



Adopted Budget for FY 2018

And

The Four Year Financial Plan FY 2019-2022

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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, 2017. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as communication device.





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Summary



The Fiscal Year (FY) 2018 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 2018, 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, 2017, it comprises of 176,066 apartments in 326 developments, and houses 174,282 families with 396,581 authorized residents. Of the population served, 27% of NYCHA residents are under age 18, and over 19.9% are 62 or older. The average household income is \$24,336, and their average rent is \$509/month. (See Fact Sheet on page)

Currently there are 86,194 Section 8 apartments rented through the Leased Housing Program, serving 204,049 individuals. There are a total of 26,297 landlords who participate in the Section 8 Program. Units in the Section 8 Program average \$1,401/month rent, with the resident ("Tenant Share") paying an average of \$350/month and the voucher ("NYCHA Share") pays \$1,052/month. The average annual income of Section 8 residents is \$16,700. The combined Public Housing and Section 8 Programs occupy 11.8 % of the City's rental apartments and serve 6.9 % of the City population. This would rank NYCHA as the thirty-second largest city in the United States.



Diminishing Federal Assistance for Operation

Since FY 2001, NYCHA has been forced to utilize its reserves to fund \$1.4 billion of expenses as a result of reduced funding support from federal government. In FY 2017, for example, NYCHA received only 93.1% of the funding based on the U.S. Department of Housing and Urban Development's (HUD) allocation formula which resulted in loss of nearly \$70 million which NYCHA was eligible to receive. For FY 2018, based on similar funding level as in FY'17, it is assumed that NYCHA is expected lose approximately \$108 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 2018, the Authority anticipates an allocation of \$306 million or 27% less than it received 17 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.

Initiatives to address Challenges

Accomplishment, Ongoing and New Initiatives

Within this document a number of initiatives are explained, including service modifications to increase efficiencies and reduce costs. The following are list of both ongoing and new initiatives to address NYCHA's challenges:

- Process improvements from FY'17
 - Improvement on Range of processes for Personnel Actions (i.e. Personnel Request, Staff Augmentation & Position budgeting)
 - Financial Plan Application
 - Funding Validation Process (Cost Allocation Certification)
- NextGeneration NYCHA
 - Preservation Effort (Rent Collection, Reduction of Central Office Cost and Housing Grant)
 - (Re)Building of Public Housing (Affordable Housing, NextGen 50/50, PACT/RAD)
 - Operating as Efficient Landlord (Flex Op, Resident Engagement)
 - Information and Technology Initiatives
- Additional initiative for FY 2018
 - Process Improvements
 - Electronic Invoicing
 - Procurement Process
 - Contract Capacity



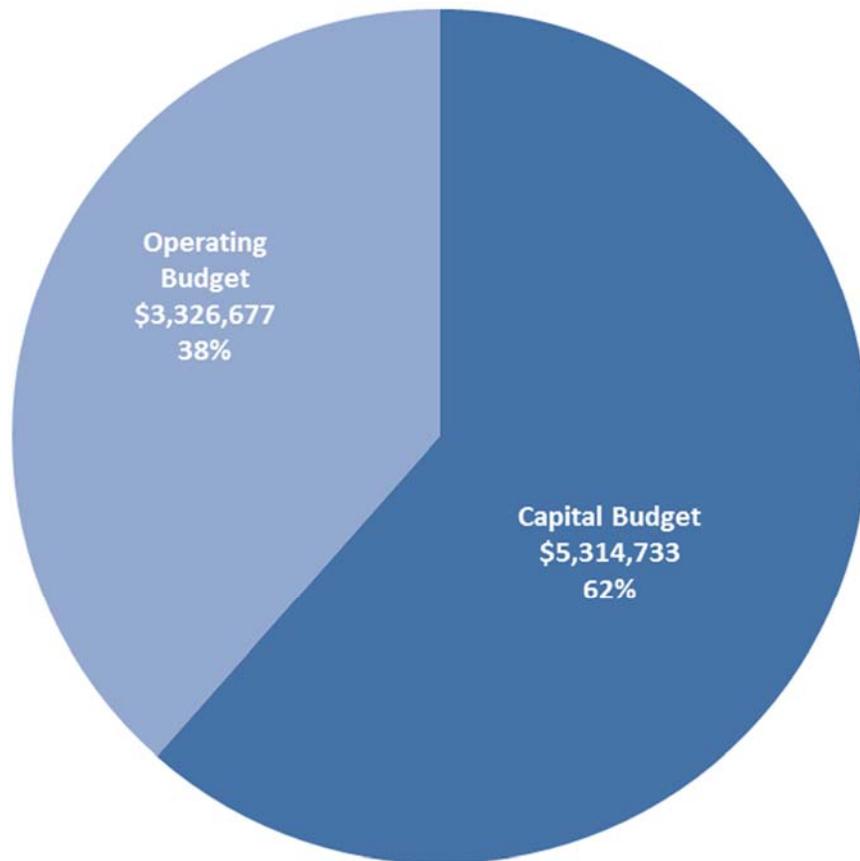
Budget Overview

FY 2018 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 2018 adopted budget is \$8.6 billion which consists of two major components: Operating and Capital. The Operating Budget is \$3.33 billion and the Capital Budget is \$5.31 billion.

**Chart 1: FY 2018 Budget \$8.6 billion
(\$000)**





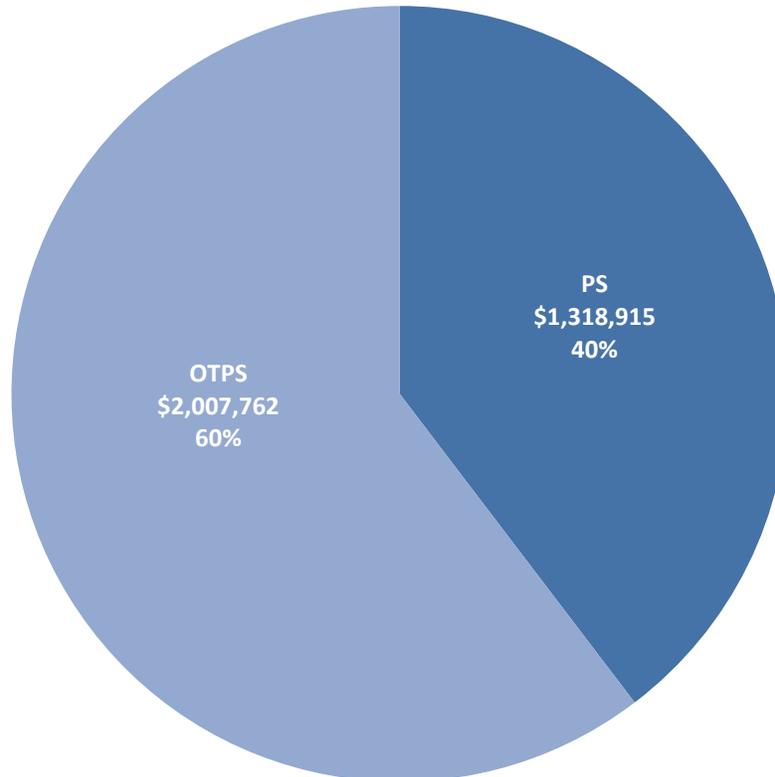
Operating Budget

The New York City Housing Authority (NYCHA or the Authority) Board adopted the 2018-2022 Operating Plans on December 20, 2017. The Five Year Plan incorporates initiatives to reduce the financial gap.

The Plan projects an Operating surplus of \$12 million in 2018. NYCHA's Operating Budget is divided into two major areas: Personnel Services (PS) and Other Than Personnel Services (OTPS). The PS budget, which is \$1.32 billion, pays for salaries and fringe benefits for all of NYCHA's staff. Approximately 10,684 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 \$2.01 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.

