 million in the renovation of bathrooms at Breukelen, Jefferson, Mitchel, Patterson, Pomonok, Taft Rehabs, and Wagner developments; which all have a high number of work order tickets. This investment will enhance water sustainability energy conservation measures, as well as address leaks which will positively impact air quality and mitigate one of the causes of mold. This funding reinforces the work as planned, in progress or completed at: Breukelen (brick, roof, window, and heating plant projects); Mitchell (brick and roof projects); Pomonok (roof replacement completed via the Bond B program); and at Wagner (roof replacement) that was completed in 2010. As the building envelops are secured, we can progress to rehabilitate apartment bathroom deficiencies, with assurance that the investment is protected.

Recovery & Resilience

In 2017, Recovery and Resilience expects to complete design on the remaining 17 out of 33 Disaster Recovery Projects and start construction. These plans are contingent on the overall New York City construction market and the capacity of contractors that bid on NYCHA's construction projects.

City Capital

Security Upgrades

This portfolio consists of 16 locations in each of the five boroughs with allocations is \$7.2 million. The sixteen locations include: LES V, Samuel (City), 1020 College Avenue, Morrisania, Monroe, Bayview, Nostrand, Sheepshead, Farragut, Berry St., Todt Hill, International Towers, Leavitt 34th Avenue, Baisley, Shelton and Baychester Houses. NYCHA anticipates certificates to proceed (CP) to OMB during the second half of FY2017 with construction commencing during the first half of 2018.

State Asset Forfeiture Funds

The main type of categorical funding received by District Attorneys (DA) consists of asset forfeiture monies which stem from specific prosecutions carried out by individual DAs. Through an agreement made with the New York County Office of the District Attorney (DANY), New York City's Mayor's Office of Criminal Justice (MOCJ) and the New York City Office of Management and Budget (OMB), State Asset Forfeiture \$80.2 million in state asset forfeiture funding was allocated to NYCHA. The funding will be used to implement security and infrastructure



enhancements, which will include new doors, permanent exterior lighting, upgrades to existing intercom systems, installation of interior and exterior cameras and connectivity of such cameras to New York City Police Departments (NYPD) networks.

The Plan is to install exterior lighting during FY 2017 which should have 14 of the 15 sites with exterior lighting installed and completed by the end of 2017. CCTV and Layered Access installations in these same developments will be completed in phases through March 2019. The funds are for work at the following 15 developments: Polo, Butler, St. Nicholas, Boulevard, Bushwick, Van Dyke, Castle Hill, Stapleton, Ingersoll, Brownsville, Tompkins, Patterson, Wagner Queensbridge, and Red Hook.

Local Law 11

Pursuant to the Department of Buildings regulations, NYCHA proposes to replace the unsafe buildings and comply with NYC Local Law 11 requirements; to replace all unsafe conditions found at the exterior walls of all NYCHA owned buildings city wide. These repairs will consist of deteriorated brick walls, steel lintels, roof parapet walls, balcony walls, and fire escapes. In addition, this repair work will create optimal and safe conditions for NYCHA residents and will make NYCHA comply with New York City's Local Law 11 regulations.

NYCHA buildings are required to be inspected every five years, once unsafe conditions are found they are required to be replaced with safe conditions within the next five years from the date of inspection. To fulfill this requirement NYCHA will repair unsafe conditions at approximately 249 buildings at 82 developments, located throughout the five boroughs. The \$204 million in City Capital funds will be used to repair the 249 buildings where 62,779 linear feet (LF) of emergency sheds were installed in the fall of 2015. For 2017 we project to remove 59,527 LF of emergency sheds.

Strategic Solutions

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

Key initiatives are listed below:

- **Continue to leverage Cloud-based options for datacenter and applications where viable for NYCHA.** Self-service and public-facing applications enrich our customers' lives by providing 24/7 availability to their information and transactions. Yet, 24/7 availability requires 24/7 reliability and 24/7 support. Using cloud-based solutions and cloud-based infrastructure help NYCHA meet these service challenges, as well as provide improved disaster recovery capabilities, improved business continuity and increased flexibility. By leveraging cloud providers, NYCHA will be able to scale up or scale down its infrastructure as needs warrant, thereby easily, quickly and transparently meeting business needs on demand. Some examples where NYCHA is seeking to implement a cloud approach are:
 - E-Builder, cloud-based construction management software for CPD.
 - Complete deployment of cloud-based Microsoft Office 365 (third quarter of 2017).

- Complete implementation of Kronos Cloud (fourth quarter of 2017).
- Replacing two systems (Team Connect and CLMS) used by the Law Department with a cloud-based solution used by the City and hosted by DoITT.
- **Modernization of NYCHA's legacy Public Housing business systems and applications.**
 - Complete deployment to Public Housing residents the ability to complete the Annual Review process online.
 - Migrate NYCHA's legacy tenant management and rent collection systems to Siebel, Oracle and other self-service web applications. Requirements gathering begin in Q1 2017.
 - Convert Public Housing resident folders into secure digital files, using the lessons learned from deploying HR Digital Files.
- **Continue enhancement of NYCHA's maintenance and asset management system, both core Maximo and Informer Work Management (for handhelds) by:**
 - Completing rollout of handheld devices to skilled trade workers, supervisors of caretakers, and supervisors of grounds workers.
 - Implementing new functionality for apartments, move-outs and exterminator routine inspections.
 - Improving integration to NYCHA's physical plant asset data with Maximo.
 - Facilitating data capture for annual HUD-required Physical Needs Assessment.
- **Upgrade and enhance various business support and infrastructure systems, which will provide added business functionality such as:**
 - Upgrade Neopost.
 - Implement Siebel enhancements to support Reasonable Accommodations and on-line applicant interview scripts.
 - Continue to integrate NYCHA data with other governmental agencies, including HUD, HRA and NYC DEEP, data to improve reporting and responsiveness.
 - Replace NYCHA's automated forms submission software (Movaris).
 - Complete the upgrade of the 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.
- **Complete Technology Upgrade to better support operations and technology initiatives, including:**
 - New Desktops with Windows 10 – Rollout begins March/April 2017.



-
- Microsoft Office 365 – Pilot continues in January. Roll out begins March/April 2017.
 - Implement Verizon Ethernet Service (E-LAN) – for improved communications links and faster performance. The increased bandwidth will support video conferencing and online learning. Rollout begins February 2017.
 - VoIP for field locations, to provide more user-friendly phones. Begins June 2017.
- **Digitize NYCHA’s HR files as a first step to implementing a modern, user-accessible HR system.**
 - In 2017, the conversion of central office employee records to digital files will be completed, as well as the deployment of a content management system to support HR processes around the employee folders. During the second quarter of 2017, NYCHA will begin integrating the “location files,” which are local copies of the employee HR folders, which are maintained at the development offices.



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 2017 - FY 2021. Capital budget information by development is arranged by borough.

Table 1: FY 2017 Summary of Capital Budget by Borough (\$000)

Borough	FY2017	FY2018	FY2019	FY2020	FY2021	Totals
Bronx	169,611	210,184	89,889	108,632	125,802	704,118
Brooklyn	349,871	784,422	267,793	12,550	7,414	1,422,050
Central Office	507,870	281,920	136,008	109,790	109,254	1,144,841
Manhattan	233,371	335,016	237,032	68,503	33,586	907,508
Queens	234,543	274,104	154,311	27,500	46,500	736,958
Staten Island	8,806	-	-	-	-	8,806
Total NYCHA	1,504,072	1,885,646	885,032	326,975	322,556	4,924,281

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

Development	Project Number and Project Name	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Bronx							
ADAMS	8729-ELEVATORS_AT_ADAMS	-	-	7,787	-	-	7,787
ADAMS Total:		-	-	7,787	-	-	7,787
BAILEY AVE - WEST 193rd ST	8277-SEC ENHANCEMETS_AT_BAILEY-W193	17	-	-	-	-	17
	8278-SEC ENHANCEMETS_AT_FT IND	6	-	-	-	-	6
	8666-GROUNDS_AT_FT IND	300	-	-	-	-	300
BAILEY AVE - WEST 193rd ST Total:		323	-	-	-	-	323
BAYCHESTER	7568-IT_AT_BAYCHESTER	150	-	-	-	-	150
	8820-LIGHTING_AT_BAYCHESTER	2,183	-	-	-	-	2,183
BAYCHESTER Total:		2,333	-	-	-	-	2,333
BETANCES I	8936-IT_AT_BET I SCC	100	-	-	-	-	100
	7175-CC-UPGRADE2_AT_BET I	3,988	-	-	-	-	3,988
	7719-CCTV_AT_BETANCES	25	-	-	-	-	25
	8806-GC_AT_BETANCES I	275	-	-	-	-	275
BETANCES I Total:		4,388	-	-	-	-	4,388
BETANCES IV	7072-ELEVATORS_AT_BETANCES IV	19	-	-	-	-	19
	8805-GC_AT_BETANCES IV	40	-	-	-	-	40
	8806-GC_AT_BETANCES I	400	-	-	-	-	400
BETANCES IV Total:		459	-	-	-	-	459
BOSTON ROAD PLAZA	9134-CC-UPGRADE2_AT_BOSTON RD CC	158	-	-	-	-	158
	9162-ELEVATORS_AT_BOSTON RD	90	900	-	-	-	990
BOSTON ROAD PLAZA Total:		248	900	-	-	-	1,148
BOSTON SECOR	8665-GROUNDS3_AT_BOSTON SECOR	700	-	-	-	-	700
	9090-GROUNDS4_AT_BOSTON SECOR	300	-	-	-	-	300
BOSTON SECOR Total:		1,000	-	-	-	-	1,000
BOYNTON AVE REHAB	8662-DOORS2_AT_BOYNTON REH	106	-	-	-	-	106
BOYNTON AVE REHAB Total:		106	-	-	-	-	106
BRONX RIVER	7772-GROUNDS_AT_BRONXRIVER	316	-	-	-	-	316
BRONX RIVER Total:		316	-	-	-	-	316
BUTLER	9020-SEC ENHANCEMETS_AT_BUTLER	111	-	-	-	-	111
BUTLER Total:		111	-	-	-	-	111



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Bronx							
CASTLE HILL	7141-GROUNDS2_AT_CASTLE HILL	1,215	-	-	-	-	1,215
	9021-SEC ENHANCEMETS_AT_CASTLE HILL	3,006	-	-	-	-	3,006
CASTLE HILL Total:		4,221	-	-	-	-	4,221
CLASON POINT GARDENS	7142-GROUNDS2_AT_CLASON PT	361	-	-	-	-	361
	8468-HEATING5_AT_CLASON PT	-	8,500	-	-	-	8,500
CLASON POINT GARDENS Total:		361	8,500	-	-	-	8,861
CLAREMONT REHAB GROUP 2	8939-CC-UPGRADE_AT_CLAREMONT 2 CC	-	450	-	-	-	450
CLAREMONT REHAB GROUP 2 Total:		-	450	-	-	-	450
COLLEGE AVE - EAST 165TH ST	9113-CCTV_AT_COLLEGE-E165	500	-	-	-	-	500
COLLEGE AVE - EAST 165TH ST Total		500	-	-	-	-	500
DAVIDSON	7120-CC-UPGRADE_AT_DAVIDSON	1,000	-	-	-	-	1,000
DAVIDSON Total:		1,000	-	-	-	-	1,000
EAST 173RD ST - VYSE AVENUE	1082-ENTR/EXT-DWEL_AT_E173RD-VYSE	1,383	-	-	-	-	1,383
EAST 173RD ST - VYSE AVENUE Total:		1,383	-	-	-	-	1,383
EASTCHESTER GARDENS	7176-VEHICLES_AT_EASTCHESTER	150	-	-	-	-	150
	7177-IT_AT_EASTCHESTER	400	-	-	-	-	400
	8275-SEC ENHANCEMETS_AT_EASTCHESTER	25	-	-	-	-	25
EASTCHESTER GARDENS Total:		575	-	-	-	-	575
EDENWALD	8053-GC3_AT_EDENWALD	385	-	-	-	-	385
	6860-CCTV2_AT_EDENWALD	7	-	-	-	-	7
	9247-ROOFS4_AT_EDENWALD	-	-	200	-	4,500	4,700
EDENWALD Total:		392	-	200	-	4,500	5,092
FOREST	8661-CC-UPGRADE_AT_FOREST	400	-	-	-	-	400
	8823-ROOFS2_AT_FOREST	9,545	8,136	-	-	-	17,681
	8918-CCTV_AT_FOREST	800	-	-	-	-	800
FOREST Total:		10,745	8,136	-	-	-	18,881
GLEBE AVE - WESTCHESTER AVE	8663-DOORS_AT_GLEBE AVE-WCHESTER	623	-	-	-	-	623
GLEBE AVE - WESTCHESTER AVE Total:		623	-	-	-	-	623
GRAVESEND	7641-PLUMBING3_AT_GRAVESEND	2,000	-	-	-	-	2,000
	8331-SANDY RENO_AT_GRAVESEND	12,256	115,850	42,669	-	-	170,775
	8950-GC_AT_GRAVESEND	2,000	-	-	-	-	2,000
GRAVESEND Total:		16,256	115,850	42,669	-	-	174,775
GUN HILL	9091-GROUNDS2_AT_GUN HILL	500	-	-	-	-	500
GUN HILL Total:		500	-	-	-	-	500
HIGHBRIDGE	8920-CCTV_AT_HIGHBRIDGE	1,400	-	-	-	-	1,400
HIGHBRIDGE Total:		1,400	-	-	-	-	1,400
JACKSON	5956-ELEVATORS2_AT_JACKSON	0	-	-	-	-	0
	7629-PLUMBING3_AT_JACKSON	3,000	-	-	-	-	3,000
	8405-HEATING6_AT_JACKSON	-	-	600	5,500	-	6,100
JACKSON Total:		3,000	-	600	5,500	-	9,100
JUSTICE SOTOMAYOR	7286-MAJOR RENO2_AT_SOTOMAYOR	70,146	36,188	20,783	16,197	43,302	186,616
	9135-CC-UPGRADE2_AT_SOTOMAYOR	220	-	-	-	-	220
JUSTICE SOTOMAYOR Total:		70,366	36,188	20,783	16,197	43,302	186,836
MARBLE HILL	8273-SEC ENHANCEMETS2_AT_MARBLE HILL	1	-	-	-	-	1
	8913-CCTV2_AT_MARBLE HILL	39	-	-	-	-	39
MARBLE HILL Total:		40	-	-	-	-	40
MCKINLEY	8276-SEC ENHANCEMETS_AT_MCKINLEY	8	-	-	-	-	8
	8967-HEATING3_AT_MCKINLEY	-	-	800	5,000	-	5,800
MCKINLEY Total:		8	-	800	5,000	-	5,808



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

Development	Project Number and Project Name	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Bronx							
MELROSE	8898-ELEVATORS_AT_MELROSE	-	-	-	7,935	-	7,935
	8900-SEC ENHANCEMTS_AT_MELROSE	620	-	-	-	-	620
	8909-GROUNDS2_AT_MELROSE	179	-	-	-	-	179
MELROSE Total:		799	-	-	7,935	-	8,734
MIDDLETOWN PLAZA	5470-ELECTRICAL_AT_MIDDLETOWN SCC	20	-	-	-	-	20
	8274-SEC ENHANCEMTS_AT_MIDDLETOWN	27	-	-	-	-	27
MIDDLETOWN PLAZA Total:		47	-	-	-	-	47
MILL BROOK	8291-GC_AT_MILLBROOK	300	-	-	-	-	300
	9106-GROUNDS3_AT_MILLBROOK	495	-	-	-	-	495
MILL BROOK Total:		795	-	-	-	-	795
MITCHEL	7684-MAJOR RENO_AT_MITCHEL	9,001	-	-	20,000	25,000	54,001
	8287-SEC ENHANCEMTS at MITCHEL	4	-	-	-	-	4
	9189-ELEVATORS_AT_MITCHEL	1,000	10,000	-	-	-	11,000
MITCHEL Total:		10,005	10,000	-	20,000	25,000	65,005
MONROE	7148-GROUNDS2_AT_MONROE	11	-	-	-	-	11
	8147-CC-UPGRADE_AT_MONROE	1,000	-	-	-	-	1,000
	9044-CC-UPGRADE3_AT_MONROE	-	1,000	-	-	-	1,000
	9116-CCTV_AT_MONROE	500	-	-	-	-	500
MONROE Total:		1,511	1,000	-	-	-	2,511
MORRISANIA	9147-SEC ENHANCEMTS_AT_MORRISANIA	700	-	-	-	-	700
MORRISANIA Total:		700	-	-	-	-	700
MORRIS I	9141-GROUNDS_AT_MORRIS	150	350	-	-	-	500
MORRIS I Total		150	350	-	-	-	500
MOTT HAVEN	6864-CCTV2_AT_MOTT HAVEN	2	-	-	-	-	2
	8012-HEATING3_AT_MOTT HAVEN	-	-	1,000	-	-	1,000
MOTT HAVEN Total		2	-	1,000	-	-	1,002
MURPHY	8821-LIGHTING_AT_MURPHY	695	-	-	-	-	695
	9133-GROUNDS_AT_MURPHY	90	210	-	-	-	300
MURPHY Total		785	210	-	-	-	995
PARKSIDE	7363-BRICK/ROOFS3_AT_PARKSIDE	9,180	-	-	-	-	9,180
PARKSIDE Total:		9,180	-	-	-	-	9,180
PATTERSON	7637-HEATING3_AT_PATTERSON	-	-	50	-	-	50
	8786-BRICK/ROOFS_AT_PATTERSON	-	1,500	16,000	16,000	-	33,500
	8858-SEC LIGHTING_AT_PATTERSON	131	-	-	-	-	131
	8999-SECTION 504_AT_PATTERSON	11,500	-	-	-	-	11,500
	9022-SEC ENHANCEMTS2 at PATTERSON	327	-	-	-	-	327
	9103-CC-UPGRADE_AT_PATTERSON	200	-	-	-	-	200
	9246-PLUMBING7_AT_PATTERSON	300	7,600	-	-	-	7,900
	9255-BATHROOMS_AT_PATTERSON	-	2,500	-	23,000	23,000	48,500
PATTERSON Total:		12,457	11,600	16,050	39,000	23,000	102,107
PELHAM PARKWAY	5772-CC-UPGRADE3_AT_PELHAM PKWY	50	-	-	-	-	50
	7636-HEATING2_AT_PELHAM PKWY	-	17,000	-	-	-	17,000
	7774-SEC ENHANCEMTS_AT_PELHAM PKWY	2	-	-	-	-	2
PELHAM PARKWAY Total:		52	17,000	-	-	-	17,052
SACK WERN	6867-GROUNDS2_AT_SACKWERN	4	-	-	-	-	4
	7773-GROUNDS4_AT_SACKWERN	19	-	-	-	-	19
	8988-GC-NON-DWELLING_AT_SACKWERN	247	-	-	-	-	247
SACK WERN Total:		270	-	-	-	-	270
SAINT MARY'S PARK	8289-GROUNDS3_AT_ST MARY'S PK	187	-	-	-	-	187
SAINT MARY'S PARK Total:		187	-	-	-	-	187
SEDGWICK	9052-ROOFS3_AT_SEDGWICK	7,534	-	-	-	-	7,534
SEDGWICK Total		7,534	-	-	-	-	7,534