**Chart 2: FY 2018 Operating Budget
(\$000)**



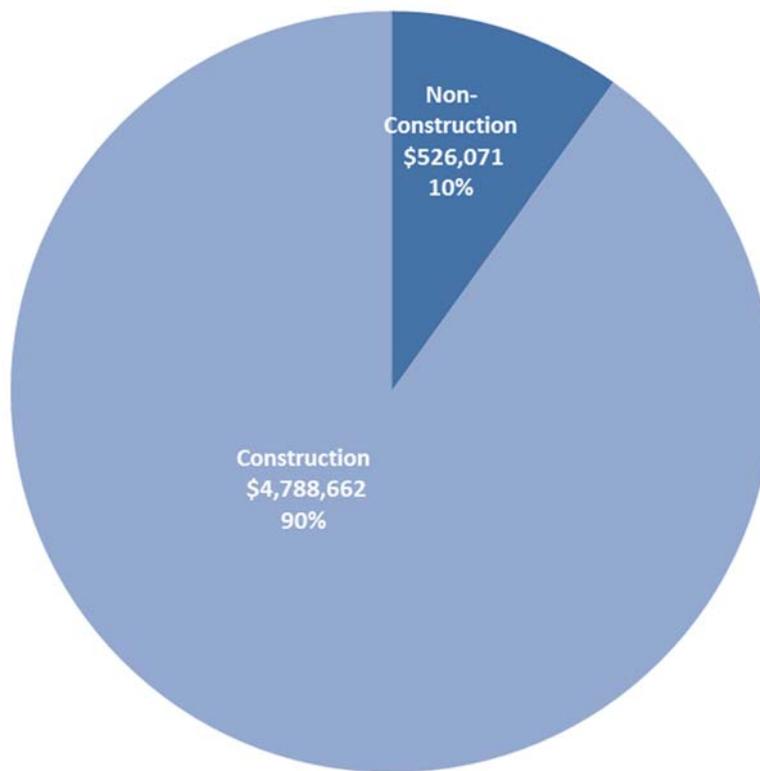
The listing of budgets by Department on pages 49-51, includes the anticipated service reductions and hiring freeze. While revenue is expected to continue to increase as a result of a change in flat rents policy (the 2014 Appropriations Act), NYCHA continues to experience a structural deficit stemming from ongoing federal underfunding, operating of unfunded City/State Public Housing units (over 4 thousand units) as well as mounting “uncontrollable” costs such as pension and benefits related expenses.

In 2017, despite financial hardship, NYCHA was able to complete several initiatives to help improve safety and service level to the residents. Furthermore, NYCHA remains devoted to exploring opportunities to help enhance residents’ quality of life while examining innovative ways to ensure financial stability.

Capital Budget

NYCHA's Capital Budget of \$5.315 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.

**Chart 3: FY 2018 Capital Budget
(\$000)**



NYCHA's 2018 Capital Plan provides approximately \$2.202 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 \$2.154 billion in expected disaster recovery funds to address the impacts of Superstorm Sandy. Overall, of the \$5.315 billion dollars included in this Plan, 36.6% is from Annual Federal Capital Grants, 40.5% is from funds related to disaster recovery, 20.9% comes from the City of New York, and 2% comes from other sources.



Budget Gap

NYCHA experienced a favorable funding as result of higher than anticipated appropriation in operating subsidy (known as proration) as well as savings from personnel expenses helping the Authority to end the year with a surplus in FY 2017. 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 inadequate to meet needs of housing authorities. Archival data from 2001 to 2017 conveys a cumulative operating funding loss of nearly \$1.4 billion as a result of proration. Furthermore, NYCHA has experienced a cumulative federal capital grant funding loss of approximately \$1.5 billion.

As discussed in NYCHA's 2018-2022 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.

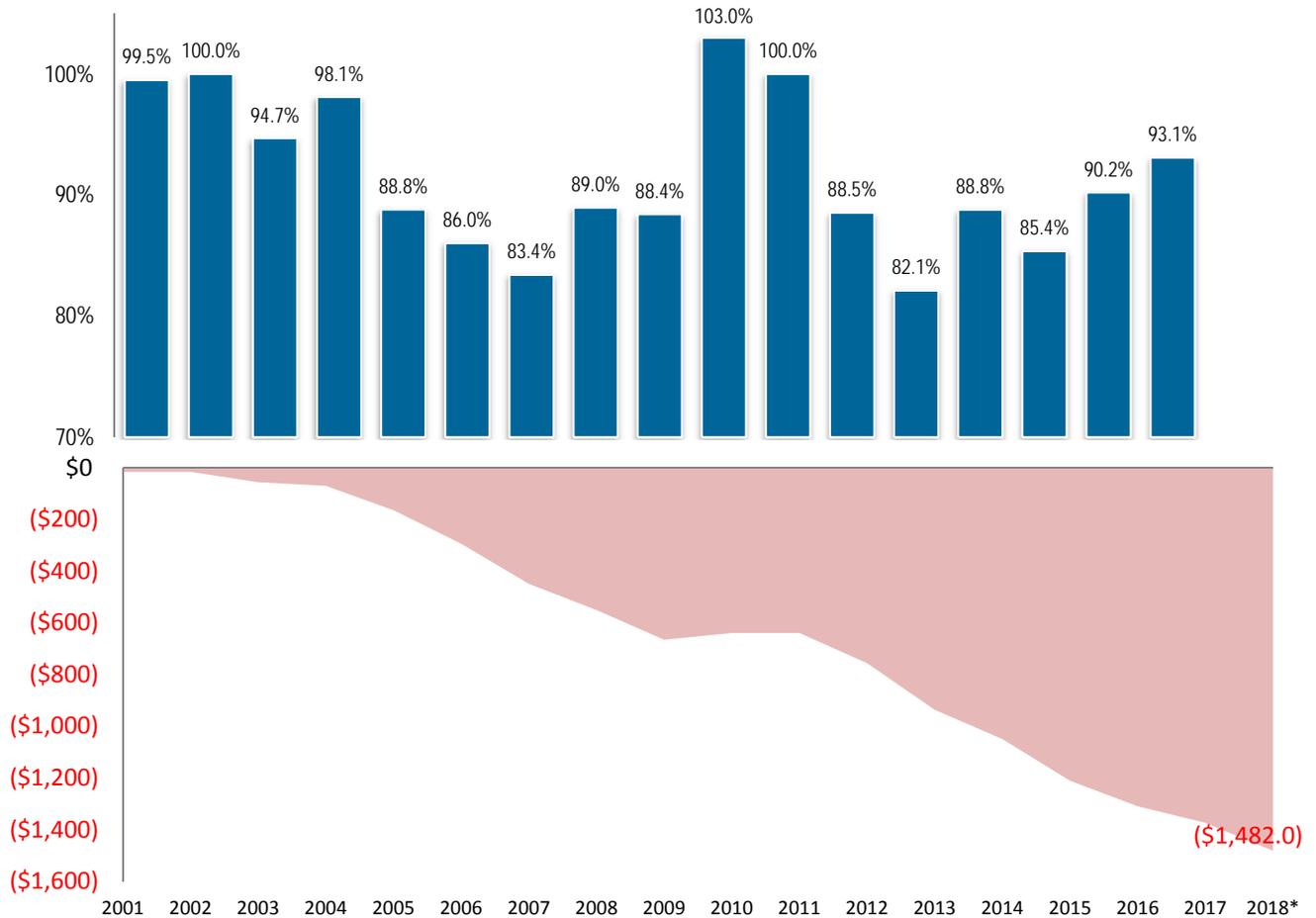
Federal Operating Funding Loss

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 40% 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 2017, public housing authorities (PHAs) nationwide were eligible to receive \$4.6 billion. However, the final appropriation was \$4.29 billion, which translate to 93.1 cents for every dollar needed (this equates to 93.1% proration). While FY'18 Plan assume loss of subsidy of approximately \$108 million based on anticipated National appropriation level similar to FY'17 and using historical allocation of the funding that NYCHA was apportioned (approximately 20% to 23%), given current political landscape, NYCHA faces uncertain future which may result in significant reduction in funding which could jeopardize very existence for public housing.

Chart 4: Historical Operating Subsidy Proration and Cumulative Loss
(\$ in Millions)



* FY 2018 figures is an estimate

Underfunding of Operating Subsidy

If NYCHA was awarded at 100 percent of total eligibility, there would not be an operating deficit in the Authority’s Five Year Plan. In fact, NYCHA would have additional resources to meet the needs of residents by supporting critically needed frontline staff, such as maintenance workers, caretakers, and skilled trade persons.

However, appropriations have generally fallen short of the funding levels required to fully fund public housing operations in accordance with HUD’s eligibility formula. Additionally, while HUD’s formula takes location into account, NYCHA has long advocated that the system is inequitable when one considers the city’s uniquely high construction costs as well as higher employment costs in comparison to housing authorities across the US.



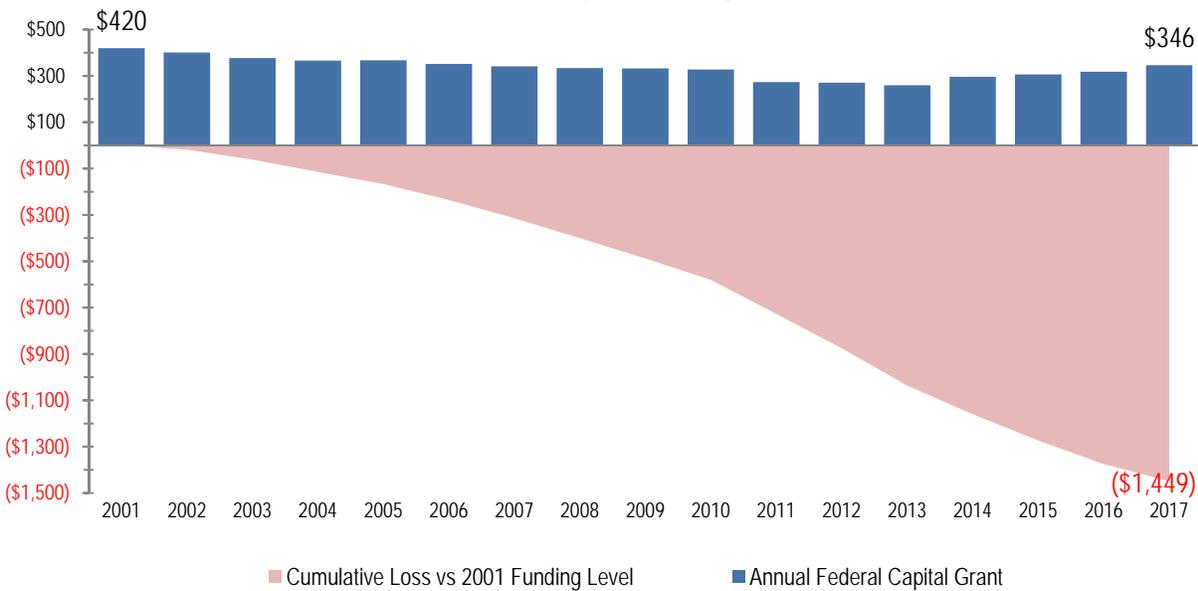
Capital Funding Loss

NYCHA's aging housing stock requires far more capital investment than has been available from Federal, State, and City grants. As of FY 2011, NYCHA has over \$17 billion dollars in unfunded capital need.

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 \$74 million or 17%, from \$420 million to \$346 million. As a result, NYCHA has experienced a cumulative federal capital grant funding loss of \$1.449 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 \$1.449 billion since 2001. Funding shortfalls have meant that only \$1.7 billion has been invested in capital improvements during the last five years.

Chart 5: Historical Capital Federal Funding and Cumulative Loss
(\$ in Millions)



Additional Revenues

The current funding mechanism has resulted in underfunding, which continues to jeopardize NYCHA's long-term fiscal stability. NYCHA is constantly exploring options to help ease the financial burden caused by the chronic underfunding.



NYCHA's City Funded Initiatives

The City has been very active in helping NYCHA and has granted NYCHA with approximately \$78.3 million dollars in 2018 to fund several initiatives including:

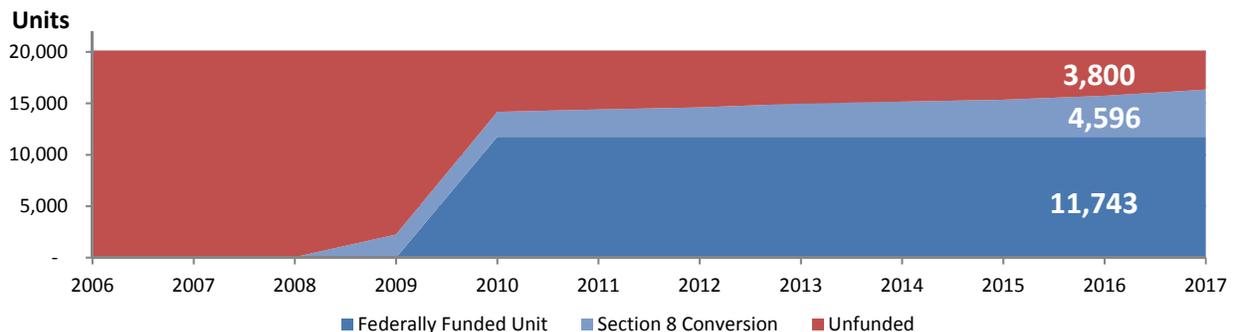
- The Housing Grant will provide \$55 million to house Department of Homeless Services (DHS)-referred homeless families in public housing;
- The Light Towers Initiative will contribute \$2.4 million towards installing temporary light towers in high-crime areas throughout NYCHA;
- A grant of \$10 million will fund an extension of the 2016 Light Study, which measures the impact of additional lighting on crime rates at various developments citywide;
- \$1 million for Lights upgrade and the Mayor's Action Plan (MAP) program ;
- The Extended Hours Program will grant \$2.4 million to NYCHA community centers in order for them to stay open later during the peak of the crime season;
- NYCHA's remaining 15 Senior Centers will be funded with a \$1.4 million grant;
- \$4.2 million for right-sizing of apartments; and
- \$1.9 million for closed-circuit TVs.

Support for Unsubsidized Units

NYCHA owns and operates 21 developments originally built by the City and the State of New York (City/State Developments) with 20,139 housing units that have been historically unfunded. NYCHA was able to secure funding for 11,743 of these units via Federalization. In addition, HUD authorized the conversion of 8,400 units, (approximately 3,918 City & 4,478 State) into Project-Based Section 8 funded units through the 2008 Voluntary Conversion Plan (VCP). Out of the 8,400 units covered by the VCP, the financial plan assumes 4,596 units will be converted into the Section 8 funding model at the end of 2017.

The current Plan reflects NYCHA's continuing effort to convert the remaining 3,800 units (approximately 2,149 City & 1,651 State units) by transitioning an additional 185 units in each year from FY 2018-22, into Project-Based Section 8 units. It is expected that revenue will increase from \$58.1 million in FY 2018 to \$63.7 million in FY 2022, as shown in the Section 8 Phased Conversion budget line.