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Bronx							
SOUNDVIEW	7721-CCTV_AT_SOUNDVIEW	6	-	-	-	-	6
	7769-GROUNDS5_AT_SOUNDVIEW	86	-	-	-	-	86
SOUNDVIEW Total:		92	-	-	-	-	92
STEBBINS AVE - HEWITT PLACE	8734-ENERGY INIT_AT_STEBBINS-HEW	1,363	-	-	-	-	1,363
	6868-GARBAGE DISPOS_AT_STEBBINS-HEW	350	-	-	-	-	350
	8290-GROUNDS2_AT_STEBBINS-HEW	600	-	-	-	-	600
STEBBINS AVE - HEWITT PLACE Total:		2,313	-	-	-	-	2,313
THROGGS NECK	8114-BRICK/ROOFS_AT_THROGGS NK	500	-	-	15,000	30,000	45,500
	8719-LIGHTING3_AT_THROGGS NK	218	-	-	-	-	218
	8921-SEC ENHANCEMTS_AT_THROGGS NK	1,050	-	-	-	-	1,050
	8952-CC-UPGRADE_AT_THROGGS NECK	60	-	-	-	-	60
THROGGS NECK Total:		1,828	-	-	15,000	30,000	46,828
WEBSTER	8941-CCTV5_AT_VARIOUS	250	-	-	-	-	250
WEBSTER Total		250	-	-	-	-	250
Bronx Total		169,611	210,184	89,889	108,632	125,802	704,118
Brooklyn							
303 VERNON AVE	6874-ENTR/EXT-DWEL_AT_303 VERNON	800	-	-	-	-	800
303 VERNON AVE Total:		800	-	-	-	-	800
33-35 SARATOGA AVE	3941-BRICK/ROOF2_AT_33-35 SARATOGA AVE	0	-	-	-	-	0
33-35 SARATOGA AVE Total		0	-	-	-	-	0
572 WARREN STREET	8677-GROUNDS_AT_572 WARREN	100	-	-	-	-	100
	8724-CC-UPGRADE_AT_572 WARREN	215	-	-	-	-	215
572 WARREN STREET Total:		315	-	-	-	-	315
ALBANY	304-BRICK/ROOFS_AT_ALBANY	9,085	-	-	-	-	9,085
	7517-CC-UPGRADE2_AT_ALBANY	997	-	-	-	-	997
ALBANY Total:		10,083	-	-	-	-	10,083
ARMSTRONG II	7762-WINDOWS_AT_ARMSTRONG II	805	-	-	-	-	805
ARMSTRONG II Total:		805	-	-	-	-	805
ATLANTIC TERMINAL SITE 4B	6869-CC-UPGRADE3_AT_ATLANTIC T	135	-	-	-	-	135
	9161-ELEVATORS_AT_ATLANTIC T	-	-	-	-	-	-
ATLANTIC TERMINAL SITE 4B Total:		285	1,600	-	-	-	1,885
BAY VIEW	8930-CCTV3_AT_BAYVIEW	250	-	-	-	-	250
	9118-CCTV4_AT_BAYVIEW	-	-	-	-	-	250
BAY VIEW Total:		500	-	-	-	-	500
BERRY ST - SOUTH 9TH ST	8925-SEC ENHANCEMTS2_AT_BERRY-S9TH	215	-	-	-	-	215
	9046-GROUNDS2_AT_BERRY-S9TH	100	-	-	-	-	100
	9122-CCTV_AT_BERRY-S9TH	125	-	-	-	-	125
BERRY ST - SOUTH 9TH ST Total		440	-	-	-	-	440
BOULEVARD	9019-SEC ENHANCEMTS2_AT_BOULEVARD	202	-	-	-	-	202
BOULEVARD Total:		202	-	-	-	-	202
BREUKELEN	7525-BRICK/ROOFS_AT_BREUKELEN	68,611	14,000	-	-	-	82,611
	8013-KITCHENS_AT_BREUKELEN	-	19,091	-	-	-	19,091
	8968-HEATING4_AT_BREUKELEN	-	-	-	50	-	50
	8994-BATHROOMS3_AT_BREUKELEN	-	31,000	31,000	-	-	62,000
BREUKELEN Total:		68,611	64,091	31,000	50	-	163,752



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Brooklyn							
BROWNSVILLE	8853-SEC ENHANCEMTS3_AT_BROWNSVILLE	948	-	-	-	-	948
BROWNSVILLE Total:		948	-	-	-	-	948
BUSHWICK	9024-SEC ENHANCEMTS_AT_BUSHWICK	146	-	-	-	-	146
BUSHWICK Total:		146	-	-	-	-	146
CAREY GARDENS	6725-ELEVATORS_AT_CAREY 8319-SANDY RENO_AT_CAREY	3,300	-	-	-	-	3,300
CAREY GARDENS Total:		13,608	77,881	15,372	-	-	106,861
CONEY ISLAND	8299-SANDY RENO_AT_CONEY ISL	20,867	49,506	5,864	1,281	-	77,518
CONEY ISLAND Total:		20,867	49,506	5,864	1,281	-	77,518
CONEY ISLAND (SITE 8)	6871-LAYERED ACCESS_AT_CONEY ISL-8 8304-SANDY RENO_AT_CONEY ISL-8	91 2,246	- 15,123	- 6,124	-	-	91 23,493
CONEY ISLAND (SITE 8) Total:		2,337	15,123	6,124	-	-	23,584
CONEY ISLAND I (SITE 1B)	6605-ELEVATORS_AT_CONEY ISL-1B 8304-SANDY RENO_AT_CONEY ISL-8 8309-SANDY RENO_AT_CONEY ISL-1B	- - 1,800	1,800 -	-	-	-	1,800
CONEY ISLAND I (SITE 1B) Total:		20,647	5,705	347	-	-	26,699
CONEY ISLAND I (SITES 4 & 5)	6617-ELEVATORS_AT_CONEY ISL4&5 8270-LAYERED ACCESS_AT_CONEY ISL 4&5 8302-SANDY RENO_AT_CONEY ISL4&5 8684-GROUNDS3_AT_CONEY ISL4&5	2,100 1 - 75	- -	- -	-	-	2,100 1 - 75
CONEY ISLAND I (SITES 4 & 5) Total:		31,848	24,828	787	-	-	57,464
COOPER PARK	6417-CCTV_AT_COOPER PARK 8933-CC-UPGRADE2_AT_COOPER PARK	176	-	-	-	-	176
COOPER PARK Total:		381	-	-	-	-	381
CYPRESS HILLS	7361-BRICK/ROOF_AT_CYPRESS	13,726	-	-	-	-	13,726
CYPRESS HILLS Total:		13,726	-	-	-	-	13,726
FARRAGUT	506-CC-UPGRADE_AT_FARRAGUT 7159-LAYERED ACCESS_AT_FARRAGUT 9121-SEC ENHANCEMTS_AT_FARRAGUT	16	-	-	-	-	16
FARRAGUT Total:		217	-	-	-	-	217
FIORENTINO PLAZA	6422-CC-UPGRADE_AT_UNITY PLZ CON 7548-CC-UPGRADE2_AT_UNITY PLZ CON 8944-LIGHTING2_AT_FIORENTINO	89	-	-	-	-	89
FIORENTINO PLAZA Total		89	-	-	-	-	89
GLENMORE PLAZA	6958-ELEVATORS3_AT_GLENMORE	89	-	-	-	-	89
GLENMORE PLAZA Total:		89	-	-	-	-	89
GLENWOOD	6351-CCTV2_AT_GLENWOOD 6419-CCTV3_AT_GLENWOOD 6872-CCTV4_AT_GLENWOOD 7253-HEATING3_AT_GLENWOOD	2 1 - 9,000	- -	- -	-	-	2 1 - 9,000
GLENWOOD Total:		9,031	-	-	-	-	9,031
GOWANUS	8366-SANDY RENO_AT_GOWANUS 8424-HEATING2_AT_GOWANUS 8676-GROUNDS2_AT_GOWANUS 8681-CC-UPGRADE3_AT_GOWANUS 8926-SEC ENHANCEMTS_AT_GOWANUS	9,037 - 150 - 172	46,515 1,500 -	6,210 10,000 -	-	-	61,762 11,500 150 475 172
GOWANUS Total:		9,359	48,490	16,210	-	-	74,059

Table 2: FY Capital Projects by Development



(\$000)

Development	Project Number and Project Name	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Brooklyn		-	-	-	-	-	-
HABER	8317-SANDY RENO_AT_HABER	5,541	34,234	4,979	-	-	44,754
HABER Total:		5,541	34,234	4,979	-	-	44,754
HOPE GARDENS	6667-HEATING3_AT_HOPE GDNS 8464-HEATING4_AT_HOPE GDNS 8934-HEATING6_AT_HOPE GDNS	62	-	-	-	-	62
HOPE GARDENS Total:		905	-	-	-	-	905
HOWARD	8887-SEC ENHANCEMTS_AT_HOWARD 9143-CC-UPGRADE_AT_HOWARD	100	-	-	-	-	100
HOWARD Total:		600	-	-	-	-	600
HYLAN	8674-GROUNDS2_AT_HYLAN	350	-	-	-	-	350
HYLAN Total:		350	-	-	-	-	350
INDEPENDENCE	6144-CCTV_AT_INDEP/WILLIAMS 8822-PLUMBING4_AT_INDEPENDENCE 9049-GROUNDS4_AT_INDEPENDENCE SC 9130-CC-UPGRADE2_AT_INDEPENDENCE CC	7 - - 100	- - - -	- - - -	- - - -	- - - -	7 - - 100
INDEPENDENCE Total:		1,975	-	-	-	-	1,975
INGERSOLL	6411-GC2_AT_INGERSOLL 7606-BRICK/ROOF_AT_INGERSOLL 8272-SEC ENHANCEMTS_AT_INGERSOLL 9025-SEC ENHANCEMTS2_AT_INGERSOLL	700 20,000 9 2,689	- 20,000 - -	- - - -	- - - -	- - - -	700 40,000 9 2,689
INGERSOLL Total:		23,398	20,000	-	-	-	43,398
KINGSBOROUGH EXT	7405-ENERGY CONSERV_AT_KINGSBORO	3,302	-	-	-	-	3,302
KINGSBOROUGH EXT Total:		3,302	-	-	-	-	3,302
LAFAYETTE	9040-CCTV_AT_LAFAYETTE	487	-	-	-	-	487
LAFAYETTE Total:		487	-	-	-	-	487
MARCY	7547-GROUNDS2_AT_MARCY 7638-HEATING5_AT_MARCY 7643-PLUMBING3_AT_MARCY 8685-CC-UPGRADE_AT_WEEKSVILLE 9132-CC-UPGRADE_AT_MARCY	209 - 81 5,335 11,825	- 1,000 - - 1,000	- 18,000 - - 18,000	- - - - -	- - - - -	209 19,000 81 5,335 30,825
MARCY Total:		11,825	1,000	18,000	-	-	30,825
MARLBORO	8596-SEC ENHANCEMTS_AT_MARLBORO 9093-GC2_AT_MARLBORO	188 2,000	- -	- -	- -	- -	188 2,000
MARLBORO Total:		2,188	-	-	-	-	2,188
NOSTRAND	8835-ROOFS3_AT_NOSTRAND 9051-GROUNDS2_AT_NOSTRAND	- 75	- 175	- -	- -	1,200 -	1,200 250
NOSTRAND Total:		75	175	-	-	1,200	1,450
ODWYER GARDENS	6873-LAYERED ACCESS_AT_ODWYER 7457-BRICK/ROOF_AT_ODWYER GDNS 8330-SANDY RENO_AT_ODWYER GDS 8679-GROUNDS3_AT_ODWYER GDS	1 6,924 100 24,525	- 57,433 - 57,433	- 23,587 - 23,587	- - - -	- - - -	1 87,945 100 105,546
O'DWYER GARDENS Total:		24,525	57,433	23,587	-	-	105,546
PALMETTO GARDENS	8949-SEC ENHANCEMENT_AT_PALMETTO	8	-	-	-	-	8
PALMETTO GARDENS Total:		8	-	-	-	-	8
PINK	7458-BRICK/ROOF_AT_PINK 8971-HEATING2_AT_PINK	1,204 2,704	- 10,000	- -	- -	- -	1,204 12,704
PINK Total:		2,704	10,000	-	-	-	12,704
RED HOOK EAST	8307-SANDY RENO_AT_RED HOOK E	12,636	136,582	54,864	-	-	204,082
RED HOOK EAST Total:		12,636	136,582	54,864	-	-	204,082
RED HOOK WEST	8308-SANDY RENO_AT_RED HOOK W	16,925	168,010	67,803	-	-	252,737
RED HOOK WEST Total:		16,925	168,010	67,803	-	-	252,737



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Brooklyn							
SHEEPSHEAD BAY	6724-BRICK/ROOFS_AT_SHEEPSHEAD	2,291	-	-	-	-	2,291
	8836-ROOFS2_AT_SHEEPSHEAD						
	8931-GROUNDS3_AT_SHEEPSHEAD						
	9119-CCTV_AT_NOSTRAND						
	9120-CCTV_AT_SHEEPSHEAD	250	-	-	-	-	250
SHEEPSHEAD BAY Total:		3,041	-	-	-	4,714	7,755
SUMNER	6722-ROOFS3_AT_SUMNER	1,048	-	-	-	-	1,048
SUMNER Total:		1,048	-	-	-	-	1,048
SURFSIDE GARDENS	8329-SANDY RENO_AT_SURFSIDE	6,957	55,412	22,854	-	-	85,224
	8892-GROUNDS2_AT_SURFSIDE GARDENS	250	-	-	-	-	250
SURFSIDE GARDENS Total:		7,207	55,412	22,854	-	-	85,474
TAYLOR ST - WYTHE AVE	9047-GROUNDS2_AT_TAYLOR-WYTHE	100	-	-	-	-	100
	9129-GROUNDS3_AT_TAYLOR-WYTHE	100	-	-	-	-	100
TAYLOR ST - WYTHE AVE Total		200	-	-	-	-	200
TILDEN	8969-HEATING2_AT_TILDEN	-	800	-	5,219	-	6,019
	9055-ROOFS2_AT_TILDEN						
TILDEN Total:		4,682	800	-	5,219	-	10,701
TOMPKINS	8855-SEC ENHANCEMENTS2_AT_TOMPKINS	310	-	-	-	-	310
	9033-SEC LIGHTING2_AT_TOMPKINS						
TOMPKINS Total:		610	-	-	-	-	610
UNITY PLAZA (SITES 4,5A,6,7,9,11,12,27)	9244-ELEVATORS_AT_UN PL(4,5A)	-	600	-	6,000	-	6,600
UNITY PLAZA (SITES 4,5A,6,7,9,11,12,27) Total:		-	600	-	6,000	-	6,600
VAN DYKE I	9027-SEC ENHANCEMENTS_AT_VAN DYKE I&II	2,611	-	-	-	-	2,611
	9258-BRICKWORK_ROOFS_AT_VAN DYKE I, II						
VAN DYKE I Total:		2,611	-	-	-	1,500	4,111
WHITMAN	7601-BRICK/ROOF_AT_WHITMAN	15,000	10,000	-	-	-	25,000
	9041-CCTV2_AT_WHITMAN	488	-	-	-	-	488
	9144-CC-UPGRADE_AT_WHITMAN	100	-	-	-	-	100
WHITMAN Total:		15,588	10,000	-	-	-	25,588
WILLIAMSBURG	8908-GROUNDS2_AT_WILLIAMSBURG	650	-	-	-	-	650
WILLIAMSBURG Total		650	-	-	-	-	650
WILLIAMS PLAZA	9117-SEC ENHANCEMENTS2_AT_WILLIAMS	100	-	-	-	-	100
WILLIAMS PLAZA Total		100	-	-	-	-	100
WYCKOFF GARDENS	6876-CC-UPGRADE3_AT_WYCKOFF	-	1,451	-	-	-	1,451
	8345-GC2_AT_WYCKOFF	250	-	-	-	-	250
	8678-GROUNDS2_AT_WYCKOFF	150	-	-	-	-	150
	9048-GROUNDS3_AT_WYCKOFF	300	-	-	-	-	300
WYCKOFF GARDENS Total:		700	1,451	-	-	-	2,151
Brooklyn Total		349,871	784,422	267,793	12,550	7,414	1,422,050
Manhattan							
830 AMSTERDAM AVE	8686-GROUNDS2_AT_830 AMSTER	200	-	-	-	-	200
830 AMSTERDAM AVE Total:		200	-	-	-	-	200
AMSTERDAM	8911-GROUNDS2_AT_AMSTERDAM	2,611	-	-	-	-	2,611
	8919-GC_AT_AMSTERDAM						
	7533-BRICKWORK4_AT_AMSTERDAM						
AMSTERDAM Total		2,611	-	-	-	1,500	4,111
BARUCH	7625-HEATING3_AT_BARUCH	10,000	-	-	-	-	10,000
	8320-SANDY RENO_AT_BARUCH						
	8361-SEC ENHANCEMENTS2_AT_BARUCH	90	-	-	-	-	90
BARUCH Total:		13,294	45,903	45,113	1,419	-	105,728