Chart 6: Unfunded Unit





Closing the Year

NYCHA has ended FY 2017 with a \$12 million surplus. Much of its financial success in FY 2017 can be attributable to an increase in federal subsidies and the continuing effects of NextGen initiatives.

NYCHA experienced an increase in revenue as a result of favorable funding appropriation in operating subsidy (known as proration). However, the positive inflow of funding has been offset by items listed below:

- Revenue loss of \$6 million in Section 8 Admin fee as a result of a decrease in proration of nearly 7%.
- Nearly \$6 million in seasonal program mainly for temporary employment of skilled trade titles.
- \$17 million increase in Overtime expense mainly due to increases in wages.
- Rising cost of utilities (\$9 million) driven by increases in electricity rates and increases in the consumption of heating gas.
- Increase in cost of various other expenses including Section 8 payments, leases, insurance and various others charges.

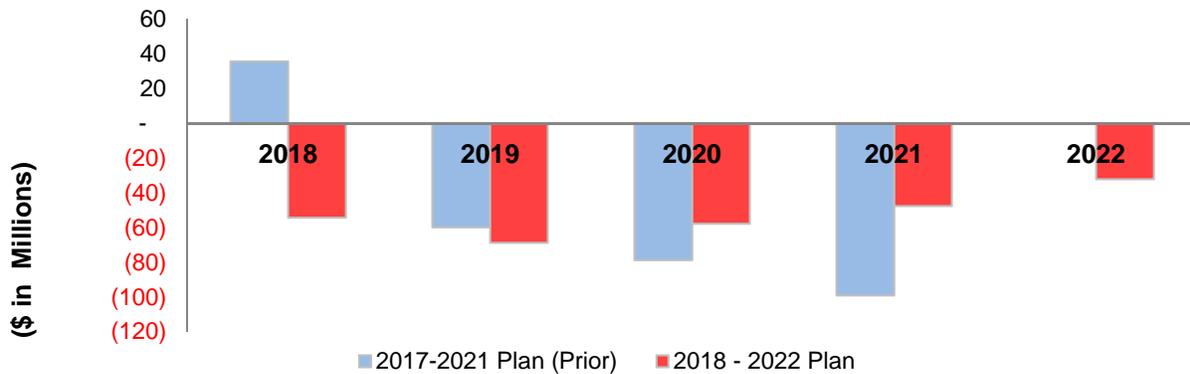
Table 1: Closing the Year

<i>(in Thousands)</i>	2017 Adopted Budget	2017 Year-end Actuals	Variance Adopted vs. Actuals
Revenue			
Tenant Rental Revenue	\$1,053	\$1,031	\$(22)
Federal Subsidies	\$1,819	\$1,916	\$97
Other Revenue	\$391	\$350	\$(41)
Total Revenue	\$3,263	\$3,297	\$34
Personnel Services:	\$1,342	\$1,297	\$46
Utilities	\$530	\$539	\$(9)
Contracts	\$217	\$203	\$14
Supplies	\$70	\$64	\$5
Section 8	\$966	\$987	\$(21)
Other OTPS	\$117	\$196	\$(78)
Total Expenses	\$3,242	\$3,285	\$(43)
Surplus/(Deficit)	\$21.1	\$12.2	\$(8.9)

NYCHA's long-term fiscal condition has improved significantly in recent years with the implementation of NextGeneration Initiatives. However, it is important to note that without its ongoing effort to achieve operation efficiencies and, 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.

The 2018 Plan forecasts the General Fund deficit for FY 2018- FY 2022 to be \$54 million, \$69 million, \$58 million, \$48 million and \$32 million, respectively.

Chart 7: General Fund Deficit (Prior vs. Current Plan)



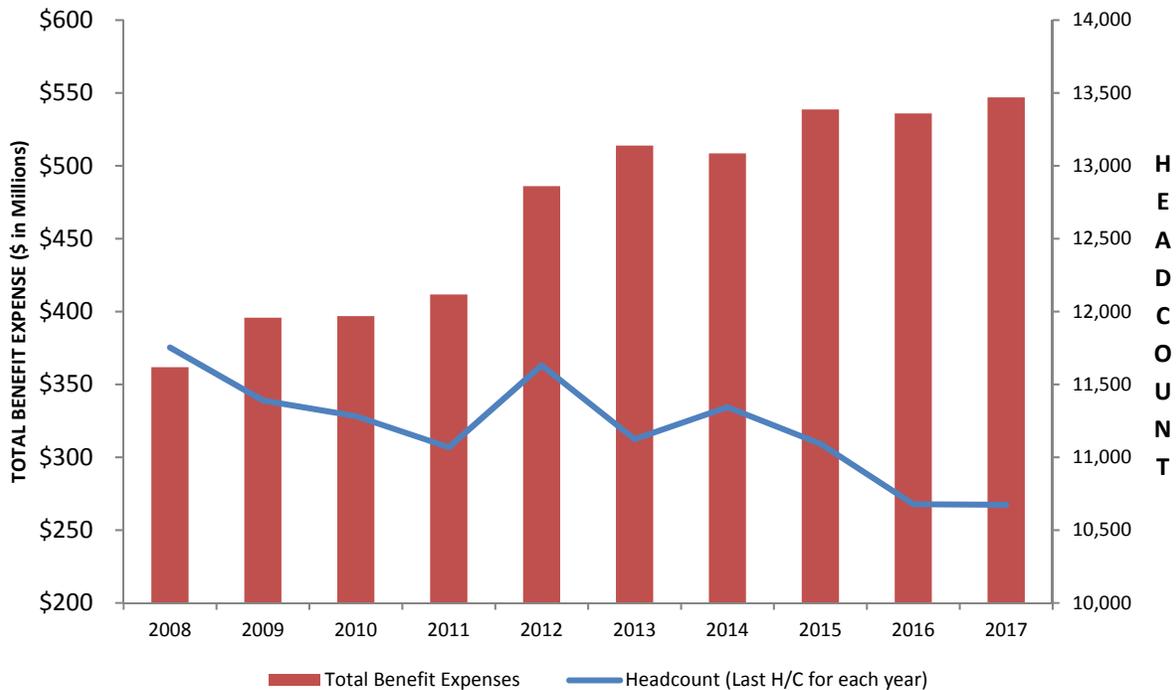
Above chart illustrates GF01 Funding Source only

Workforce

Workforce and Salary

Despite the decrease in workforce, cost of benefit expenses have been rising led by the growing cost of pension and health-related expenses. In past 10 years (FY 2008 – 17), while the workforce was reduced by over one thousand, benefit expenses nearly doubled.

Chart 8: Historical Benefit Expenses vs. Workforce



	FY'08	FY'17	Change (FY'08 vs FY'17)	% Change
Health	159.3	243.3	84.0	53%
Pension	103.7	165.2	61.6	59%
All Others	98.8	138.4	39.6	40%
Total Benefit Expenses	361.7	546.9	185.1	51%
Headcount	11,753.0	10,674.0	(1,079.0)	-9.18%

With continued reduction in revenues and increases in costs (e.g. benefit-related expenses), NYCHA faces challenges in ensuring the continuation of its core functions and the delivery of essential services to its residents.

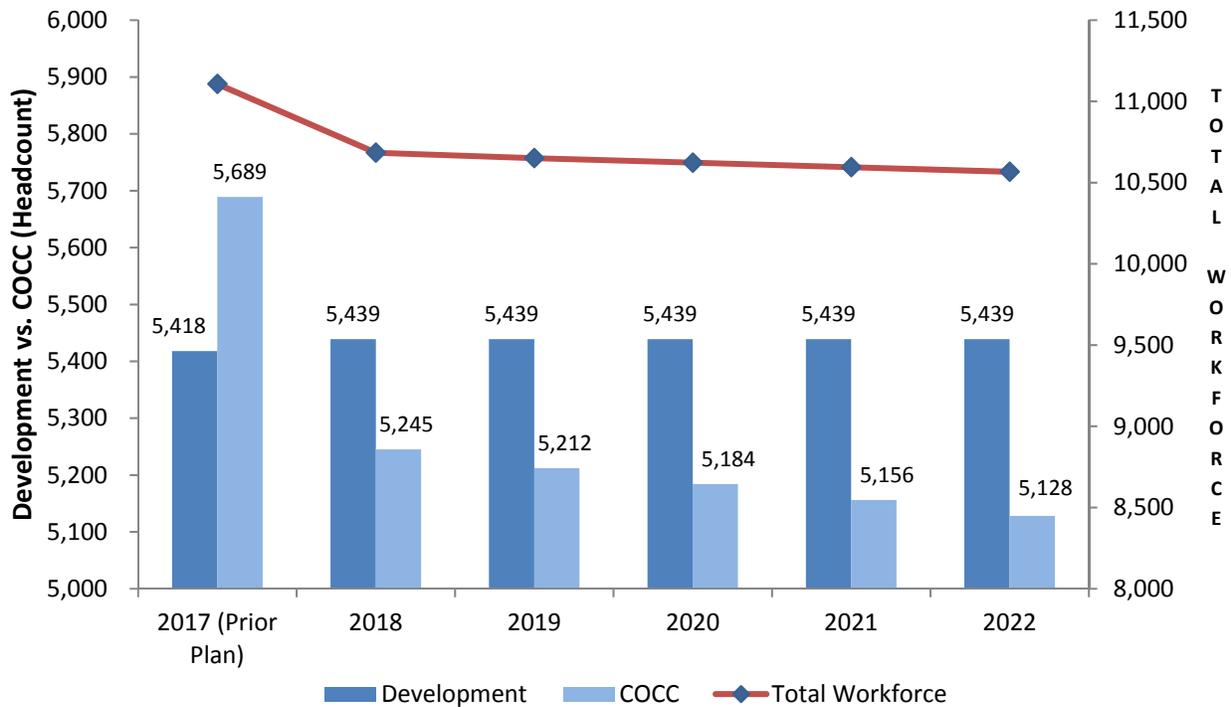


Workforce Distribution

The 2018 plan provides for a reduction in central office costs as part of the ongoing efforts to streamline operations at its Central Office Cost Centers (COCC) ensuring the efficiency and effectiveness of its support functions. Reflective of this effort, the administrative headcount was reduced by 444 from FY 2017 to FY 2018 and decreased by another 117 from FY 2018 to FY 2022.

The FY 2018- FY2022 Plan reaffirms NYCHA’s ongoing commitment to providing dependable services to its residents.

Chart 9: Headcount Plan
FY 2017 (Prior Plan) vs. 2018 to 2022



Full-time Salary is budgeted for \$658 million in FY 2018, which will decrease to \$644 million by FY 2022. Part-time Salary represents expenditures associated with part-time and temporary staff positions. Seasonal Salary expenditures are associated with the Authority’s seasonal hiring program. Other Salary is an aggregation of assignment differentials, license differentials, increment payments, meal allowances and other miscellaneous pay adjustments.

This Plan includes additional costs from collective bargaining agreements. The labor agreements include retroactive payments starting from the end of the previous union agreements, and general wage increases (GWI) going forward. To assist in the additional financial burden, the Mayor agreed to fund the labor agreement costs, including NYCHA’s increased costs.



2018 Outlook

NYCHA receives both operating and capital subsidies directly from HUD, based on an eligibility formula, which is subject to congressional appropriation. NYCHA generally receives about \$2 billion in operating funding from the federal government for its public housing and Section 8 programs, and about \$300 million annually for its capital program.

Unfortunately, the future of federal funding levels remain uncertain and even discouraging based on the current administration's initial budget release last year (May 2017) which promised to reduce funding to public housing by more than 11%.

The potential loss of funding would be devastating to the Authority and would have a negative impact on the level of services provided to the residents, as each percentage point decrease equates to nearly \$10 million loss in funding. Moreover, even though the 2018 Federal Budget has yet to be finalized, Federal OMB released a proposal for the FY 2019 Budget which further slashes the current funding level by nearly 40%.

FY19 HUD Budget Request		
Public Housing Capital Fund	Public Housing Operating Fund	Section 8 Voucher Renewals
\$0	\$2.675billion	
100% (from \$1.922 billion)	37% decrease (Based on HUD 2018 Budget of \$4.245 billion)	Estimated 88.6% proration
Loss of \$346 million	Loss of approximately \$330 to \$466 million based on FY19 Budget	Loss of 9,897 vouchers (\$124 million/annual shortfall)



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.

2017 Initiatives & Accomplishment

Position Budgeting

In 2016, NYCHA successfully implemented position budgeting. To ensure the Authority's hiring process aligns with the positional budgeting process in Hyperion, the Department of Financial Planning and Analysis (DFPA) worked extensively with Human Resources and other participating departments to redesign the staff request process or Personnel Action Request (PAR). DFPA supplemented this new process with a series of Hyperion-generated reports to help departments with the transition.

The implementation of position budgeting provided DFPA with the opportunity to reassess staffing levels for each department which helped to formulate the proper allocation of resources in 2017. Position budgeting addresses the following goals:

- Streamline the hiring process
- Establish and monitor Fulltime Equivalency (FTE) positions by area
- Improve projections

DFPA continues to adhere to the position budgeting process in Hyperion and has implemented additional measures of control through the PAR Approval Process, Staff Augmentation Approval Process and through the launch of the Financial Plan Application Database (FPAD).



Implementation of Personnel Action Request (PAR) Approval Process

In 2017, in order to complement position budgeting in Hyperion, DFPA revised the submission and approval process for Personnel Action Request (PAR) to further assist the executive team with tracking personnel service expenditures and maintaining budgetary controls.

To provide flexibility for departmental changes and organizational restructure, the budget responsibility will rest at the executive level.

Staff Augmentation Approval Process

Staff augmentation is an outsourcing strategy which is used to employ temporary projects in response to business objectives. The technique consists of evaluating the need and, if appropriate, utilizing external services with the objective of accomplishing a short-term project.

Prior to DFPA's effort of revamping the Staff Augmentation Approval Process, existing process of requesting of temporary staffing needs lacked extensive evaluation process. Furthermore, it needed clear guideline in following procurement requirements of encumbering the funds ahead of time to help determine proper FTE levels.

The revised process incorporates several steps to help ensure proper monitoring in use of this procedure. In addition to the designation of a new account to better track requests for temporary staff, DFPA developed a formal process for requesting temporary staff. The approval process takes into account the FTE, financing requirement of the proposed project as well as monitoring of expenditures and payments for the duration of the project.

Financial Plan Application Database (FPAD)

Each year, DFPA develops a five year financial plan for the Authority (Operating and Capital budgets). Prior to the implementation of the Financial Plan Application Database (FPAD), the ability of executives from each area to review their proposed budgets was limited. FPAD was designed to address these issues by allowing the budget plan process to be more inclusive, consultative, and transparent.

The FPAD provides a platform for the inclusion of detailed information such as departmental functions/duties, organizational charts, Other Than Personnel Services (OTPS) needs by category, and requests for potential new needs. This information helps to determine the Authority's most efficient staffing levels as well as the optimal expense levels for OTPS. To assist department managers with the budgeting process, DFPA provided data on current staffing levels, current budget, and historical spending. Additionally, to help ensure successful



implementation of this new process, DFPA invested a substantial amount of time and effort in providing necessary training to every budget liaison in the Authority.