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Manhattan							
BETHUNE GARDENS	9107-CCTV_AT_BETHUNE	70	-	-	-	-	70
BETHUNE GARDENS Total:		70	-	-	-	-	70
CAMPOS PLAZA II	8305-SANDY RENO_AT_CAMPOS PLAZA II	3,245	19,396	876	-	-	23,516
CAMPOS PLAZA II Total:		3,245	19,396	876	-	-	23,516
CARVER	8411-PLUMBING3_AT_CARVER	3,405	-	-	-	-	3,405
	8705-GROUNDS5_AT_CARVER	200	-	-	-	-	200
CARVER Total:		3,605	-	-	-	-	3,605
CHELSEA	8819-LIGHTING2_AT_CHELSEA	454	-	-	-	-	454
CHELSEA Total:		454	-	-	-	-	454
CLINTON	6947-ELEVATORS_AT_CLINTON	648	-	-	-	-	648
CLINTON Total:		648	-	-	-	-	648
CORSI HOUSES	7082-ELEVATORS_AT_CORSI	2,611	-	-	-	-	2,611
	8938-CC-UPGRADE_AT_CORSI HOUSES						
	9137-GROUNDS_AT_CORSI						
CORSI HOUSES Total		2,611	-	-	-	1,500	4,111
DOUGLASS I (BLDGS 4-12,16-17)	1407-GARBAGE DISPOS_AT_DOUGLASS I	454	-	-	-	-	454
DOUGLASS I Total:		454	-	-	-	-	454
DOUGLASS II (BLDGS 1-3,13-15)	6711-ELEVATORS2_AT_DOUGLAS	59	-	-	-	-	59
	7784-GROUNDS_AT_DOUGLASS II						
	8928-DOORS_AT_DOUGLASS HOUSES						
DOUGLASS II (BLDGS 1-3,13-15) Total:		684	-	-	-	-	684
DREW - HAMILTON	6424-GROUNDS4_AT_DREW-HAM	1	-	-	-	-	1
DREW - HAMILTON Total:		1	-	-	-	-	1
DYCKMAN	7685-MAJOR RENO_AT_DYCKMAN	2,000	2,500	15,000	10,000	-	29,500
	9151-ELEVATORS2_AT_DYCKMAN						
DYCKMAN Total:		2,000	2,500	15,000	10,000	6,000	35,500
EAST RIVER	8328-SANDY RENO_AT_EAST RIVER	7,415	34,039	3,801	-	-	45,255
EAST RIVER Total:		7,415	34,039	3,801	-	-	45,255
ELLIOTT	7830-SANDY GC_AT_ELLIOT	0	-	-	-	-	0
	8415-PLUMBING_AT_ELLIOT						
ELLIOTT Total:		1,305	-	-	-	-	1,305
FIRST HOUSES	6131-ENTR/EXT-DWEL_AT_FIRST	43	-	-	-	-	43
FIRST HOUSES Total:		43	-	-	-	-	43
FT. WASHINGTON AVENUE REHAB	6956-HEATING3_AT_FT WASH	29	-	-	-	-	29
	7448-CC-UPGRADE2_AT_FT WASH SCC						
FT. WASHINGTON AVENUE REHAB Total:		529	-	-	-	-	529
FULTON	5788-CC-UPGRADE2_AT_FULTON CC	6,618	-	-	-	-	6,618
FULTON Total:		6,618	-	-	-	-	6,618
GOMPERS	6414-INT PUB SPACE_AT_GOMPERS	250	-	-	-	-	250
GOMPERS Total:		250	-	-	-	-	250
GRANT	8838-ROOFS4_AT_GRANT	-	-	-	465	-	465
	8929-GROUNDS2_AT_GRANT	450	-	-	-	-	450
	9245-PLUMBING2_AT_GRANT	300	8,200	-	-	-	8,500
GRANT Total:		750	8,200	-	465	-	9,415
HARBORVIEW TERRACE	5461-CC-UPGRADE_AT_HARBORVIEW	1,987	-	-	-	-	1,987
HARBORVIEW TERRACE Total:		1,987	-	-	-	-	1,987
HARLEM RIVER	7682-MAJOR RENO_AT_HARLEM	4,000	-	22,000	22,000	-	48,000
	9251-PLUMBING2_AT_HARLEM I&II	-	1,200	13,500	-	-	14,700
HARLEM RIVER Total:		4,000	1,200	35,500	22,000	-	62,700
HERNANDEZ	9139-GROUNDS_AT_HERNANDEZ	-	-	-	-	-	-
HERNANDEZ Total:		165	-	-	-	-	165

Table 2: FY Capital Projects by Development



(\$000)

Development	Project Number and Project Name	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Manhattan							
HOLMES TOWERS	8185-ENTR/EXT-DWEL_AT_HOLMES	97	-	-	-	-	97
	8347-LIGHTING_AT_HOLMES	250	-	-	-	-	250
	8922-CCTV4_AT_HOLMES	500	-	-	-	-	500
HOLMES TOWERS Total:		847	-	-	-	-	847
ISAACS	8346-VEHICLES_AT_ISAACS	39	-	-	-	-	39
	6429-GROUNDS2_AT_ISAACS	69	-	-	-	-	69
	7545-CC-UPGRADE2_AT_ISAACS CC	348	-	-	-	-	348
	8186-GROUNDS3_AT_ISAACS	149	-	-	-	-	149
	8367-SANDY RENO_AT_ISAACS	4,832	7,501	6,036	210	-	18,579
	8736-CC-UPGRADE5_AT_ISAACS	39	-	-	-	-	39
	8737-CC-UPGRADE6_AT_ISAACS	1,030	-	-	-	-	1,030
	9002-CCTV5_AT_ISAACS	150	-	-	-	-	150
ISAACS Total:		6,656	7,501	6,036	210	-	20,403
JACKIE ROBINSON	8696-STAIRWAYS_AT_ROBINSON	1,961	-	-	-	-	1,961
JACKIE ROBINSON Total:		1,961	-	-	-	-	1,961
JEFFERSON	8708-GROUNDS2_AT_JEFFERSON	250	-	-	-	-	250
	9256-BATHROOMS2_AT_JEFFERSON	2,500	-	20,000	20,000	-	42,500
JEFFERSON Total:		2,750	-	20,000	20,000	-	42,750
LA GUARDIA	7552-PLUMBING_AT_LAGUARDIA	150	-	-	-	-	150
	8303-SANDY RENO_AT_LA GUARDIA	3,007	24,051	4,605	-	-	31,663
LA GUARDIA Total:		3,157	24,051	4,605	-	-	31,813
LA GUARDIA ADDITION	8916-CCTV_AT_LAGUARDIA A	70	-	-	-	-	70
LA GUARDIA ADDITION Total:		70	-	-	-	-	70
LAVANBURG HOMES	8315-SANDY RENO_AT_LAVANBURG	1,437	25,634	24,984	739	-	52,793
LAVANBURG HOMES Total		1,437	25,634	24,984	739	-	52,793
LEXINGTON	8416-PLUMBING3_AT_LEXINGTON	2,305	-	-	-	-	2,305
	8738-GC_AT_LEXINGTON	7	-	-	-	-	7
	8923-GROUNDS_AT_LEXINGTON	385	-	-	-	-	385
	8924-CCTV2_AT_LEXINGTON	500	-	-	-	-	500
LEXINGTON Total		3,197	-	-	-	-	3,197
LINCOLN	7780-SEC ENHANCEMTS_AT_LINCOLN	1	-	-	-	-	1
	8826-ROOFS3_AT_LINCOLN	-	-	4,713	6,600	1,000	12,313
LINCOLN Total		1	-	4,713	6,600	1,000	12,314
LOWER EAST SIDE REHAB (GROUP 5)	8325-SANDY RENO_AT_LES V	633	-	-	-	-	633
	9050-CCTV_AT_LES V	-	-	-	-	-	-
	9109-CCTV2_AT_LES V	334	-	-	-	-	334
LOWER EAST SIDE REHAB (GROUP 5) Total		1,459	-	-	-	-	1,459
MANHATTANVILLE	9018-ELEVATORS4_AT_MHTNVILLE	267	-	-	-	2,086	2,353
MANHATTANVILLE Total		267	-	-	-	2,086	2,353
MELTZER TOWER	9152-ELEVATORS2_AT_VARIOUS	-	-	-	-	2,086	2,086
MELTZER TOWER Total		-	-	-	-	2,086	2,086
METRO NORTH PLAZA	8326-SANDY RENO_AT_METRO N PLZ	1,746	26,476	13,796	-	-	42,018
	8357-SEC ENHANCEMTS_AT_METRO N PLZ	100	-	-	-	-	100
	8709-GROUNDS2_AT_METRO N PLZ	500	-	-	-	-	500
RANDOLPH Total:		2,346	26,476	13,796	-	-	42,618
POLO GROUNDS TOWER	8859-SEC LIGHTING_AT_POLO GROUNDS	630	-	-	-	-	630
	9028-SEC ENHANCEMTS_AT_POLO GROUNDS	66	-	-	-	-	66
	9248-PLUMBING4_AT_POLO GROUNDS	-	600	8,000	-	-	8,600
POLO GROUNDS TOWER Total		696	600	8,000	-	-	9,296
RANDOLPH	5718-MAJOR RENO2_AT_RANDOLPH	6,320	-	-	-	-	6,320
	8611-MAJOR RENO3_AT_RANDOLPH	991	-	-	-	-	991
RANDOLPH Total		7,311	-	-	-	-	7,311
RANGEL	6727-ELEVATORS2_AT_RANGEL	1,124	-	-	-	-	1,124
	7851-SANDY GC_AT_RANGEL	18	-	-	-	-	18
	8322-SANDY RENO_AT_RANGEL	23,203	791	-	-	-	23,993
RANGEL Total		24,345	791	-	-	-	25,135

Table 2: FY Capital Projects by Development



(\$000)

Development	Project Number and Project Name	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Manhattan							
REHAB PROGRAM (TAFT)	8628-BATHROOMS_AT_MANH	4,000	-	-	-	-	4,000
REHAB PROGRAM (TAFT) Total		4,000	-	-	-	-	4,000
REHAB PROGRAM (WISE REHAB)	8915-CCTV_AT_WISE REHAB	125	-	-	-	-	125
REHAB PROGRAM (WISE REHAB) Total		125	-	-	-	-	125
RIIS I	8312-SANDY RENO_AT_RIIS I	6,618	67,359	17,770	-	-	91,747
RIIS I Total		6,618	67,359	17,770	-	-	91,747
RIIS II	8314-SANDY RENO_AT_RIIS II	2,780	30,348	7,936	-	-	41,065
RIIS II Total		2,780	30,348	7,936	-	-	41,065
ROBBINS PLAZA	8690-ENTR/EXT-DWEL_AT_ROBBINS PLZ	45	-	-	-	-	45
	8691-PLUMBING2_AT_ROBBINS PLZ	45	-	-	-	-	45
	8956-EQUIP UPGRADE_AT_ROBBINS PL	50	-	-	-	-	50
ROBBINS PLAZA Total		140	-	-	-	-	140
RUTGERS	6224-ENERGY INIT_AT_RUTGERS	275	-	-	-	-	275
RUTGERS Total		275	-	-	-	-	275
SAINT NICHOLAS	5765-CC-UPGRADE_AT_131 ST NICH	36	-	-	-	-	36
	7658-PLUMBING3_AT_ST NICH	3,000	-	-	-	-	3,000
	8763-BRICK/ROOFS_AT_ST NICH	15,691	-	-	-	-	15,691
	9029-SEC ENHANCEMETS_AT_ST NICHOLAS	344	-	-	-	-	344
SAINT NICHOLAS Total		19,071	-	-	-	-	19,071
SAMUEL, FREDERICK (CITY)	9110-CCTV_AT_SAMUEL(CITY)	500	-	-	-	-	500
SAMUEL, FREDERICK (CITY) Total		500	-	-	-	-	500
SEWARD PARK EXT	8353-GROUNDS2_AT_SEWARD PK E	129	-	-	-	-	129
SEWARD PARK EXT Total		129	-	-	-	-	129
SMITH	8323-SANDY RENO_AT_SMITH	51,679	-	-	-	-	51,679
	8636-PLUMBING4_AT_SMITH	5,400	-	-	-	-	5,400
SMITH Total		57,079	-	-	-	-	57,079
TAFT	6574-ELEVATORS2_AT_TAFT	11	-	-	-	-	11
	4630-DOORS2_AT_TAFT	0	-	-	-	-	0
	9252-HEATING3_AT_TAFT	-	600	-	6,300	-	6,900
TAFT Total		11	600	-	6,300	-	6,911
THURGOOD MARSHALL PLAZA	7278-ROOFS2_AT_TMARSHALL	9,904	-	-	-	-	9,904
	9108-CCTV_AT_TMARSHALL	70	-	-	-	-	70
THURGOOD MARSHALL PLAZA Total		9,974	-	-	-	-	9,974
TWO BRIDGES URA (SITE 7)	6716-HEATING3_AT_TWO BRDGS(7)	4,000	-	-	-	-	4,000
	8324-SANDY RENO_AT_TWO BRDGS(7)	105	245	-	-	-	350
	9138-GROUNDS_AT_TWO BRIDGES	6,625	11,338	1,164	-	-	19,127
TWO BRIDGES URA (SITE 7) Total		6,625	11,338	1,164	-	-	19,127
VLADECK I	6163-CC-UPGRADE_AT_VLADECK	51	-	-	-	-	51
	7739-CC-UPGRADE3_AT_VLADECK	942	-	-	-	-	942
VLADECK I Total		993	-	-	-	-	993
WAGNER	9030-EC ENHANCEMETS2_AT_WAGNER	1,959	-	-	-	-	1,959
	9253-BATHROOMS_AT_WAGNER	-	-	3,000	-	24,500	27,500
WAGNER Total:		1,959	-	3,000	-	24,500	29,459
WALD	8327-SANDY RENO_AT_WALD	4,630	28,174	23,238	769	-	56,812
WALD Total:		4,630	28,174	23,238	769	-	56,812
WASHINGTON	8711-GROUNDS3_AT_WASHINGTON	200	-	-	-	-	200
WASHINGTON Total		200	-	-	-	-	200
WHITE	561-CC-UPGRADE_AT_WHITE CC	887	-	-	-	-	887
	7798-CC-UPGRADE2_AT_WHITE CC	366	-	-	-	-	366
	9054-ROOFS_AT_WHITE	1,733	-	-	-	-	1,733
	9136-GROUNDS_AT_WHITE	120	280	-	-	-	400
WHITE Total		3,106	280	-	-	-	3,386
WILSON	8937-GROUNDS2_AT_WILSON	375	-	-	-	-	375
WILSON Total		375	-	-	-	-	375

Table 2: FY Capital Projects by Development



(\$000)

Development	Project Number and Project Name	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Manhattan							
WISE TOWERS	8695-GROUNDS2_AT_WISE TOWERS	436	-	-	-	-	436
	9053-ROOFS2_AT_WISE TOWERS	3,377	-	-	-	-	3,377
WISE TOWERS Total:		3,813	-	-	-	-	3,813
W S U R (BROWNSTONES)	7020-PLUMBING3_AT_WSUR(BWN)	-	-	1,500	-	-	1,500
W S U R (BROWNSTONES) Total:		-	-	1,500	-	-	1,500
W S U R (SITE A) 120 WEST 94TH ST	8350-SEC ENHANCMTS_AT_WSUR-94TH	18	-	-	-	-	18
	9131-CC-UPGRADE_AT_WSUR (SITEA)	140	-	-	-	-	140
W S U R (SITE A) 120 WEST 94TH ST Total		158	-	-	-	-	158
W S U R (SITE B) 74 WEST 92ND ST	8351-SEC ENHANCMTS_AT_WSUR-92ND	15	-	-	-	-	15
W S U R (SITE B) 74 WEST 92ND ST Total		15	-	-	-	-	15
W S U R (SITE C) 589 AMSTERDAM AVE	8348-SEC ENHANCMTS_AT_WSUR-589A	12	-	-	-	-	12
W S U R (SITE C) 589 AMSTERDAM AVE Total		12	-	-	-	-	12
Manhattan Total		233,371	335,016	237,032	68,503	33,586	907,508
Queens							
ASTORIA	1676-CC-UPGRADE_AT_ASTORIA SCC	1,150	-	-	-	-	1,150
	7689-ROOFS3_AT_ASTORIA	6,200	-	-	-	-	6,200
	7791-GC4_AT_ASTORIA	300	-	-	-	-	300
	8306-SANDY RENO_AT_ASTORIA	48,229	13,529	-	-	-	61,758
	8917-GROUNDS2_AT_ASTORIA	350	-	-	-	-	350
	9094-GROUNDS3_AT_ASTORIA	350	-	-	-	-	350
ASTORIA Total:		56,579	13,529	-	-	-	70,108
BAISLEY PARK	9095-CCTV_AT_BAISLEY PK	500	-	-	-	-	500
BAISLEY PARK Total		500	-	-	-	-	500
BEACH 41ST ST - BEACH CHANNEL DRIVE	8311-SANDY RENO_AT_BEACH 41ST	940	13,300	9,642	-	-	23,881
BEACH 41ST ST - BEACH CHANNEL DRIVE Total:		940	13,300	9,642	-	-	23,881
BLAND	9128-GROUNDS3_AT_BLAND	150	350	-	-	-	500
BLAND Total		150	350	-	-	-	500
CARLETON MANOR	8318-SANDY RENO_AT_CARLETON	18,936	3,399	-	-	-	22,335
CARLETON MANOR Total:		18,936	3,399	-	-	-	22,335
CONLON LIHFE TOWERS	9124-CCTV2_AT_CONLON LIHFE	100	-	-	-	-	100
CONLON LIHFE TOWERS Total		100	-	-	-	-	100
HAMMEL	7626-PLUMBING2_AT_HAMMEL	1,500	-	-	-	-	1,500
	8316-SANDY RENO_AT_HAMMEL	6,261	105,148	77,198	-	-	188,607
	8318-SANDY RENO_AT_CARLETON	569	142	-	-	-	712
	8910-GROUNDS_AT_CARLETON	250	-	-	-	-	250
	9096-GROUNDS3_AT_HAMMEL	500	-	-	-	-	500
HAMMEL Total:		9,080	105,291	77,198	-	-	191,569
INTERNATIONAL TOWER	9142-CCTV_AT_INTL TWRS	100	-	-	-	-	100
INTERNATIONAL TOWER Total		100	-	-	-	-	100
LATIMER GARDENS	9097-GROUNDS3_AT_LATIMER	350	-	-	-	-	350
LATIMER GARDENS Total		350	-	-	-	-	350
LEAVITT ST - 34TH AVE	8940-CCTV_AT_LEAVITT-34	350	-	-	-	-	350
LEAVITT ST - 34TH AVE Total		350	-	-	-	-	350
OCEAN BAY (BAYSIDE) FORMERLY EDGEMERE	8313-SANDY RENO_AT_BAYSIDE	75,566	75,584	37,214	-	-	188,364
	8891-SEC ENHANCMTS_AT_BAYSIDE	495	-	-	-	-	495
	9284-RAD TRANSFER_AT_BAYSIDE	2,698	-	-	-	-	2,698
OCEAN BAY (BAYSIDE) FORMERLY EDGEMERE Total:		78,759	75,584	37,214	-	-	191,557

Table 2: FY Capital Projects by Development



(\$000)

Development	Project Number and Project Name	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Queens							
OCEAN BAY (OCEANSIDE) FORMERLY ARVERNE	7559-SECURITY SYSTEM_AT_BAYSIDE 8321-SANDY RENO_AT_OCEANSIDE	121	-	-	-	-	121
OCEAN BAY (OCEANSIDE) FORMERLY ARVERNE Total:		47,060	-	-	-	-	47,060
POMONOK	7633-HEATING3_AT_POMONOK 9254-BATHROOMS_AT_POMONOK	-	-	50	-	-	50
POMONOK Total:		-	3,000	50	27,500	27,500	58,000
QUEENSBRIDGE NORTH	7366-BRICK/ROOF_AT_QUEENSBIDGE N 8717-GROUNDS_AT_QUEENSBRIDGE N 8953-GROUNDS_AT_QUEENSBRIDGE 9190-ELEVATORS2_AT_QUEENSBIDGE N	1,158	-	-	-	-	1,158
QUEENSBRIDGE NORTH Total:		3,958	-	19,000	-	-	22,958
QUEENSBRIDGE SOUTH	5558-CCTV_AT_QUEENSBIDGE S 7365-BRICK/ROOF_AT_QUEENSBIDGE S 9098-GROUNDS2_AT_QUEENSBIDGE S 9191-ELEVATORS2_AT_QUEENSBIDGE S	76	-	-	-	-	76
QUEENSBRIDGE SOUTH Total:		2,934	-	-	-	19,000	21,934
RAVENSWOOD	9140-GROUNDS2_AT_RAVENSWOOD	105	245	-	-	-	350
RAVENSWOOD Total		105	245	-	-	-	350
REDFERN	6985-ELEVATORS_AT_REDFERN 8310-SANDY RENO_AT_REDFERN 8715-GROUNDS_AT_REDFERN 9099-GROUNDS2_AT_REDFERN	18	-	-	-	-	18
REDFERN Total:		13,554	59,406	11,107	-	-	84,067
SHELTON HOUSE	9100-CCTV_AT_SHELTON	500	-	-	-	-	500
RAVENSWOOD Total		500	-	-	-	-	500
SOUTH JAMAICA I	8716-GROUNDS2_AT_SJAMAICA 8970-HEATING4_AT_SJAMAICA I	50	-	-	-	-	50
SOUTH JAMAICA I Total:		50	-	50	-	-	100
SOUTH JAMAICA II	8972-HEATING3_AT_SJAMAICA II	-	-	50	-	-	50
SOUTH JAMAICA II Total:		-	-	50	-	-	50
WOODSIDE	5666-BRICK/ROOF_AT_WOODSIDE 6432-CCTV_AT_WOODSIDE 8363-GROUNDS_AT_WOODSIDE 9101-GROUNDS2_AT_WOODSIDE	175	-	-	-	-	175
WOODSIDE Total:		538	-	-	-	-	538
Queens Total		234,543	274,104	154,311	27,500	46,500	736,958
Staten Island							
MARINER'S HARBOR	6885-CCTV_AT_MARINER'S HB 7852-SANDY GC_AT_MARINER'S HB	35	-	-	-	-	35
MARINER'S HARBOR Total:		35	-	-	-	-	35
NEW LANE AREA	8889-SEC ENHANCEMTS_AT_NEW LANE	700	-	-	-	-	700
NEW LANE AREA Total:		700	-	-	-	-	700
STAPLETON	3173-ROOFS_AT_STAPLETON 9031-SEC ENHANCEMTS_AT_STAPLETON	67	-	-	-	-	67
STAPLETON Total:		1,471	-	-	-	-	1,471
TODT HILL	8888-SEC ENHANCEMTS_AT_TODT HILL 9123-CCTV_AT_TODT HILL	3,200	-	-	-	-	3,200
TODT HILL Total:		3,400	-	-	-	-	3,400
WEST BRIGHTON I	8947-CCTV2_AT_W BRIGHTON I	3,200	-	-	-	-	3,200
WEST BRIGHTON I Total		3,200	-	-	-	-	3,200
Staten Island Total		8,806	-	-	-	-	8,806



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Central Office							
Property Mgt Dept-Manhattan Boro Mgt	7553-CC-UPGRADE_AT_SEWARD PK E	750	-	-	-	-	750
	7751-A&E_AT_MANH	39	-	-	-	-	39
Property Mgt Dept-Manhattan Boro Mgt Total:		789	-	-	-	-	789
Property Mgt Dept-Brooklyn Boro Mgt	7749-A&E_AT_BKLYN E	23	-	-	-	-	23
Property Mgt Dept-Brooklyn Boro Mgt Total		23	-	-	-	-	23
EVP - Administration							
	IVR Enhancement	110	-	-	-	-	110
	Virtual Hold	169	-	-	-	-	169
	HR / Performance Management	137	-	-	-	-	137
EVP - Administration Total:		416	-	-	-	-	416
EVP - Capital Projects							
	140-A&E-03_AT_PHA WIDE	8	-	-	-	-	8
	1896-ENERGY-INST HOT WATER HEATERS	-	7,642	-	-	-	7,642
	4178-NEEDS ASSESS_AT_PHA WIDE	17,714	250	250	250	-	18,464
	5060-CHANGE ORDER/UNPLANNED_AT_CPD	15,626	10,880	8,160	-	-	34,665
	5061-BOND CONTINGENCY_AT_CPD	6,163	-	-	-	-	6,163
	5444-COST ESTIMATING_AT_VARIOUS LOC	60	-	-	-	-	60
	5849-LOCAL LAW 11_AT_VARIOUS	13	-	-	-	-	13
	6061-LOCAL LAW 11_AT_BRX-SI	162	-	-	-	-	162
	6481-BRICKWORK10_AT_VARIOUS	139	-	-	-	-	139
	6644-FRONT LINE COSTS	2,348	-	-	-	-	2,348
	7162-LAYERED ACCESS_AT_KING/TAFT	1,619	-	-	-	-	1,619
	7424-GC2_AT_VARIOUS	498	-	-	-	-	498
	7733-INSPECTION SERV2_AT_VARIOUS	736	-	-	-	-	736
	7766-PLUMBING22_AT_VARIOUS	806	-	-	-	-	806
	7781-SEC ENHANCEMETS_AT_VARIOUS	1,599	-	-	-	-	1,599
	7787-SEC ENHANCEMETS_AT_WAGNER	75	-	-	-	-	75
	7987-BRICKWORK5_AT_VARIOUS	45	-	-	-	-	45
	7988-BRICKWORK6_AT_VARIOUS	248	-	-	-	-	248
	7989-BRICKWORK7_AT_VARIOUS	196	-	-	-	-	196
	8099-SECTION 504_AT_BX/QNS	7,409	2,500	2,500	2,500	2,500	17,409
	8113-CM FEES_AT_VARIOUS	26,785	20,959	18,375	-	-	66,119
	8143-A&E_AT_VARIOUS	83	-	-	-	-	83
	8369-CC-UPGRADE_AT_VARIOUS	1,800	-	-	-	-	1,800
	8400-INST HOT WATER HEATERS_AT_VARIOU	2,000	27,471	-	-	-	29,471
	8568-PLUMBING6_AT_VARIOUS	100	-	-	-	-	100
	8588-PLUMBING8_AT_VARIOUS	562	-	-	-	-	562
	8598-BRICK/ROOF2_AT_VARIOUS	71	-	-	-	-	71
	8655-HEATING10_AT_VARIOUS	2,072	2,000	2,000	2,000	2,000	10,072
	8657-FIRE PRO-ALARM3_AT_VARIOUS	11,717	3,500	2,500	2,500	2,500	22,717
	8721-SEC LIGHTING_AT_VARIOUS	201	-	-	-	-	201
	8722-SEC LIGHTING2_AT_VARIOUS	102	-	-	-	-	102
	8723-SEC LIGHTING3_AT_VARIOUS	318	-	-	-	-	318
	8728-SEC ENHANCEMETS4_AT_VARIOUS	169	-	-	-	-	169
	8735-GC3_AT_VARIOUS	99	-	-	-	-	99
	8799-COMMERCIAL/STOREFRONTS_AT_VARIC	690	250	250	250	250	1,690
	8862-SEC LIGHTING_AT_QUEENSBRIDGEI	13,378	-	-	-	-	13,378
	8879-LIGHTING & HEATING_AT_VARIOUS	477	-	-	-	-	477
	8897-ROOFS4_AT_VARIOUS	1	100,000	-	-	-	100,001
	8899-SEC LIGHTING5_AT_VARIOUS	2,707	-	-	-	-	2,707
	8945-GROUNDS3_AT_VARIOUS	750	-	-	-	-	750
	8963-PLUMBING13_AT_VARIOUS	5	-	-	-	-	5
	8966-BRICKWORK13_AT_VARIOUS	85,000	-	-	-	-	85,000
	8982-EXT COMPACTORS_AT_VARIOUS	1,000	1,000	1,000	1,100	1,891	5,991
	8983-EXT COMPACTORS2_AT_VARIOUS	1,500	1,500	1,500	2,000	2,000	8,500
	8985-INT COMPACTORS_AT_VARIOUS	1,200	1,200	1,200	1,300	3,000	7,900
	8992-PLUMBING15_AT_VARIOUS	5,000	5,000	5,000	5,000	5,000	25,000
	9001-APARTMENT RENO3_AT_VARIOUS	15,934	-	-	-	-	15,934
	9016-CM FEES3_AT_VARIOUS	107	-	-	-	-	107
	9017-CM FEES4_AT_VARIOUS	420	-	-	-	-	420
	9032-SEC ENHANCEMETS_AT_QUEENSBRIDGE	14,774	-	-	-	-	14,774
	9036-SEC ENHANCEMETS7_AT_VARIOUS	258	-	-	-	-	258



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Central Office	9037-GARBAGE DISPOS8_AT_VARIOUS	10,000	-	-	-	-	10,000
	9056-ADMIN COSTS_AT_SANDY	1,200	1,200	1,200	1,200	1,200	6,000
	9249-PLUMBING25_AT_VARIOUS	2,500	1,500	1,500	1,500	1,500	8,500
	9250-PLUMBING26_AT_VARIOUS	7,500	7,500	7,500	7,500	7,500	37,500
	9257-GC6_AT_VARIOUS	5,000	5,000	5,000	5,000	4,000	24,000
	8379-CONTRACT OVERSIGHT	747	-	-	-	-	747
EVP - Capital Projects Total:		271,691	199,352	57,934	32,100	33,341	594,418
EVP - Real Estate	6055-MISC FEES_AT_DEVELOPMENT	153	-	-	-	-	153
EVP - Real Estate Total		153	-	-	-	-	153
Off of the Chief Information Officer	3838-IT-PRINTERS	83	-	-	-	-	83
	3840-IT-IMAGING	483	53	269	83	-	887
	3843-IT-SERVERS 2	317	-	-	-	-	317
	3848-IT-MAN IMPL	79	-	-	-	-	79
	3849-IT-WIRELESS	1,420	1,000	-	-	-	2,420
	3922-IT-CAPITAL PROJECTS SYSTEM	0	-	-	-	-	0
	4775-IT-CAPACITY UPGRD	6	-	-	-	-	6
	4791-IT-LAN MGT TOOLS	0	-	-	-	-	0
	5437-IT-LAW INVOICE SYSTEM	673	-	-	-	-	673
	5567-IT-KRONOS ENH	134	1,342	-	-	-	1,476
	5568-IT-ORACLE UGR2	639	45	52	52	-	789
	5570-IT-ORACLE SOURC	15	-	-	-	-	15
	6102-IT-CENTRALIZED CALL CENTER	481	-	-	-	-	481
	6162-IT-ROUTERS	1,273	1,014	62	62	62	2,474
	6388-IT-NICE2	0	-	-	-	-	0
	6740-IT-DESKTOP REFRESH	3,265	-	-	-	-	3,265
	6763-IT-EMC STORAGE	253	186	207	207	207	1,060
	6764-IT-SERVERS	12	-	-	-	-	12
	6785-IT-VOIP	2,472	375	375	375	375	3,972
	6922-IT-ERP ENHANCEMENT	1,991	1,694	1,575	1,575	-	6,835
	7100-IT-ENTERPRISE INTERNET	1	-	-	-	-	1
	7102-IT-NETWORK SECURITY	605	207	331	186	-	1,329
	7104-IT-COMMUNICATION UPGRADE	403	-	-	-	-	403
	7105-IT-DATA CENTER CONSOL	6	-	-	-	-	6
	7106-IT-COLLABORATION SPACE	346	-	-	-	-	346
	7126-IT-BUSINESS PROCESS IMP	2,112	-	-	-	-	2,112
	7127-IT-STAFF AUGMENTATION	122	-	-	-	-	122
	7128-IT-BUSINESS SYS TECH IMP	982	-	-	-	-	982
	7129-IT-TRAINING	53	-	-	-	-	53
	7224-IT- MOBILE ACCESS	3,588	-	-	-	-	3,588
	7427-IT-HYPERION	1	-	-	-	-	1
	7430-IT-ORACLE EXADATA	620	869	217	-	240	1,947
	7716-IT-HR MANAGEMENT	794	34	23	10	-	861
	7727-IT-ATAD ENHANCEMENTS	3,298	1,400	1,400	1,400	1,400	8,898
	8148-IT-REES eService	326	-	-	-	-	326
	8169-IT-WINDOWS OS 7	0	-	-	-	-	0
	8171-IT-MAXIMO HEATING	593	-	-	-	-	593
	8172-IT-MAXIMO UPGRADE	62	-	-	-	-	62
	8173-IT-EMERGENCY REPORTING SYSTEM	67	-	-	-	-	67
	8174-IT-MAXIMO ENHANCEMENT	4,674	1,500	1,500	1,500	1,500	10,674
	8177-IT-FUSION UPGRADE SOD	99	-	-	-	-	99
	8178-IT-EXE DASHBOARD PHASE II	264	120	79	79	-	541
	8179-IT-PRIMAVERA SUPPORT	271	-	-	-	-	271
	8180-IT-PROCUREMENT	123	-	-	-	-	123
	8182-IT-DISASTER RECOVERY2	39	-	-	-	-	39
	8183-IT-CLOUD SOLUTION	1,803	1,724	1,414	1,406	1,406	7,753
	8581-IT-SIEBEL UPGRADE 8.2	388	63	32	32	-	514
	8883-IT-APP DEV/ENH-NYCHA DEPT	75	-	-	-	-	75



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Central Office	8884-IT-INFRASTR UPG/ENH-FIELD DEPT	75	550	50	50	50	775
	8886-IT-INFRASTR UPG/ENH-NYCHA DEPT	391	195	290	476	476	1,828
	6148-IT-TECH3_AT_PHA WIDE	1	-	-	-	-	1
Off of the Chief Information Officer Total		35,780	12,371	7,876	7,492	5,716	69,235
EVP - Finance	4987-ENERGY STRATEGIC PLAN	26	-	-	-	-	26
	3921-CONTINGENCY (NON-CPD)	3,866	-	-	-	-	3,866
	6460-CFFP DEBT SERVICE	121,000	60,500	60,500	60,500	60,500	363,000
	6859-TRANSFER TO OP FY2010 I	23,137	4,697	4,697	4,697	4,697	41,926
	Electronic Invoicing	485	-	-	-	-	485
EVP - Finance Total:		148,515	65,197	65,197	65,197	65,197	409,304
EVP - Operations	149-ASBESTOS AIR MONITORING	379	-	-	-	-	379
	155-ASBESTOS LAB & INSPECTION	269	-	-	-	-	269
	159-ASBESTOS ABATEMENT	142	-	-	-	-	142
	2367-LEAD RISK RE-EVALUATIONS	1,465	-	-	-	-	1,465
	3884-VAT ABATEMENT	46	-	-	-	-	46
	3885-LEAD INSPECTIONS	559	-	-	-	-	559
	3981-ENVIRO CONSULTING & SURVEY	986	-	-	-	-	986
	4037-RELOCATION-04_AT_PHA WIDE I	24	-	-	-	-	24
	4100-LEAD LABORATORY ANALYSIS	3	-	-	-	-	3
	4953-SECTION 504_AT_PHA WIDE	1,191	-	-	-	-	1,191
	5495-OIL SPILL INSPECTIONS	144	-	-	-	-	144
	6575-BRICK/ROOFS_AT_MANH VAR	2	-	-	-	-	2
	6730-OFF FAC UPGR_AT_OPERATIONS	0	-	-	-	-	0
	6746-APARTMENT RENO_AT_VARIOUS	18	-	-	-	-	18
	6759-INTERCOMS_AT_OPERATIONS	17	-	-	-	-	17
	6760-HEATING_AT_OPERATIONS	91	-	-	-	-	91
	6762-GROUNDS_AT_OPERATIONS	354	-	-	-	-	354
	7089-EQUIP_AT_OPERATIONS	4,767	-	-	-	-	4,767
	7204-FIRE PRO-ALARM-08_AT_PHA WIDE	27	-	-	-	-	27
	7205-FIRE PRO-SPRINKLER_AT_VARIOUS	41	-	-	-	-	41
	7209-FIRE SUPPR SYSTEM2_AT_VARIOUS	0	-	-	-	-	0
	7544-LBP INSPECTION EQUIP_AT_VARIOUS	4	-	-	-	-	4
	8376-HEATING8_AT_VARIOUS	1,419	1,400	1,400	1,400	1,400	7,019
	8585-PLUMBING7_AT_VARIOUS	2,743	2,600	2,600	2,600	2,600	13,143
	8880-PLUMBING12_AT_VARIOUS	54	-	-	-	-	54
	8959-GC4_AT_VARIOUS	145	-	-	-	-	145
	8964-APARTMENT RENO4_AT_VARIOUS	218	-	-	-	-	218
	8973-STAIRWAYS_AT_VARIOUS	100	-	-	-	-	100
	8981-PLUMBING14_AT_VARIOUS	1,192	-	-	-	-	1,192
	8990-HEATING12_AT_VARIOUS	1,441	1,000	1,000	1,000	1,000	5,441
	8991-HEATING13_AT_VARIOUS	9,988	-	-	-	-	9,988
	9038-PAINTING_AT_VARIOUS	5,991	-	-	-	-	5,991
	8955-PAINTERS APPRENTICE_AT_VARIOUS	8,000	-	-	-	-	8,000
	8992-PLUMBING15_AT_VARIOUS	3,950	-	-	-	-	3,950
EVP - Operations Total:		45,771	5,000	5,000	5,000	5,000	65,771
EVP - Supply Chain	6533-ENERGY EFF REFRIG_AT_VARIOUS	1,752	-	-	-	-	1,752
	6532-ENERGY EFF RANGES_AT_VARIOUS	2,980	-	-	-	-	2,980
EVP - Supply Chain Total		4,732	-	-	-	-	4,732
Central Office Total		507,870	281,920	136,008	109,790	109,254	1,144,841
All Projects Total		1,504,072	1,885,646	885,032	326,975	322,556	4,924,281