Each departmental proposal was reviewed by the CFO and the administering EVPs based on recommendations by DFPA, and the proposals were accepted after careful evaluation. Through this effort, DFPA was able to successfully complete the Financial Plan, creating a more transparent planning process inclusive of necessary departmental input.

The FPAD will continue to evolve and expand its functions in order to help address NYCHA's staffing needs and to provide a mechanism to perform a comprehensive evaluation of other expense line items.

Cost Allocation Certificate and E-Confirmation Process

As required by federal regulations and as stated in NYCHA Standard Procedure 100:04:01, certification of funding is required to ensure workforce expenses are properly assigned and verified for each of the funded programs.

In 2017, as part of efficiency measures, DFPA replaced the paper-based submission process with an electronic confirmation process, thereby eliminating the use of paper while helping to reduce/streamline the response time by allowing users to confirm directly using the application.

Implementation of the e-confirmation process is part of NYCHA's ongoing commitment to improve and increase efficiency by transforming to a digital organization by leveraging technology. DFPA will continue to work toward achieving goals set forth in NYCHA's NextGeneration plan.



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 goal is to improve financial sustainability to help preserve and maintain valuable services to its residents. NYCHA is committed to achieving this goal by employing effective cost reduction strategies and by exploring opportunities to increase both existing and new resources for additional revenue.

Improving Rent Collection Performance

Since the release of the NextGen NYCHA plan, NYCHA launched several initiatives aimed at improving rent collection efforts such as automated rent-payment reminder notices and calls; NYCHA is engaged with the residents by guiding them to be aware of their financial responsibilities. Additionally, NYCHA is continuing to work with other agencies and non-profit organizations in providing education and assistance in this effort, some of which are as follows:

- Partnering with community-based organizations (CBOs).
- Providing residents with much needed financial education and coaching services to help prevent rent delinquency.
- Eviction intervention effort - NYCHA is working closely with the Human Resources Administration (HRA) to provide rental assistance to those residents in need.



Reduce Central office Costs

As part of NYCHA's continuing efforts to eliminate its structural operating deficit, it is critical that costs at its central office are addressed. As part of the planning process to help address controllable expenses, the following measures were implemented with DFPA in the lead:

- Reviewed departmental inefficiencies: Departmental executives reviewed their departmental functions and submitted proposals to address identified inefficiencies.
- Targeted headcount reduction of 3% to 5%.
- Discretionary spending reduction: The 2018 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. The benefits that result from this integration along with the realignment of operations will allow NYCHA to reduce its central office staff further by attrition. It is important to note that changes implemented in this plan will have no service level impact ensuring quality service to residents is maintained.

Housing Grant

NYCHA is currently working on a Memorandum of Understanding (MOU) between the Department of Homeless Services (DHS) and the NYC Office of Management and Budget (OMB) in order for NYCHA to make apartments available sooner. Through this agreement, the City would provide funding to NYCHA to cover the costs of this program. Many of these units will be leased to homeless families.



(Re)Build

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

Increase Affordable Housing

In 2015, NYCHA and NYC Housing Preservation and Development (HPD) released a "Request for Proposal" (RFP) for potential developers to expand 100 percent affordable housing opportunities at three NYCHA developments, including Ingersoll (Fort Greene, Brooklyn), Van Dyke I (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 preference to residents for 25 percent of the units. Below is a list of developments NYCHA has committed to this endeavor with the goal of preserving affordable housing:

- Ingersoll, Brooklyn
- Mill Brook, Bronx
- Van Dyke I, Brooklyn
- Betances V, Bronx
- Betances VI, Bronx
- Morrisania Air Rights, Bronx
- Sumner, Brooklyn
- Twin Parks West, Bronx
- Harborview Terrace, Manhattan
- Baruch Houses, Manhattan
- Bushwick II CDA (Group E), Brooklyn
- Justice Sonya Sotomayor Houses, Bronx

NextGen Neighborhoods 50/50

The NextGen Neighborhoods initiative was formed to generate revenue to reinvest into developments across NYCHA, by leveraging a 50-50 split of market- rate and affordable units built on underutilized NYCHA lands. In 2016, residents and stakeholders engagements took place at the Holmes Towers and Wyckoff Gardens developments. The plan is expected to bring in over \$75 million during 2018 and 2019, and \$170 million from 2018 to 2022.

Below is a list of NYCHA developments that are included in this initiative:

- Holmes Towers, Manhattan
- Wyckoff Gardens, Brooklyn
- La Guardia, Manhattan
- Cooper Park, Brooklyn



Permanent Affordability Commitment Together (PACT)



PACT is New York City's implementation of the U.S. Department of Housing and Urban Development's Rental Assistance Demonstration (RAD) program. RAD allows NYCHA to generate revenue to reinvest back into our developments using the Section 8 program. Through its participation in PACT, NYCHA will be able to safeguard long-term housing affordability, improve and modernize apartments, and stabilize developments by placing them on solid financial footing.

RAD at Ocean Bay (Bayside)

In December 2016, NYCHA closed its first RAD transaction at Ocean Bay (Bayside) in the Rockaways neighborhood of Queens, converting 1,395 apartments in 24 buildings from public housing to Section 8. NYCHA entered into a public-private partnership with MDG Construction + Design (developer), The Wavecrest Management Team (property manager), Catholic Charities of Brooklyn and Queens (social services provider), and Ocean Bay Community Development Corporation (resident outreach and engagement arm). The project is being financed with Superstorm Sandy recovery funds from FEMA, along with New York State Housing Finance Agency tax-exempt bonds and equity generated from federal 4% Low Income Housing Tax Credits. The project's total development cost is \$560 million and overall investment in the project is projected at \$325 million. Funds are being directed to extensive capital improvements, including the installation of upgraded heating and security systems, new boilers and roofs, and updated apartment interiors that include new windows, kitchens, and bathrooms. All rehab work is occurring with tenants-in-place; no residents are being relocated or displaced as a result of the project. RAD repairs will be completed in 2018 and the remaining FEMA work will conclude in June 2019.

RAD at Scattered Sites in the Bronx and Queens

In January 2017, HUD approved NYCHA's request to convert approximately 1,700 units in the Bronx and Brooklyn from Public Housing to Section 8 Project-Based Vouchers (PBV) via RAD/PACT. In May 2017, NYCHA issued an RFP to identify development partners to facilitate the conversion of funding, raise financing, perform the required capital rehabilitation, undertake property management, and deliver social services at the 17 affected scattered site developments, which are broken up into three bundles as follows:

- Bundle 1 (the Bronx): Twin Parks West (Sites 1 & 2); Franklin Avenue I Conventional; Franklin Avenue II Conventional; Franklin Avenue III Conventional; Highbridge Rehabs (Anderson Avenue); Highbridge Rehabs (Nelson Avenue)
- Bundle 2 (the Bronx): Betances II, 9A; Betances II, 13; Betances II, 18; Betances III, 9A; Betances III, 13; Betances III, 18; Betances V (partial); Betances VI (partial)

- Bundle 3 (Brooklyn): Bushwick II (Groups A & C); Bushwick II CDA (Group E); Palmetto Gardens

In January 2018, NYCHA selected development partners for all three bundles. Construction is expected to begin at the developments in Bundles 1 and 2 in 2018 and at the developments in Bundle 3 in 2019.

PACT Program for LLC II/Unfunded Units

In July 2017, NYCHA announced that it is expanding the PACT program to protect the Authority's unfunded unit portfolio, which consists of eight developments known as the LLC II developments, which are as follows:

- Baychester, the Bronx
- Murphy, the Bronx
- 344 East 28th Street, Manhattan
- Wise Towers, Manhattan
- Independence Towers, Brooklyn
- Williams Plaza, Brooklyn
- Boulevard, Brooklyn
- Linden, Brooklyn

The unfunded unit portfolio currently receives no public housing funding. To finance badly needed repairs at these developments and preserve their affordability, NYCHA is expanding PACT to create a public-private partnership and bring these units into the Authority's Housing Choice Voucher (Section 8) program. PACT's key principles, which apply to both the RAD and the unfunded unit portfolio, include protecting long-term affordability and guaranteeing strong residents' rights. This is accomplished by shifting the funding source for apartments to NYCHA's Section 8 program and by creating a public-private partnership with management and development partners to raise funds, efficiently oversee day-to-day operations, and complete badly needed repairs, including roof replacements, façade repairs, and security enhancements. Additionally, funding previously diverted to these developments from the rest of NYCHA's portfolio will now go towards operation and maintenance at NYCHA's traditional public housing developments. Completion of the full PACT conversion is expected by 2026.

In September 2017, NYCHA released an RFP to identify development partners to raise financing, perform capital rehabilitation, undertake property management, and, where appropriate, deliver social services at the eight affected developments. Community engagement and resident conversion began at Baychester and Murphy Houses in August 2017. As of February 2018, 83% of residents at Baychester and 77% of residents at Murphy have been converted to Section 8 for an overall conversion rate of 81%. Developer designation for these two Bronx developments is expected in 2018 and construction is expected to begin in 2019. NYCHA will begin community engagement and resident conversion activities at Independence Towers and Williams Plaza in Brooklyn in 2018.

Operate as an efficient landlord

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

Improve Residents Safety

In March of 2016, in conjunction with the Mayor’s Office of Criminal Justice (MOCJ), and the NYC Office of Management and Budget (OMB), NYCHA initiated a study to assess the impact of lighting on crime in NYCHA developments. NYCHA has installed and continues to maintain 400 temporary light towers at 40 developments while submitting relevant data to the Crime Lab at the University of Chicago. This program is funded through June 2021.

Additionally, MOCJ has provided \$443 thousand for upgrades of the permanent lighting fixtures at two developments: Jefferson and Whitman. If this program succeeds, it may be expanded to include 80 developments.

Before



After



Ingersoll – Permanent Lighting, March 2017

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.

In May 2017, NYCHA launched Phase 2 of FlexOps to expand service hours at 12 developments: Dyckman, Glenwood, Hammel, Isaacs, Murphy, Ravenswood, O’Dwyer, Grant, Beach 41st Street, Queensbridge North, Sedgwick, and Carey Gardens.

The pilot program was originally scheduled to be a four-month trial through September 2017. Reflective of positive feedback from residents and staff, and input from the staff unions, NYCHA is extending the FlexOps program through January 2019. The program will continue to help improve the customer service experience while enhancing residents’ quality of life by ensuring necessary repairs and other critical issues are addressed in a timely manner.

Information Technology Solutions

NYCHA continued to reap benefits from process improvements via the use of technology. Below are some of the highlights and status of key technology initiatives.

MyNycha App

MyNYCHA, which launched in September 2015, enables 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 service requests. Approximately 23,600 residents have downloaded the app and have used it to create about 96,000 work orders. In 2017, MyNYCHA app received new enhancements to allow public space ticket creation for extermination and lighting and enhanced email notifications functionality for ticket creation scheduling and appointment reminders. Plans for more enhancements in 2018-19 include the ability for a tenant to view their last bill, create tickets for tenant complaints, report an issue with a recently closed ticket and push notifications..



Maximo Mobile (Handheld)

To help streamline the inspection process, NYCHA completed the rollout of handheld devices to approximately 3,750 NYCHA staff that have been provided with necessary training in the use of these devices. Use of this technology will effectively reduce response time and formulate proper measures to address issues. In 2018, plan for Maximo Mobile initiative includes enhancement to existing handhelds through the addition of functions related to the performance of inspections in the critical fields of lead and asbestos, security cameras and window guards. Addition of inventory management functions is also planned for 2018.

Leased Housing Recertification Process

In 2018, NYCHA continues to progress toward its long-term goal to replace decades-old, cumbersome and limited tenant management and rent collection systems. In 2014, NYCHA released a pilot of an online self-service annual recertification application, which eliminates the costs of printing, mailing, receiving, and then keying and storing hundreds of thousands of documents a year. Pushing this transaction to the web also reduces error rates as well as reduces the time to approve the reviews. With full deployment, averaging over 4,600 Section 8 applications per month which translates into approximately \$170 thousand per month; effectively reducing time and effort in the processing of applications. In FY 2017, estimated savings as result of this measure was approximately \$2 million.



Commencing in FY 2018;

Electronic Invoicing

NYCHA will be implementing electronic invoicing which will allow vendors to submit invoices (and all supporting documentation) electronically. This will not only eliminate the use of paper and the need for manual data entry, it will also decrease processing time and allow for faster payment to vendors. Currently, Accounts Payable receives paper invoices and then invoices and inputs the data entry manually. Implementation for Phase I – targeting an initial group of 20 suppliers of goods and materials – is on target for the end of the first quarter of 2018. The next group to be implemented will cover the remaining population of material suppliers. This should cover almost 115,000 invoices annually – thereby enabling NYCHA to process over 80% of the invoice volume electronically, eliminating manual scanning and manual data input.

Procurement Process Improvement

As part of the NextGeneration NYCHA initiative, NYCHA continues to undergo implementation of process improvement. Working with Supply Management and Operations, IT will be employing additional improvements to procurement processes in FY 2018 which are as follows:

- HD Supply Integration
- Deploy Vendor Evaluation system
- Expand Receipts Dashboard to Support Services and other Central Offices areas
- Decentralize release adjustment process to the field and improve efficiency
- Implement forecasting for Support Services

These essential and critical improvements will continue to help streamline processes, increase transparency and ultimately will improve service to NYCHA's residents.

Increase Contract Capacity

Faced with increased personnel service benefit costs, NYCHA is implementing a strategy to increase contract capacity. The FY 2018 Plan includes a \$74 million increase in contracts at the discretion of properties to address critical operational needs. The objective of this strategy is to supplement and support NYCHA's own frontline staff by reducing the work order backlog while reducing the need for unscheduled overtime.

An additional \$12 million was allocated to COCC in an effort to improve service in the maintenance of our systems. NYCHA is exploring outsourcing some of our non-conventional boiler rooms to a private management company. This will allow the redeployment of current staff to improve service and performance at the remaining sites.



Operating Budget

Overview

The operating budget for FY 2018 is \$3.38 billion. The FY 2018 budget includes cost savings measures aimed at closing the budget deficit.

Table 1 highlights NYCHA's actual revenues and expenses for FY 2016, the current modified budget for FY 2017 and the FY 2018 budget by account type. It also indicates the variance between the current modified FY 2017 budget and the FY 2018 budget.