Budget Process



Overview of the Budget Process

Responsibilities

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

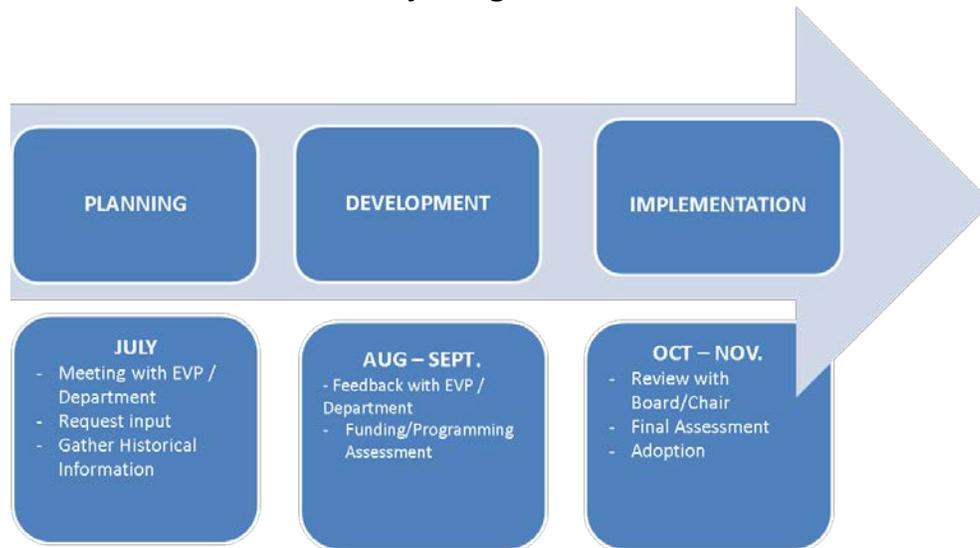
Budget Process

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

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

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

Table 1: Preliminary Budget Calendar



Planning

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

Development

With updated forecasts from funding agencies and NYCHA spending history, the Budget Department reforecasts NYCHA’s financial condition, and provides an update to the Board. The Board again directs adjustments to the BRGs’ funding level. Revised financial targets are then distributed and the BRGs develop reduction and new need programs by a set deadline. These submissions are analyzed by DBFP staff and presented to the Board. After the Board is briefed on the programmatic adjustments to the budget and has an opportunity to examine policy implications, the changes are integrated into the Financial Plan and put forth for Board approval. After the Board has approved the Budget and Financial Plan, a summary document is posted on NYCHA’s web site for public review. A “Budget Book” is produced which provides financial and programmatic details on the Financial Plan. Updating systems such as Oracle and Hyperion and disseminating reports to BRGs

Budget Management

Consists of day-to-day actions that occur throughout the year, mainly around monitoring the budget and headcount, and performing budgeting related programmatic and financial analysis and reporting to relevant internal and external stakeholders. As part of ongoing budget management activities BRG Managers periodically review their performance against budget. One of the focus points of this review is to determine the adequacy of the current budget to

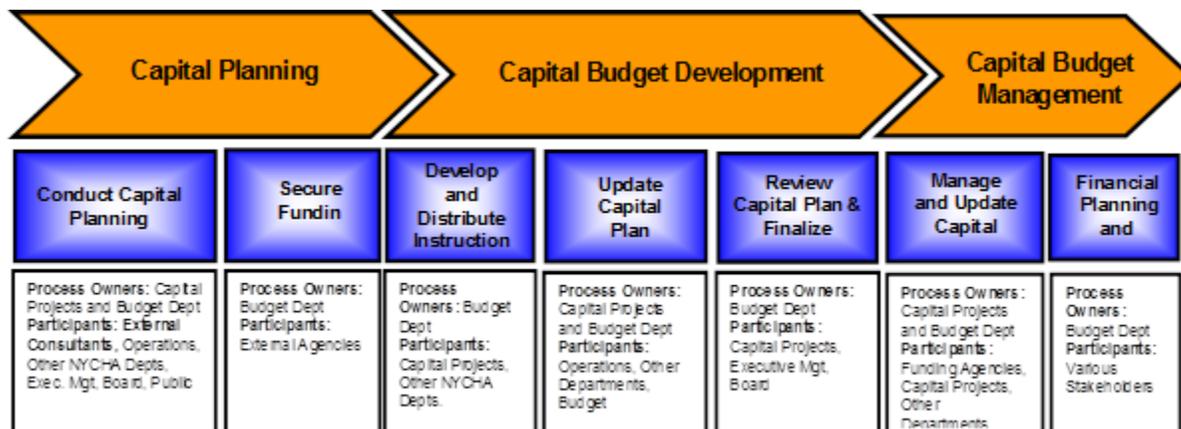
sustain current and future operating requirements of the BRG. In the event the review identifies the need to make a modification or revision to the current budget, the BRG Manager executes a modification/revision in line with the revision protocols:

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

Table 2: Operating Budget Process



Table 3: Capital Planning Process





Financial Management



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

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

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

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

Budget Role

Budget

The Authority has instituted an Agency-wide departmental budgeting structure. Departmental budgeting provides NYCHA departments with increased responsibilities in the development and monitoring of the Operating and Capital Budgets. Departments are primarily responsible for determining their current and anticipated needs and will work with the Budget Department to review and incorporate those needs into an annual Board approved budget. In addition, departments are empowered to display fiscal responsibility and accountability in the periodical monitoring of actual departmental revenues and expenditures against the annual budget.

In conjunction with Agency-wide departmental budgeting structure, NYCHA's budget process reflects the Board's vision and NYCHA's policy direction as well as its response to change in needs, demands, and opportunities. The budget process occurs twice a year with a pre-defined budget calendar. It incorporates departmental input in planning, development, and management of NYCHA's budget.

Audit

Internal Audit

The Authority has established an internal Audit Department to provide independent and objective analysis of NYCHA operations. In carrying out its responsibilities, internal audit reviews:

- The adequacy of Authority controls;

- The degree of compliance to regulatory requirements and internal procedures; and
- The efficiency and economy of its operations.

Audits are performed in accordance with an annual audit plan that is approved by the Authority's Audit Committee. The Audit Department has unrestricted access to Authority documents, records, and staff to maintain an independent perspective, the Director of Audit reports directly to the Audit Committee and administratively to the Executive Vice President for Policy, Planning, and Management Analysis.

Audit Committee

The Authority's Audit Committee has been in existence since June 2003. Per the amended and restated Charter, approved by the Board on September 25, 2013, the Committee consists of at least two (2) and not more than seven (7) members. The Chair of NYCHA is responsible for appointing two members of the Board annually, with the approval of a majority of the Board to the Committee. The Chair may select up to five other (5) non-Board members, with the approval of a majority of the Board, who are not NYCHA employees. The Chair of the Committee is selected by the Chair of NYCHA. The Audit Committee currently consists of four members, two of whom are Board members and the other two of whom are independent members, neither NYCHA employees nor Board members. The Audit Committee is co-chaired by the two Board members, an independent Board member and a resident Board member. As a result, the Audit Committee now consists of four highly accomplished individuals from outside NYCHA with a diverse range of expertise including regulatory and compliance, resident advocacy, finance, and policy making. Per its Board-approved Charter, the Audit Committee is charged with assisting the Board in overseeing the integrity of financial reporting, the adequacy of internal controls, and compliance with statutory and regulatory requirements. The Audit Committee oversees external audits performed by the Independent Auditor, and reviews the internal annual risk assessment/Annual Audit Plan, and through its co-chairs monitors the internal audit plan for the Internal Audit and Assessment Department.

External Audit

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

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



Debt

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

HDC Loans

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

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

The Series 2013 B bond proceeds were issued at a weighted average rate of 5.0% and are 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 draws down funds from the Trustee by means of capital fund requisitions as work is completed.

Certificates of Indebtedness

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



Mortgage Loans

As part of the Authority's March 16, 2010 mixed-finance transactions (see Note 20), 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, 2015, with 2009 Series L-2, 2010 Series B, 2011 Series A, and 2012 Series A paid in full. During September 2013, all three remaining loans were converted from construction to permanent loans, with principal and interest payable monthly.

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

The LLC II financing structure for rehabilitation provided private activity bond proceeds from a long-term bond issue of \$25,325,000 2010 Series A-1 Bonds. Similarly, acquisition funds were provided from the proceeds of the \$3,000,000 2010 Series A-2 Bonds. These mortgage loans are secured by the net operating income of the respective development's Section 8 rental revenue.

Equipment Purchase/Lease Agreement

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



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

Description of Long Term Debt	Jan. 1, 2015	Payments & Amortization	Dec. 31, 2015	Due Within One Year
<u>Bonds:</u>				
State Guaranteed Certificates of Indebtedness Outstanding (State Program) four issues remaining bearing interest of 3.5% to 3.875% per annum maturing annually through July 2024.	\$ 15,927	\$ (2,913)	\$ 13,014	\$ 2,225
State Guaranteed Certificates of Indebtedness Outstanding (incorporated into the Federal Housing Program), three issues remaining bearing interest of 3.5% to 4.75% per annum, maturing annually through July 2024.	2,218	(332)	1,886	244
<u>Loans Funded by:</u>				
HDC Capital Fund Program Revenue Bonds, Series 2013 A (\$185,785,000); Loan Agreement with an interest rate of 3.0% to 5.0% per annum, maturing annually through July 2025.	176,630	(12,840)	163,790	13,235
HDC Capital Fund Program Revenue Bonds, Series 2013 B-1 (\$348,130,000); Loan Agreement with an interest rate of 5.0% to 5.25% per annum, maturing annually through July 2033.	341,190	(15,205)	325,985	15,825
HDC Capital Fund Program Revenue Bonds, Series 2013 B-2 (\$122,170,000); Loan Agreement with an interest rate of 5.0% to 5.25% per annum, maturing annually through July 2032.	122,170	-	122,170	-
Loan Payable - Equipment Lease/Purchase Agreement with Bank of America for Energy Performance Contract (\$18,045,580) at an interest rate of 1.98% per annum, maturing January 19, 2026.	17,265	(857)	16,408	1,268
HDC 2009 Series L-1 Bonds (\$23,590,000); Permanent Mortgage Loan at an interest rate of 6.3% per annum, maturing November 2043; secured by mortgage.	23,245	(296)	22,949	315
HDC 2010 Series A-1 Bonds (\$25,325,000); Permanent Mortgage Loan at an interest rate of 5.1% per annum, maturing November 2041; secured by mortgage.	24,798	(446)	24,352	469
HDC 2010 Series A-2 Bonds (\$3,000,000); Permanent Mortgage Loan at an interest rate of 5.1% per annum, maturing May 2041; secured by mortgage.	2,938	(53)	2,885	56
Long Term Debt (before Premium)	726,381	(32,942)	693,439	33,637
Add Premium on HDC Revenue Bond Loan Agreements	35,974	(6,371)	29,603	-
TOTAL LONG TERM DEBT	\$ 762,355	\$ (39,313)	\$ 723,042	\$ 33,637



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, 2015, total principal and interest remaining on the combined debt for Series 2013 A, B-1, and B-2 are \$611,945,000 and \$293,854,000, respectively, with annual debt service ranging from \$59,517,000 in 2016 to \$38,792,000 in the final year. For 2015 and 2014, total principal and interest paid by the Authority was \$59,343,000 and \$41,655,000.

Equipment Purchase/Lease Agreement - As security for the Equipment Purchase/Lease Agreement with Bank of America, the Authority pledged HUD Operating Subsidy revenue to service the loan debt. With HUD’s approval, the Authority pledged as sole security, a portion of its annual appropriation from HUD that consists of HUD Financial Incentive Payments. The loan is payable with pledged revenue through 2026. The Authority has committed to appropriate HUD Operating Subsidy revenue in amounts sufficient to cover the scheduled principal and interest requirements of the debt. As of December 31, 2015, total principal and interest remaining on the Equipment Purchase/Lease Agreement are \$16,408,000 and \$1,897,000, with annual debt service ranging from \$1,586,000 in 2016 to \$853,000 in 2026. Operating subsidy contributions, from which appropriations have been made, were \$1,197,000 and \$819,000 in 2015 and 2014, respectively.

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, 2015 are payable as follows (\$ in thousands):

	<u>Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Current portion	2016	\$ 33,637	\$ 34,027	\$ 67,664
Long-term portion:				
	2017	35,051	32,581	67,632
	2018	35,916	30,928	66,844
	2019	37,595	29,249	66,844
	2020	39,385	27,455	66,840
	2021-2025	223,047	107,560	330,607
	2026-2030	152,398	60,396	212,794
	2031-2035	116,226	18,386	134,612
	2036-2040	14,374	3,898	18,272
	2041-2043	5,810	435	6,245
Total long-term portion		<u>659,802</u>	<u>310,888</u>	<u>970,690</u>
Total payments		<u>\$ 693,439</u>	<u>\$ 344,915</u>	<u>\$ 1,038,354</u>



Interest rates on outstanding debt range from 1.98 percent to 6.3 percent. During 2015 and 2014, principal repayments totaled \$32,942,000 and \$20,563,000, respectively.

Deposits

At December 31, 2015, the Authority's deposits had a carrying amount of \$783,036,000 and a bank balance of \$781,266,000. 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, 2015 and 2014 (\$ in thousands):

<u>Unrestricted</u>	<u>Bank Balance</u>	
	<u>2015</u>	<u>2014</u>
FDIC insured	\$ 1,640	\$ 1,250
Collateralized	<u>407,996</u>	<u>625,679</u>
Subtotal	<u>409,636</u>	<u>626,929</u>
 <u>Restricted</u>		
FDIC insured	44,803	44,658
Collateralized	<u>326,827</u>	<u>479,294</u>
Subtotal	<u>371,630</u>	<u>523,952</u>
Total Deposits	<u>\$ 781,266</u>	<u>\$ 1,150,881</u>

Unrestricted deposits totaling \$409,636,000 are earmarked for funding certain liabilities or future obligations, including self-insurance programs, and consist mostly of deposits to fully collateralized money market deposit accounts and interest-bearing bank accounts. Collateral coverage is monitored and maintained on a daily basis. The maximum exposure of deposits, represented by the highest daily cash balance held in all deposit accounts maintained by the Authority during the year, was \$1,246,234,000.

At December 31, 2015, \$9,452,000 of the Authority's unrestricted deposits was designated to pay claims of the Authority's self-insurance programs.

Restricted deposits totaling \$356,402,000 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, \$161,971,000 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 \$42,803,000 are also restricted and held in the form of Certificates of Deposit, maturing on March 31, 2016, and reinvested through March 31, 2017. The liability related to these deposits is included in unearned revenues and other current liabilities.



Investments

In accordance with GASB 72, NYCHA discloses its investments at fair market value. NYCHA invests only in securities that fall under GASB’s Level 2 fair market valuation grouping (there are 3 levels in total), since there are comparable and observable traded securities that can be used to accurately value NYCHA’s portfolio of securities. NYCHA uses the Bloomberg financial data system to determine the fair market value of its entire portfolio of securities. As of December 31, 2015, all of NYCHA’s long-term investment holdings were in U.S. agency bonds and GASB 72 requires their fair market value was based on similar bonds that are being traded.

Unrestricted Investments

The Authority’s investment policies comply with HUD’s guidelines. These policies restrict the Authority’s investments to obligations of the U.S. Treasury, U.S. Government agencies, and their instrumentalities. All investments are held in a secured custody account in the name of the Authority. All investments are publicly traded and the market value was based on published quoted values. Accrued interest receivable on unrestricted investments was \$1,987,000 and \$1,707,000 at December 31, 2015 and 2014.

Total unrestricted investments including federal operating and self-insurance programs, stated at fair value, consisted of the following at December 31, 2015 (\$ in thousands):

<u>Unrestricted</u>	<u>2015</u>	<u>2014</u>
U.S. Agency Security Notes	<u>\$795,961</u>	<u>\$549,802</u>

The maturities of the Authority’s unrestricted investments at December 31, 2015 were (\$ in thousands):

<u>Investment Type</u>	<u>Investment Maturities</u>			
	<u>Total</u>	<u><1 year</u>	<u>1-5 years</u>	<u>>5 years</u>
U.S. Agency Securities	<u>\$795,961</u>	<u>\$127,760</u>	<u>\$443,101</u>	<u>\$225,100</u>

At December 31, 2015, the Authority’s weighted average term to maturity for unrestricted investments is 3.47 years. The Authority determines maturity levels based upon current available interest rates, expectations for future rates and the appropriate amount of liquidity needed for operations. While HUD’s policy limits the maturities of investments held by housing authorities to three years, the Authority has received a HUD waiver to invest long-term reserves up to seven years.

The U.S. Government Agency Notes balance is comprised mostly of obligations issued by the Federal Home Loan Mortgage Corporation, the Federal Home Loan Bank, Federal Farm Credit Bank and the Federal National Mortgage Association. At December 31, 2015, fair market value in the amount of \$559,638,000 of the Authority’s long-term investments was designated to fund amounts to be paid with respect to the Authority’s self-insurance programs. The remaining



portion of anticipated obligations under the self-insurance program consists of fully collateralized money market demand deposit and interest-bearing bank accounts.

Restricted Investments

At December 31, 2015, NYCHA's total restricted funds had a fair market value of \$36,642,000. These funds were held by various Trustees (fiscal agents) relating to both mixed-finance transactions and HDC loans. This amount was comprised of \$31,376,000 in restricted investments and \$5,266,000 in restricted cash equivalents.

Of the \$31,376,000 in restricted investments held with fiscal agents, \$1,552,000 represents debt service reserves for the 2010 mixed finance transaction, and the remaining \$29,824,000 represents debt service reserves for the 2013 Capital Fund Financing Program. Accrued interest receivable on restricted investments was \$463,000 and \$923,000 at December 31, 2015 and 2014.

Restricted investments consist of the following at December 31, 2015 and 2014 (\$ in thousands):

Restricted	2015	2014
Forward Delivery Agreement	\$ 29,824	\$ 29,824
Repurchase Agreements	5,266	2,766
U.S. Agency Securities	1,552	90,990
NYC General Obligation Taxable Bond Series G-2	-	1,557
Total Restricted investments, including cash equivalents	36,642	125,137
Less amount reported as restricted cash equivalents	5,266	2,766
Restricted investments	<u>\$ 31,376</u>	<u>\$ 122,371</u>

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

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

At December 31, 2015, the Authority's weighted average term to maturity for restricted investments is 14.37 years. The Fiscal Agents determines maturity levels based upon current available interest rates, expectations for future rates and the appropriate amount of liquidity needed for NYCHA's operations.



Policies governing investments

The Authority has adopted the HUD investment policy outlined in HUD Notice PIH-2002-13 (HA), as its formal investment policy. In accordance with its Annual Contributions Contract (the “ACC”) with HUD, the Authority is required to comply with this HUD Notice. These guidelines require the Authority to deposit funds in accordance with the terms of a General Depository Agreement, which must be in a form approved by HUD and executed between the Authority and 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, and re-investment 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 are not 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 deposit accounts 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 deposit accounts and fully collateralized interest-bearing bank accounts. Consequently, the Authority does not limit deposits to any one bank. Nevertheless, the Authority strives to diversify holdings in cash and cash equivalents, whenever possible, to further minimize any potential concentration of credit risk.

Custodial credit risk

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

Risk Finance

The Authority maintains a risk management program to protect its assets and minimize its exposure to potential losses. The Authority utilizes a combination of self-insurance (workers' compensation and general liability) and commercial insurance to cover potential liabilities. A third-party administrator provides investigation, processing and loss control services for workers' compensation.

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



Contract Registration

All contracting activity and associated accounting are performed in the financial systems as part of the Authority's new contract registration process, and in conjunction with NYCHA's departmental budgets implemented in September 2003. This process requires that contracts must be registered in the financial system before final execution and must have budgetary approval. This means that work to be performed under the contract cannot commence until registration is completed. It ensures that sufficient funding exists to support the obligation associated with the contract, provides a central repository for contract documentation necessary to maintain an audit trail supporting the general ledger, and ensures the accuracy of accounting and funds available information posted in the Oracle financial system.



Fund Structure



Fund Structure Summary

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

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

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

Budgets by Fund

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

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

Fund Balance

For budgetary purposes, "fund balance" refers to a balanced budget (i.e. existing resources that are used to supplement current revenues and similar items to cover current expenditures). NYCHA budgets on a cash basis. The following tables show beginning and ending cash from FY 2014- FY 2017. Going into FY 2017, NYCHA has a \$21.1 million surplus.

Table 1 lists headcounts associated by funding sources from FY 2017- FY 2021. Table 2 shows the beginning and ending cash flows from FY 2013 -2015. Tables 3 - 7 list FY 2015 through FY 2019 by line item for each major funding source.



**Table 1: FY 2017 –FY 2021 Head Count
By Funding**

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
General Funds	10,596	10,425	10,385	10,357	10,344
Section 8 Funds	488	488	488	486	485
Grants	23	18	18	18	18
Total	11,107	10,930	10,890	10,860	10,847



**Table 2: FY 2015 –FY 2017 Comparison
(\$000)**

	FY 2015	FY 2016	FY 2017	Variance
Expenditures	YTD Actual	Cur. Mod. Budget	Budget	FY 16 vs. FY 17
<u>Personnel Services:</u>				
Salary F/T	632,319	629,800	659,040	29,240
Salary P/T	1,238	1,263	1,670	407
Seasonal	2,110	325	-	(325)
Overtime	74,234	67,499	77,420	9,921
Retro	42,115	4,611	227	(4,384)
Shift Differential	1,038	1,216	978	(238)
Fringe	538,636	727,344	588,890	(138,454)
Other	10,802	13,164	14,042	878
Subtotal Personnel Services	1,302,492	1,445,222	1,342,267	(102,955)
<u>Other Than Personnel Services:</u>				
Leases	40,226	41,166	41,632	466
Supplies	62,669	70,493	69,820	(673)
Utilities	559,297	600,196	529,868	(70,328)
Equipment	16,621	21,164	16,077	(5,087)
Contracts	135,784	162,216	216,720	54,504
Insurance	51,320	55,403	40,513	(14,890)
Housing Assistance Payments	946,969	960,993	966,221	5,228
Payment in Lieu of Taxes	-	-	-	-
Debt Services	834	733	653	(80)
Other OTPS	32,897	22,320	18,285	(4,035)
Subtotal Other Than Personnel Services	1,846,617	1,934,684	1,899,789	(34,895)
Total Expenses	3,149,109	3,379,906	3,242,056	(137,850)
Revenues				
<u>Revenues from Operations:</u>				
Tenant Rental Revenue	971,885	997,364	1,053,094	55,730
Other Revenue from Operations	17,786	17,896	17,495	(401)
Subtotal Revenues from Operations	989,671	1,015,260	1,070,589	55,329
<u>Other Revenues:</u>				
Federal Subsidies	937,495	910,035	821,986	(88,049)
Debt Services Subsidy	488	438	360	(78)
Section 8 Phased Conversion	46,903	51,902	56,325	4,423
Capital Funds Reimbursements	58,547	52,569	12,697	(39,872)
Interest on Investments	2,978	4,557	4,726	169
Other	66,127	140,241	166,995	26,754
Categorical Grants	12,443	3,904	1,377	(2,527)
Section 8 Subsidy	960,188	930,852	941,043	10,191
Section 8 Admin	75,496	69,693	76,406	6,713
City Funds	93,656	140,481	81,927	(58,554)
Subtotal Other Revenues	2,254,321	2,304,672	2,163,842	(140,830)
Total Revenues	3,243,992	3,319,932	3,234,431	(85,501)
Surplus /(Deficit) before Reserves	94,883	(59,974)	(7,625)	52,349
HAP Reserve (HUD-HELD)	-	-	25,178	25,178
Section 8 Admin Reserve	-	-	3,569	3,569
Surplus/(Deficit) net of Reserves	94,883	(59,974)	21,122	81,096



**Table 3: All Funds FY 2017–FY 2021
(\$000)**

	2017	2018	2019	2020	2021
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Expenditures					
<u>Personnel Services:</u>					
Salary F/T	659,040	649,781	646,839	644,784	643,914
Salary P/T	1,670	1,170	918	252	-
Seasonal	-	-	-	-	-
Overtime	77,420	77,281	77,270	77,045	77,045
Retro	227	227	227	227	227
Shift Differential	978	976	976	976	976
Fringe	588,890	602,733	619,992	640,188	658,780
Other Salary	14,042	14,009	14,009	14,009	14,009
Subtotal Personnel Services	1,342,266	1,346,178	1,360,231	1,377,482	1,394,952
<u>Other Than Personnel Services:</u>					
Leases	41,632	42,765	44,770	57,925	60,004
Supplies	69,820	67,943	67,858	66,377	66,377
Utilities	529,868	535,166	540,518	545,923	551,382
Equipment	16,077	14,751	12,262	12,075	11,749
Contracts	216,720	193,601	197,495	196,869	197,859
Insurance	40,513	38,586	61,913	65,502	69,372
Housing Assistance Payments	966,221	962,010	948,311	935,801	920,790
Debt Services	653	551	469	390	310
OTPS Other	18,286	17,662	15,474	15,108	15,131
Subtotal Other Than Personnel Services	1,899,791	1,873,036	1,889,070	1,895,971	1,892,974
Total Expenses	3,242,057	3,219,213	3,249,301	3,273,453	3,287,925
Revenues					
<u>Revenues from Operations:</u>					
Tenant Rental Revenue	1,053,094	1,076,924	1,086,063	1,094,889	1,103,792
Other Revenue from Operations	17,495	19,710	27,287	27,388	26,583
Subtotal Revenues from Operations	1,070,589	1,096,634	1,113,350	1,122,277	1,130,375
<u>Other Revenues:</u>					
Federal Subsidies	821,986	822,701	810,651	819,714	840,628
Debt Services Subsidy	360	285	230	180	131
Section 8 Phased Conversion	56,325	59,258	62,231	65,120	68,010
Section 8 Management Fees	-	-	-	-	-
Capital Fund Reimbursements	12,697	4,697	4,697	4,697	4,697
Interest on Investments	4,726	5,932	6,099	6,099	7,242
Other	166,994	159,778	91,394	90,334	65,444
Categorical Grants	1,377	618	68	68	68
Section 8 Subsidy	941,043	960,827	957,732	948,465	935,608
Section 8 Admin	76,406	76,411	75,498	74,314	73,063
City Funds	81,927	89,060	107,721	114,849	105,886
Subtotal Other Revenues	2,163,842	2,179,568	2,116,323	2,123,840	2,100,777
Total Revenues	3,234,431	3,276,202	3,229,673	3,246,117	3,231,151
Surplus /(Deficit) before Reserves	(7,626)	56,989	(19,627)	(27,335)	(56,774)
HAP Reserve (HUD-HELD)	25,178	1,183	-	-	-
Section 8 Admin Reserve	3,569	2,819	-	-	-
Surplus/(Deficit) net of Reserves	21,122	60,991	(19,627)	(27,335)	(56,774)



**Table 4: General Funds FY 2017 –FY 2021
(\$000)**

	2017	2018	2019	2020	2021
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Expenditures					
Personnel Services:					
Salary F/T	626,903	618,807	616,015	614,161	613,299
Salary P/T	1,105	757	504	252	-
Seasonal	-	-	-	-	-
Overtime	76,661	76,576	76,576	76,376	76,376
Retro	227	227	227	227	227
Shift Differential	978	976	976	976	976
Fringe	564,018	577,991	594,561	614,091	631,719
Other Salary	13,397	13,364	13,364	13,364	13,364
Subtotal Personnel Services	1,283,289	1,288,697	1,302,223	1,319,446	1,335,960
Other Than Personnel Services:					
Leases	35,285	36,253	38,001	50,070	51,879
Supplies	67,996	66,834	66,834	66,153	66,153
Utilities	529,685	534,982	540,332	545,735	551,192
Equipment	13,327	12,751	10,262	10,075	9,749
Contracts	209,449	187,981	192,017	193,084	194,032
Insurance	40,300	38,363	61,679	65,256	69,113
Housing Assistance Payments	-	-	-	-	-
Debt Services	360	285	230	180	131
OTPS Other	13,611	13,230	13,250	13,272	13,294
Subtotal Other Than Personnel Services	910,014	890,677	922,604	943,824	955,544
Total Expenses	2,193,304	2,179,374	2,224,828	2,263,271	2,291,504
Revenues					
Revenues from Operations:					
Tenant Rental Revenue	1,053,094	1,076,924	1,086,063	1,094,889	1,103,792
Other Revenue from Operations	17,495	19,710	27,287	27,388	26,583
Subtotal Revenues from Operations	1,070,589	1,096,634	1,113,350	1,122,277	1,130,375
Other Revenues:					
Federal Subsidies	820,321	821,063	809,041	818,132	839,077
Debt Services Subsidy	360	285	230	180	131
Section 8 Phased Conversion	56,325	59,258	62,231	65,120	68,010
Section 8 Management Fees	13,281	13,282	13,100	12,863	12,613
Capital Fund Reimbursements	12,697	4,697	4,697	4,697	4,697
Interest on Investments	4,726	5,932	6,099	6,099	7,242
Other	166,059	158,843	90,459	89,399	64,509
Categorical Grants	-	-	-	-	-
Section 8 Subsidy	-	-	-	-	-
Section 8 Admin	-	-	-	-	-
City Funds	50,094	54,815	65,654	65,747	65,747
Subtotal Other Revenues	1,123,865	1,118,175	1,051,512	1,062,238	1,062,025
Total Revenues	2,194,454	2,214,810	2,164,862	2,184,515	2,192,400
Surplus /(Deficit)	1,150	35,435	(59,966)	(78,756)	(99,104)



Table 5: Section 8 FY 2017 –FY 2021
(\$000)

	2017	2018	2019	2020	2021
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Expenditures					
<u>Personnel Services:</u>					
Salary F/T	29,650	29,655	29,654	29,453	29,445
Salary P/T	-	-	-	-	-
Seasonal	-	-	-	-	-
Overtime	650	650	650	650	650
Retro	-	-	-	-	-
Shift Differential	-	-	-	-	-
Fringe	22,649	23,479	24,291	25,064	25,993
Other Salary	645	645	645	645	645
Subtotal Personnel Services	53,593	54,429	55,239	55,811	56,733
<u>Other Than Personnel Services:</u>					
Leases	6,347	6,513	6,769	7,855	8,125
Supplies	80	80	80	80	80
Utilities	183	184	186	188	190
Equipment	2,000	2,000	2,000	2,000	2,000
Contracts	16,660	16,814	16,749	16,580	16,371
Insurance	213	224	235	246	259
Housing Assistance Payments	1,022,546	1,021,268	1,010,542	1,000,922	988,799
Debt Services	-	-	-	-	-
OTPS Other	1,835	1,835	1,835	1,835	1,835
Subtotal Other Than Personnel Services	1,049,863	1,048,917	1,038,397	1,029,706	1,017,659
Total Expenses	1,103,456	1,103,346	1,093,636	1,085,517	1,074,391
Revenues					
<u>Revenues from Operations:</u>					
Tenant Rental Revenue	-	-	-	-	-
Other Revenue from Operations	-	-	-	-	-
Subtotal Revenues from Operations	-	-	-	-	-
<u>Other Revenues:</u>					
Federal Subsidies	-	-	-	-	-
Debt Services Subsidy	-	-	-	-	-
Section 8 Phased Conversion	-	-	-	-	-
Section 8 Management Fees	-	-	-	-	-
Capital Fund Reimbursements	-	-	-	-	-
Interest on Investments	-	-	-	-	-
Other	935	935	935	935	935
Categorical Grants	-	-	-	-	-
Section 8 Subsidy	997,368	1,020,085	1,019,963	1,013,585	1,003,618
Section 8 Admin	76,406	76,411	75,498	74,314	73,063
City Funds	-	-	-	-	-
Subtotal Other Revenues	1,074,708	1,097,431	1,096,396	1,088,834	1,077,616
Total Revenues	1,074,708	1,097,431	1,096,396	1,088,834	1,077,616
Surplus /(Deficit) before Reserves	(28,748)	(5,916)	2,761	3,317	3,224
HAP Reserve (HUD-HELD)	25,178	1,183	-	-	-
Section 8 Admin Reserve	3,569	2,819	-	-	-
Surplus/(Deficit) net of Reserves	-	(1,913)	2,761	3,317	3,224



**Table 6: Grants FY 2017 –FY 2021
(\$000)**

	2017	2018	2019	2020	2021
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Expenditures					
<u>Personnel Services:</u>					
Salary F/T	2,486	1,319	1,170	1,170	1,170
Salary P/T	565	414	414	-	-
Seasonal	-	-	-	-	-
Overtime	109	56	45	20	20
Retro	-	-	-	-	-
Shift Differential	-	-	-	-	-
Fringe	2,223	1,262	1,140	1,034	1,069
Other Salary	-	-	-	-	-
Subtotal Personnel Services	5,383	3,051	2,769	2,224	2,259
<u>Other Than Personnel Services:</u>					
Leases	-	-	-	-	-
Supplies	1,744	1,030	944	145	145
Utilities	-	-	-	-	-
Equipment	750	-	-	-	-
Contracts	3,892	2,088	1,828	68	68
Insurance	-	-	-	-	-
Housing Assistance Payments	-	-	-	-	-
Debt Services	293	267	239	210	179
OTPS Other	2,840	2,597	389	1	1
Subtotal Other Than Personnel Services	9,520	5,982	3,400	424	393
Total Expenses	14,903	9,033	6,169	2,648	2,652
Revenues					
<u>Revenues from Operations:</u>					
Tenant Rental Revenue	-	-	-	-	-
Other Revenue from Operations	-	-	-	-	-
Subtotal Revenues from Operations	-	-	-	-	-
<u>Other Revenues:</u>					
Federal Subsidies	1,665	1,638	1,611	1,581	1,551
Debt Services Subsidy	-	-	-	-	-
Section 8 Phased Conversion	-	-	-	-	-
Section 8 Management Fees	-	-	-	-	-
Capital Fund Reimbursements	-	-	-	-	-
Interest on Investments	-	-	-	-	-
Other	-	-	-	-	-
Categorical Grants	1,377	618	68	68	68
Section 8 Subsidy	-	-	-	-	-
Section 8 Admin	-	-	-	-	-
City Funds	31,833	34,245	42,067	49,102	40,139
Subtotal Other Revenues	34,875	36,502	43,746	50,751	41,758
Total Revenues	34,875	36,502	43,746	50,751	41,758
Surplus /(Deficit)	19,972	27,469	37,578	48,103	39,106



Table 7: Eliminations FY 2017 –FY 2021
(\$000)

	2017	2018	2019	2020	2021
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Expenditures					
<u>Personnel Services:</u>					
Salary F/T	-	-	-	-	-
Salary P/T	-	-	-	-	-
Seasonal	-	-	-	-	-
Overtime	-	-	-	-	-
Retro	-	-	-	-	-
Shift Differential	-	-	-	-	-
Fringe	-	-	-	-	-
Other Salary	-	-	-	-	-
Subtotal Personnel Services	-	-	-	-	-
<u>Other Than Personnel Services:</u>					
Leases	-	-	-	-	-
Supplies	-	-	-	-	-
Utilities	-	-	-	-	-
Equipment	-	-	-	-	-
Contracts	(13,281)	(13,282)	(13,100)	(12,863)	(12,613)
Insurance	-	-	-	-	-
Housing Assistance Payments	(56,325)	(59,258)	(62,231)	(65,120)	(68,010)
Debt Services	-	-	-	-	-
OTPS Other	-	-	-	-	-
Subtotal Other Than Personnel Services	(69,606)	(72,540)	(75,331)	(77,983)	(80,622)
Total Expenses	(69,606)	(72,540)	(75,331)	(77,983)	(80,622)
Revenues					
<u>Revenues from Operations:</u>					
Tenant Rental Revenue	-	-	-	-	-
Other Revenue from Operations	-	-	-	-	-
Subtotal Revenues from Operations	-	-	-	-	-
<u>Other Revenues:</u>					
Federal Subsidies	-	-	-	-	-
Debt Services Subsidy	-	-	-	-	-
Section 8 Phased Conversion	(56,325)	(59,258)	(62,231)	(65,120)	(68,010)
Section 8 Management Fees	(13,281)	(13,282)	(13,100)	(12,863)	(12,613)
Capital Fund Reimbursements	-	-	-	-	-
Interest on Investments	-	-	-	-	-
Other	-	-	-	-	-
Categorical Grants	-	-	-	-	-
Section 8 Subsidy	-	-	-	-	-
Section 8 Admin	-	-	-	-	-
City Funds	-	-	-	-	-
Subtotal Other Revenues	(69,606)	(72,540)	(75,331)	(77,983)	(80,622)
Total Revenues	(69,606)	(72,540)	(75,331)	(77,983)	(80,622)
Surplus /(Deficit)	-	-	-	-	-



NYCHA Fact Sheet

Facts About NYCHA



What is NYCHA?

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

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

The Way It Is Today

NYCHA is the largest public housing authority in North America. NYCHA's Conventional Public Housing Program has 177,657 (as of March 1, 2016) apartments in 328 developments throughout New York City in 2,547 residential buildings containing 3,315 elevators. NYCHA comprises 11,398 employees. Our Public Housing developments serve 175,817 families and 403,275 authorized residents (as of January 1, 2016). This includes 3,544 Section 8 Households (as of January 1, 2016) residing in former State- and City-funded developments.

A total of 599,493 New Yorkers are served by NYCHA's Public Housing and Section 8 Programs. If NYCHA was a city, it would rank 31st in population size in the United States, with New York City ranked first (as per July, 2014 U.S. Census Estimate). Based upon the 2014 NYC Housing and Vacancy Survey (HVS), NYCHA Public Housing represents 8.1 percent of the City's rental apartments and, based on the July, 2015 Census Estimate, is home to 4.7 percent of the City's population.



Broadband Technology Opportunities Program Computer Class at Astoria Houses Community Center

NYCHA residents and Section 8 voucher holders combined occupy 11.9 percent of the City's rental apartments and comprise 7.0 percent of New York City's population.

Conventional Public Housing (as of March 1, 2016)

- The Bronx has 89 developments with 44,295 apartments.
- Brooklyn has 99 developments with 58,462 apartments.
- Manhattan has 98 developments with 53,105 apartments.
- Queens has 22 developments with 17,128 apartments.
- Staten Island has 10 developments with 4,502 apartments.
- 10 developments comprising FHA Acquired Homes total 165 apartments. Four FHA Homes groups are located entirely in Queens, the remainder in multiple boroughs with a majority in Queens.
- 41 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 9,671 apartments designated for seniors only.
- There also are 7,616 retrofitted apartments for families of persons who are mobility impaired.

Section 8 Housing Choice Voucher Program

- 86,610 apartments were rented as of January 1, 2016.

As of January 1, 2016:

- A total of 1,472 apartments, known as Portability Vouchers, are located outside of NYC.
- There are 205,714 tenants in Section 8 units.
- There are 27,230 participating-private landlords.

NYCHA continues to expand our Section 8 Project Based program now totaling 2,280 units. Between 2016 and 2019 NYCHA plans to add an additional 2,200 units to this program

How Affordable is Public Housing?

As of January 1, 2016:

- Families in the Conventional and Section 8 programs on average pay 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 \$23,672.
- Average monthly rent is \$483.
- Working families account for 46.7 percent of NYCHA families.
- 12.2 percent of NYCHA families receive Public Assistance.

- Social Security, SSI, Pensions, Veteran's Benefits, etc., support 41.1 percent of the families
- 37.6 percent of the households are headed by persons age 62 and older.
- 19.5 percent of the NYCHA population is age 62 or older.
- 33.2 percent of the NYCHA population are residents younger than age 21 and 27.3 percent are minors younger than age 18.

The Waiting List for Public Housing and Section 8 Housing

On March 31, 2016 there were:

- 258,880 families on the waiting list for Conventional Public Housing.
- 147,033 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.
- 13,874 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. 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.

Facts About NYCHA



The Rivera Family at Nostrand Houses

- The turnover rate in calendar year 2015 for NYCHA conventional public housing apartments was 2.6 percent.
- The vacancy rate of apartments available for occupancy was 0.6 percent as of March 1, 2016.
- Because of the varied need priorities that comprise a family's TSAP profile and the low turnover and vacancy rates of apartments, average wait times for a family to enter conventional public housing varies.

Largest Public Housing Developments Per Borough

- Queensbridge (North and South) Houses in Queens with 3,142 apartments is the largest development in the City
- Brooklyn's largest development is Red Hook East and West 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, 2016: 14 developments are at least 70 years old; a total of 56 developments are at least 60 years old; there are 76 developments 50 to 59 years old; another 89 developments are 40 to 49 years old; and 43 developments are 30 to 39 years old. A total of 278 (out of 328) developments are 30 or more years old.

It's More Than Just a Place to Live

NYCHA doesn't just provide a place to live. There are a wide variety of programs offered by NYCHA and its partners 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 more than 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 11, 2016

A translation of this document is available in your management office and online at www.nyc.gov/nycha

La traducción de este documento está disponible en su oficina de administración y en Internet en www.nyc.gov/nycha

所居公房管理處和房屋局網站
(網址: www.nyc.gov/nycha)
備有文件譯本可供索取

Перевод этого документа находится в Вашем домоуправлении и на интернете www.nyc.gov/nycha



NYCHA Metrics



Through NextGen NYCHA is committed to a new level of transparency, public participation, and collaboration with our stakeholders. You can use our data to take a look at the Authority's performance. This information will be updated monthly on our website using the following link, <https://eapps.nycha.info/NychaMetrics/>.

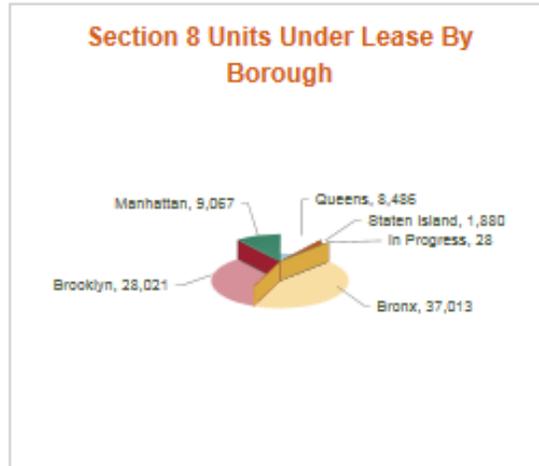
Here you will find information on many facets of NYCHA, such as work orders listed by public housing development, Section 8 occupancy, rent collection levels and more.

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

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



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



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

Service Level Performance (Days) by Trade

Trade	Prior Year	Current	Above/Below Target
Bricklayer	30	27	■
Carpenter	72	102	■
Electrician	65	53	■
Exterminator	4	7	■
Glazier	36	36	■
Maintenance	7	6	■
Painter	89	93	■
Plester	80	112	■
Plumber	66	71	■
Roofer	11	22	■
Vendor	189	172	■

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

Service Level Performance (Days) by Repair Category

Category	Prior Year	Current	Trend
COMPACTOR	9	9	■
DOOR	19	16	■
INTERCOM	12	23	■
LEAKS	11	15	■
MILDEW	8	10	■
PUBLIC SPACE LIGHT	10	7	■
ROOF FAN	33	19	■

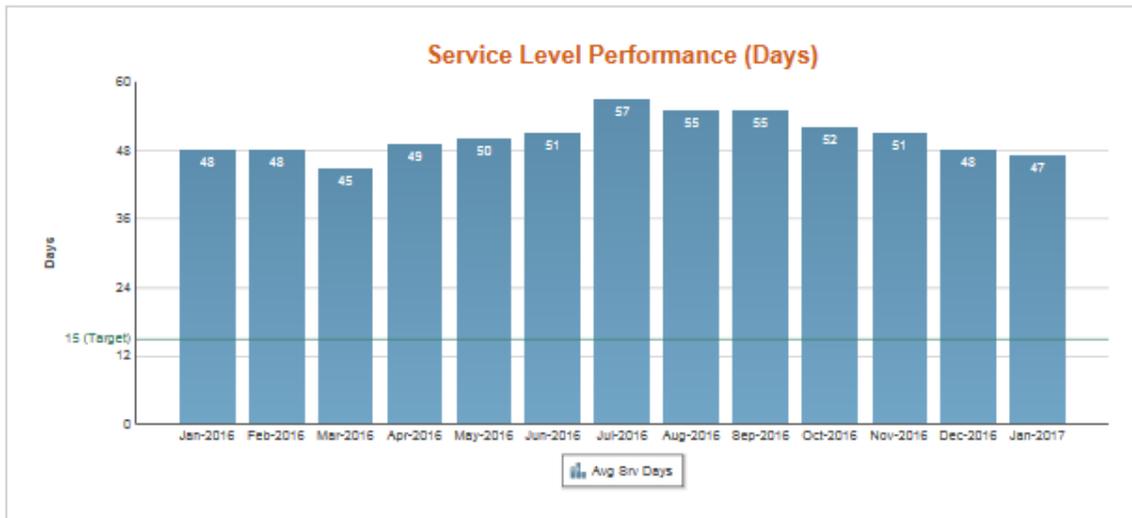
This chart shows the average number of days it takes to address different types of repairs. You can compare current wait times to last year's and gauge NYCHA's performance.

Public Housing Charts

Repairs Emergency Work Orders Vacancies Transfers Rent Collection

Trade

All



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

Borough

All

Development

All



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

Public Housing Charts

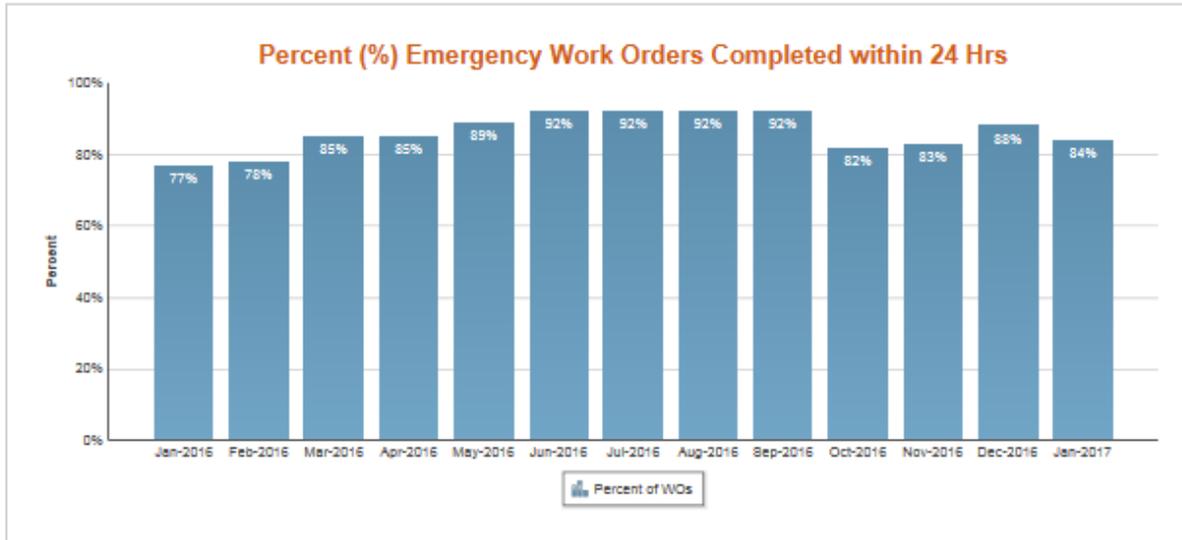
Repairs **Emergency Work Orders** Vacancies Transfers Rent Collection

Borough

All

Development

All



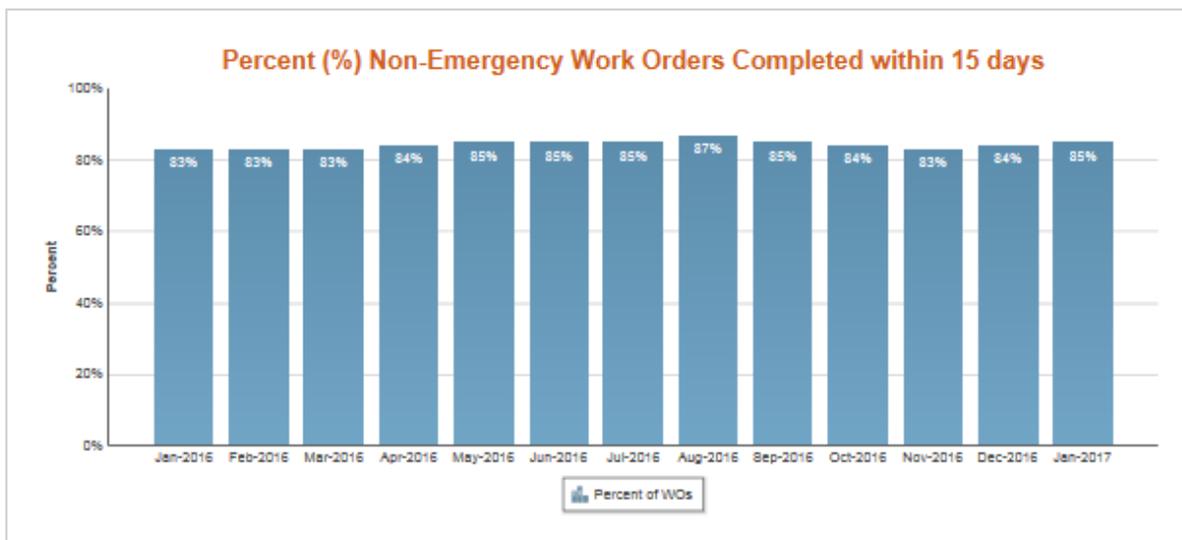
This chart shows the percentage of emergency repair requests (work orders) that are completed by NYCHA within 24 hours, which is the Housing Authority's service response goal.

Borough

All

Development

All



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

Public Housing Charts

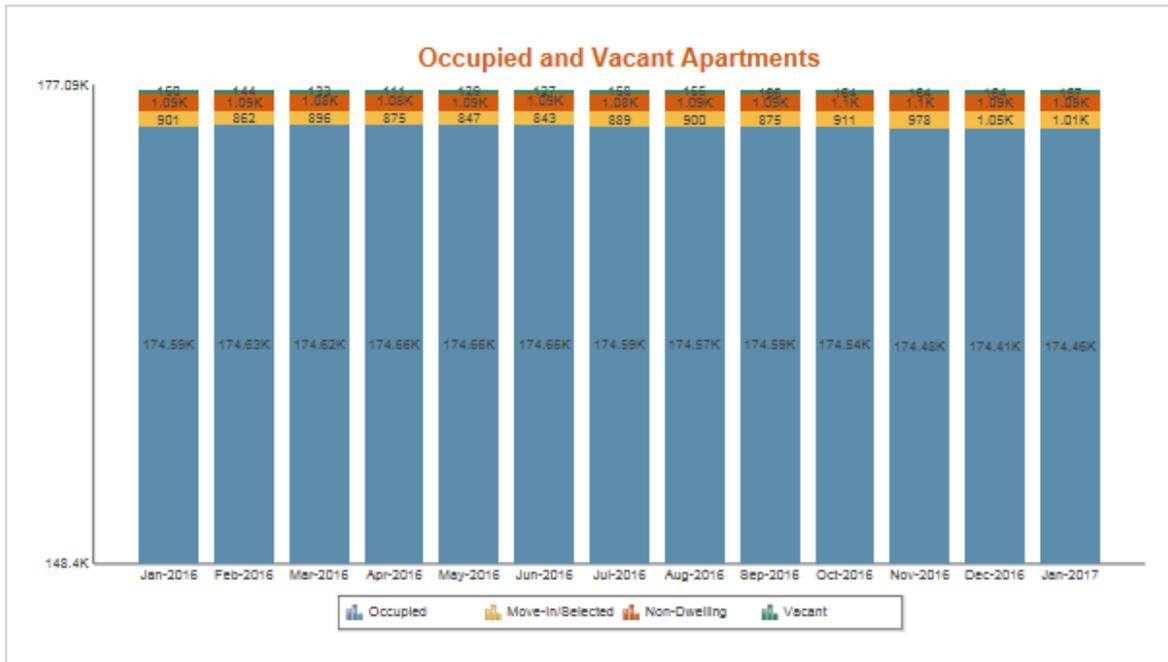
Repairs Emergency Work Orders **Vacancies** Transfers Rent Collection

Borough

All

Development

All



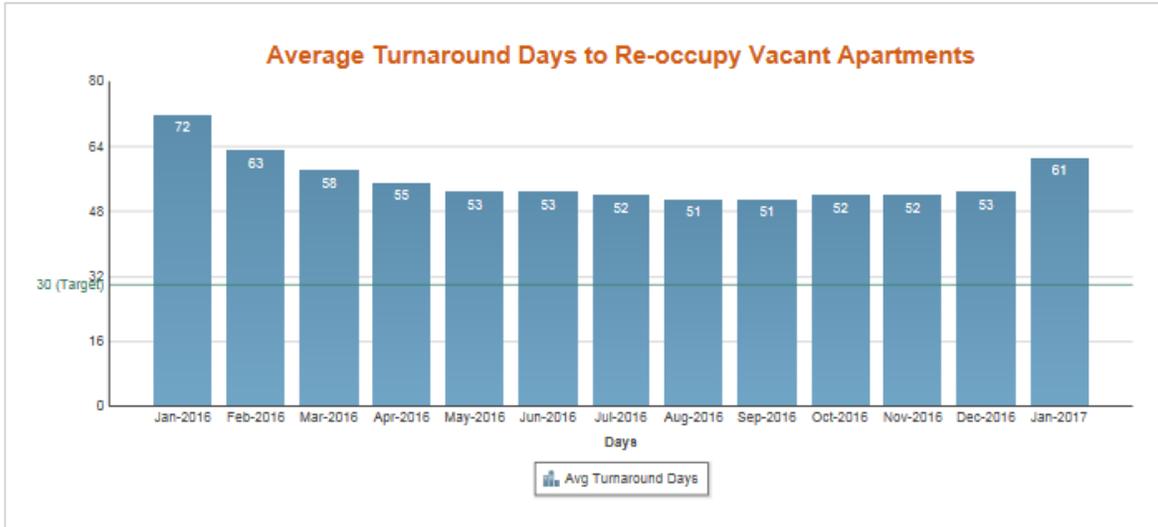
This chart shows how many NYCHA apartments are occupied and how many are vacant, including how many have been chosen for a family to move into (move-in/selected) and how many are being renovated or are not for residential use (non-dwelling).



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

Borough

All



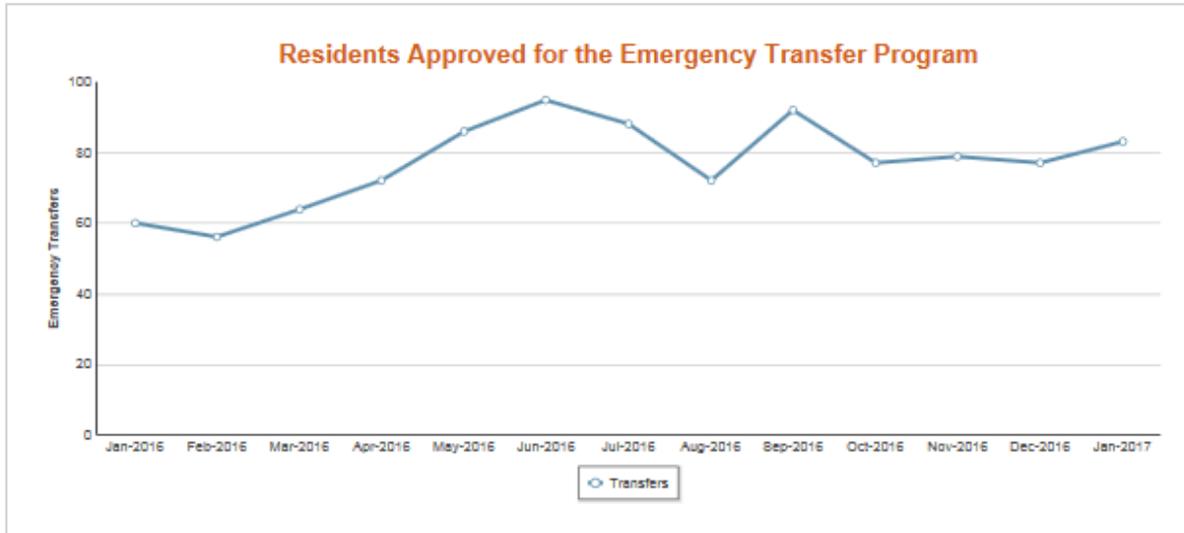
This chart shows how many days, on average, it takes NYCHA to move a new resident into an apartment after the previous resident moved out. You can compare how NYCHA is doing for each month of the past year.

Public Housing Charts

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

Borough

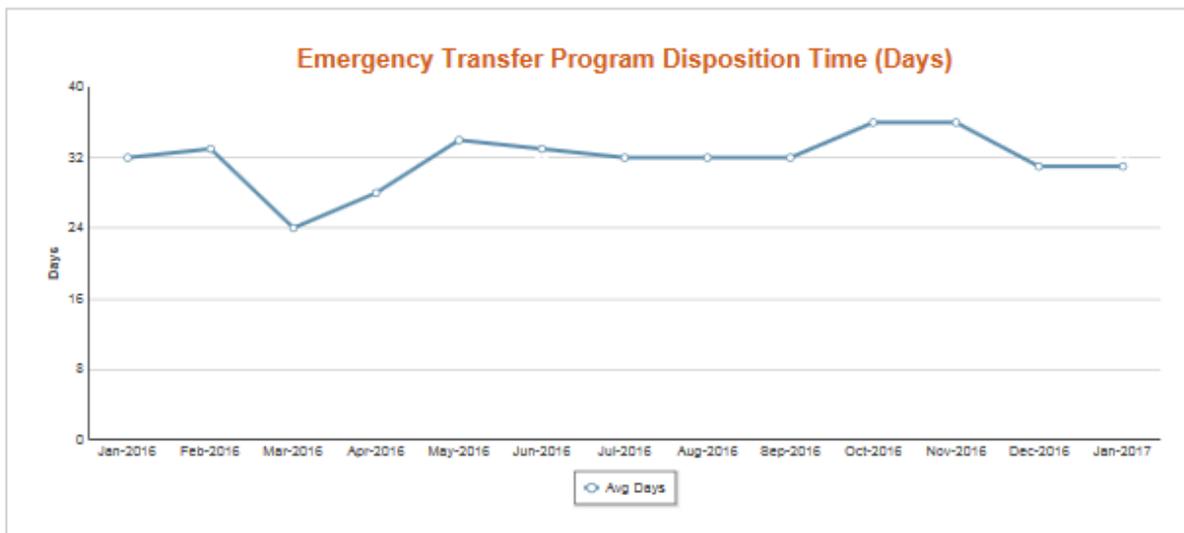
All ▼



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

Borough

All ▼



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

NYCHA Metrics

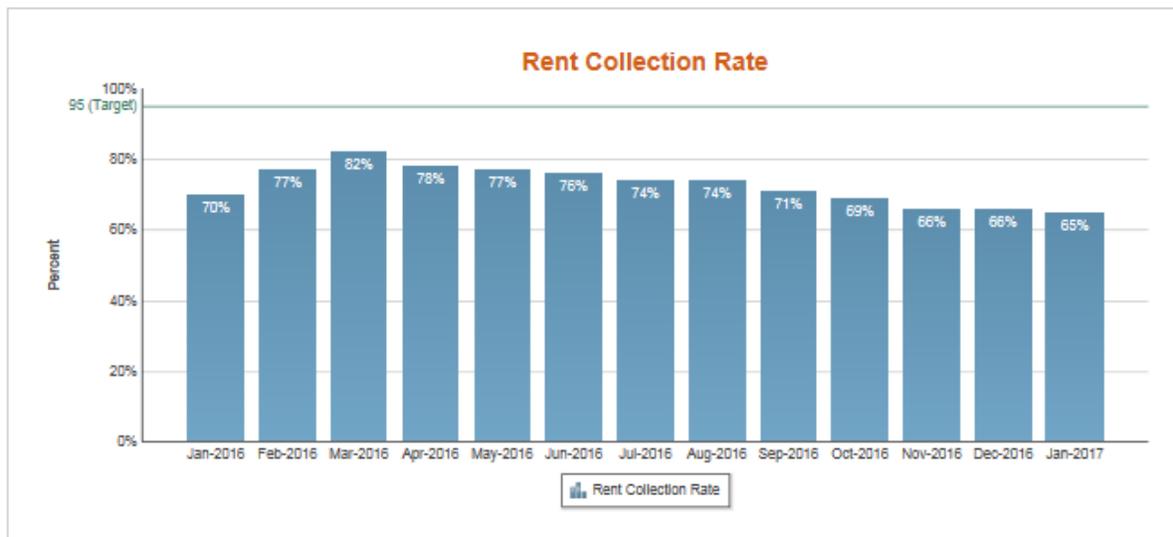
- 
[NYCHA Metrics Home](#)
- 
[Public Housing](#)
- 
[Section 8](#)
- 
[Glossary](#)
- 
[Feedback](#)

Public Housing Charts

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

Borough

All ▼



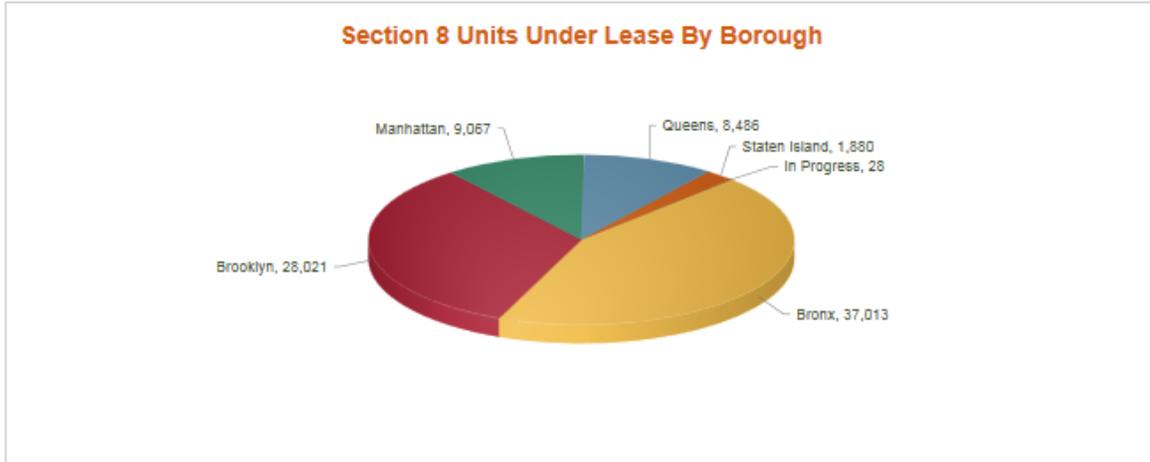
This chart shows the percentage of rent collected from NYCHA residents for each month of the past year. You can see how NYCHA is doing compared to its goal of a 95 percent collection rate.

Section 8 Charts

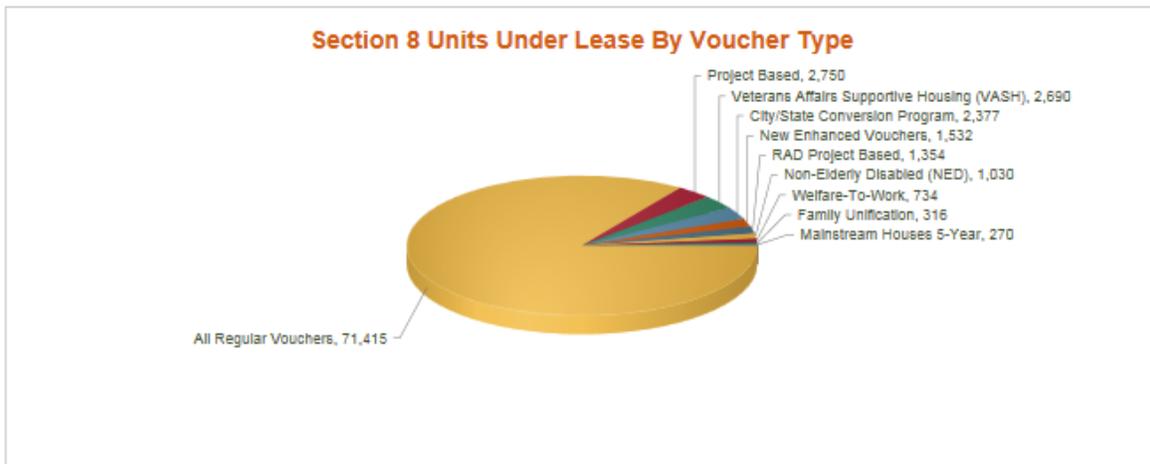
Units Metrics

Owners Metrics

VA SH Metrics



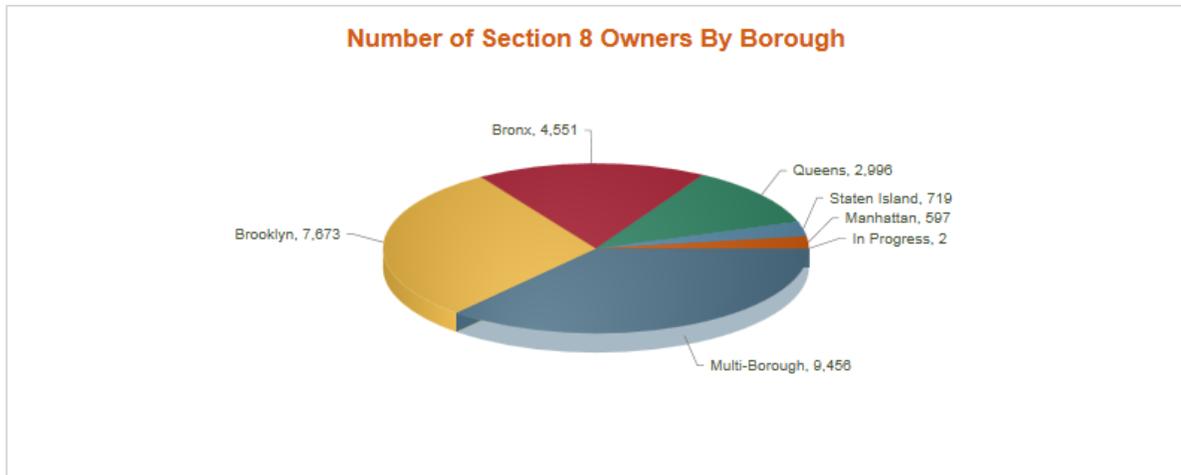
This chart shows how many apartments are rented by families with Section 8 vouchers, by borough.



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

Section 8 Charts

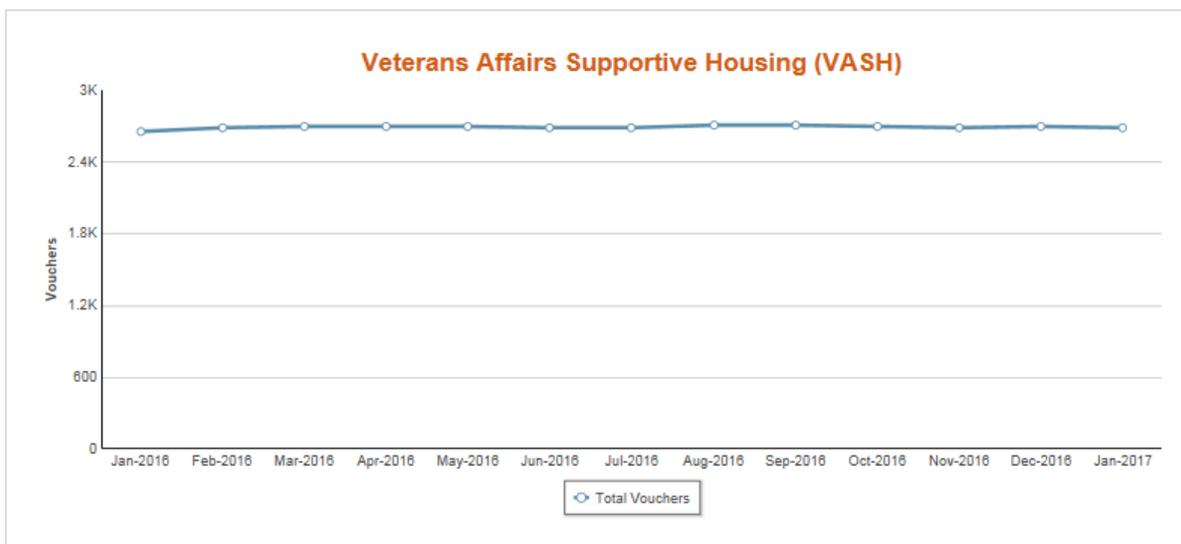
Units Metrics Owners Metrics VASH Metrics



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

Section 8 Charts

Units Metrics Owners Metrics VASH Metrics



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



Glossary of Terms



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

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

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

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

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

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

Board - NYCHA's governing body that are responsible for voting on contracts, resolutions, policies, motions, rules, and regulations at regularly scheduled meetings of the Members of the Authority.

Budget - Proposed plan of revenue and expenditures over a given period of time.

Budget Calendar - The schedule of key dates or milestones that the Authority follows in the preparation and adoption of the budget.

Budget Development - The process for preparing, modifying, and adopting a budget.

Budget Hierarchy - Communicates the roles and responsibilities of the Budget Responsibility Groups (BRGs), as well as the workflow for review and approval.

Budget Instructions - Technical instructions and policy guidelines to follow when completing the financial planning exercises.

Budget Management - The monitoring and modification of an existing or planned budget.



Budget Planning - Involves the estimating of the agency's available resources, matching the available resources to the agency's operating and capital needs, and determining if appropriate financial measures are being taken.

Budget Responsibility Group (BRG) - A department or office that is managed by a director or an equivalent managerial title that is responsible for budgeting for the activities of a responsibility center or a group of responsibility centers.

Capital Fund Program (CFP) - Formerly the Comprehensive Grant Program (CGP) is a HUD program which provides fungible modernization and reconstruction funds on a formula basis to the Housing Authorities with 250 or more Public Housing units.

Capital Projects - The purchase of land, renovations or construction of a building or facility.

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

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

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

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

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

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

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

Department of Budget and Financial Planning (DBFP) - The Department of Budget & Financial Planning serves as an Authority-wide resource in providing functional and technical guidance on wide-ranges of matters relating to budget planning, development and management. DBFP advises BRGs in the monitoring of expenses, the progress of service delivery, and the implementation of budget adjustments. This department also provides ongoing training on budget-related Oracle applications, and workshops seminars on advanced analytical



techniques. There are three major divisions: Operating Budget Division, Capital Budget Division, and Budget Control and Coordination Division.

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

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

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

Division - Organizational component of a department.

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

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

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

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

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

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

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

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

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

Gap Sheet - A tool used by DBFP during the financial plan exercise. It lists all deficits that exist upon entering the budget process and includes any projected changes to those deficits.

General Ledger (G/L) - The General Ledger is the official accounting record for all Authority transactions.



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

Grant - A contribution by a government or other organization to support a particular function. Grants may be classified as categorical or block, depending upon the amount of discretion allowed by the grantee.

Grants - The Oracle module used by Capital that allows the Authority to maintain a five-year capital plan. It is intended as the means for collection and storage of capital project financial information.

Hard Costs - The physical improvement costs in the development accounts 1450-1475, which include Account 1450 Site Improvements, Account 1460 Dwelling Structures, Account 1465 Dwelling Equipment, Account 1470 Non-Dwelling Structure, and Account 1475 Non-Dwelling Equipment. These are costs directly associated with the construction of a development, including labor, materials, overhead, profit, and contingencies.

Headcount (HC) - The Authority's full-time headcount plan accounts for all authorized employees that can be sustained by the amount of projected revenue, as approved by the Board, and broken down by department for current year as well as for out years.

Housing Choice Voucher (HCVP/ Section 8) - Is a rent subsidy allowing families to pay a reasonable share of income for rent with the government making up the difference up to a specified limit.

Housing Development Corporation (HDC) - A corporate government agency constituted as a public benefit corporation and established in 1971. HDC encourages the investment of private capital through low-interest mortgage loans and provides safe and sanitary dwellings for families and persons whose housing needs cannot be met by unassisted private enterprise. Through the issuance of bonds and notes, provides construction and/or permanent financing for multifamily residential housing.

Housing and Urban Development (HUD) - United States Department of Housing and Urban Development provides funds to promote homeownership, support community development, and increase access to affordable housing free from discrimination.

Human Resource Administration (HRA) - An agency with New York City government that delivers social services that enable individuals and families to achieve their highest level of self-reliance.

Liquidated Actual (Actuals) - The total funds paid to vendors for received and invoiced goods or services.



Modernization Program - The Authority's program for carrying out capital modernization and reconstruction projects in order to keep the developments in a state of good repair, as set forth in the Annual Statement.

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

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

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

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

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

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

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

GF01	3240000	164000300	Budget
GF01	3240000	990400300	Encumbrances & Actual
PG01	P324000	PFA4000300	PFA

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



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

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

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

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

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

Personal Services (PS) - The PS budget includes salaries and fringe benefits for all of NYCHA's staff. Approximately 14,000 NYCHA employees are responsible for all service delivery within NYCHA's developments, including building maintenance, rent collection, administration of the Section 8 program, annual inspections and certifications, grounds maintenance, community center staffing, social services, and administrative services.

Project Organization Expenditure Type Task Awards (POETA) - Tool used by the Oracle Grants Module. It includes detailed award information which incorporates information from the Chart of Accounts.

Public Sector Budgeting (PSB) - The Oracle application that is used to create and maintain the operating budget and financial plan processes.

Responsibility Center (RC) - A Development or Department where expenses will be budgeted and recorded.

Revenues - Funds received from various sources and treated as income that the Authority uses to finance expenditures.

Revision - The journal processes used between financial planning exercises which allows the modification of the current year budget.

Risk Management – to help manage and protect government's assets against accidental loss via utilization of financial measures.

Service Package - A worksheet tool used to identify portions of a budget. It is used to modify the approved baseline budget during the semi-annual financial planning exercises.



Soft Costs - The non-physical improvement or non-brick and mortar costs which exclude any costs in the development accounts 1450-1475. These are the non-construction costs incurred in the development of a project (e.g. third party expenses such as design and legal fees, taxes, insurance, construction, loan debt service, developer overhead and profit.)

Tenant Participation Activities (TPA) - According to HUD, \$25 per unit per year is allocated to fund resident participation activities such as training and outreach programs.

Un-Liquidated Actual (Actuals) - Represents the total funds expensed for received and invoiced goods or services.

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

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.