**Table 1: Comparison FY 2016 - FY 2018
(\$'000)**

	FY 2016	FY 2017	FY 2018	Variance
Expenditures	YTD Actual	Cur. Mod. Budget	Budget	FY 17 vs. FY 18
<u>Personnel Services:</u>				
Salary F/T	630,081	659,040	658,428	(612)
Salary P/T	1,822	1,670	1,409	(261)
Seasonal	2,929	-	6,010	6,010
Overtime	89,106	77,420	66,743	(10,677)
Retro	11,793	227	292	65
Shift Differential	1,026	978	1,070	93
Fringe	535,907	588,890	571,884	(17,006)
Other Salary	12,670	14,042	13,079	(962)
Subtotal Personnel Services	1,285,333	1,342,266	1,318,915	(23,351)
<u>Other Than Personnel Services:</u>				
Leases	40,012	41,632	42,422	790
Supplies	76,885	69,820	66,167	(3,653)
Utilities	520,476	529,868	543,748	13,880
Equipment	20,948	16,077	18,000	1,923
Contracts	178,090	216,720	305,073	88,353
Insurance	81,938	40,513	24,604	(15,909)
Housing Assistance Payments	940,722	966,221	984,375	18,153
Debt Services	701	653	534	(120)
OTPS Other	30,314	18,286	22,839	4,553
Subtotal Other Than Personnel Services	1,890,086	1,899,791	2,007,762	107,971
Total Expenses	3,175,419	3,242,057	3,326,677	84,620
Revenues				
<u>Revenues from Operations:</u>				
Tenant Rental Revenue	1,023,170	1,053,094	1,074,404	21,310
Other Revenue from Operations	18,028	17,495	21,977	4,482
Subtotal Revenues from Operations	1,041,199	1,070,589	1,096,381	25,792
<u>Other Revenues:</u>				
Federal Subsidies	912,057	821,986	885,598	63,611
Debt Services Subsidy	342	360	283	(77)
Section 8 Phased Conversion	52,328	56,325	58,120	1,795
Capital Fund Reimbursements	6,986	12,697	4,697	(8,000)
Interest on Investments	3,208	4,726	7,954	3,228
Other	77,430	166,994	74,958	(92,037)
Categorical Grants	9,048	1,377	3,838	2,461
Section 8 Subsidy	944,360	941,043	975,549	34,506
Section 8 Admin	75,732	76,406	74,408	(1,997)
City Funds	61,025	81,927	142,985	61,058
Subtotal Other Revenues	2,142,516	2,163,842	2,228,390	64,548
Total Revenues	3,183,715	3,234,431	3,324,771	90,340
Surplus /(Deficit) before Reserves	8,295	(7,626)	(1,906)	5,720
HAP Reserve (HUD-HELD)	-	25,178	8,825	(16,353)
Section 8 Admin Reserve	-	3,569	5,057	1,487
Surplus/(Deficit) net of Reserves	8,295	21,122	11,975	(9,146)



Operating Budget FY 2018 – FY 2022

NYCHA's Financial Plan sets forth projected operating costs on a modified accrual basis for FY 2018 through 2022. The four year financial plan is submitted to the Board simultaneously with the FY 2018 budget. NYCHA's budget plan is not balanced.

Table 2: FY 2018 – FY 2022 Financial Plan
(\$000)

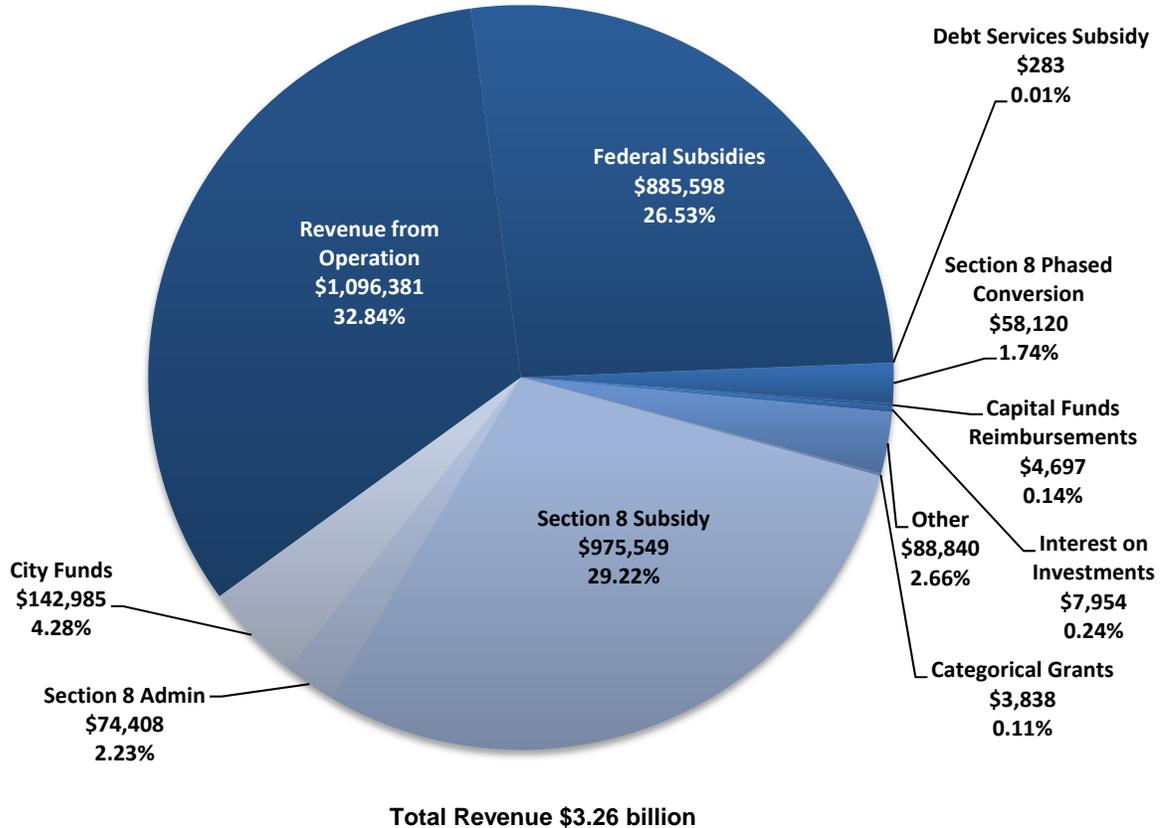
	2018	2019	2020	2021	2022
Expenditures					
<u>Personnel Services:</u>					
Salary F/T	658,428	653,661	647,590	645,425	643,584
Salary P/T	1,409	918	810	170	21
Seasonal	6,010	6,010	6,010	6,010	6,010
Overtime	66,743	66,688	66,685	66,666	66,647
Salary Retro	292	292	292	292	292
Shift Differential	1,070	1,070	1,070	1,070	1,070
Fringe	571,884	590,117	609,130	629,203	649,077
Other	13,079	12,626	12,617	12,609	12,601
Subtotal Personnel Services	1,318,915	1,331,382	1,344,204	1,361,446	1,379,303
<u>Other Than Personnel Services:</u>					
Leases	42,422	43,143	45,740	46,461	47,502
Supplies	66,167	65,150	65,150	64,660	64,170
Utilities	543,748	551,212	560,639	564,538	564,868
Equipment	18,000	13,318	12,185	12,145	12,349
Contracts	305,073	281,496	265,875	248,264	248,351
Insurance	24,604	56,487	59,900	63,536	67,620
Section 8 Payments	984,375	980,517	982,635	981,674	979,469
Payment in Lieu of Taxes	-	-	-	-	-
Debt Services	534	455	376	296	214
Other OTPS	22,839	18,407	18,417	18,287	18,134
Subtotal Other Than Personnel Services	2,007,762	2,010,185	2,010,917	1,999,861	2,002,676
Total Expenses	3,326,677	3,341,567	3,355,122	3,361,307	3,381,979
Revenues					
<u>Revenues from Operations:</u>					
Tenant Rental Revenue	1,074,404	1,087,285	1,097,197	1,106,650	1,116,026
Other Revenue from Operations	21,977	21,977	21,977	21,977	21,977
Subtotal Revenues from Operations	1,096,381	1,109,262	1,119,173	1,128,626	1,138,003
<u>Other Revenues:</u>					
Federal Subsidies	885,598	885,598	888,025	910,629	937,538
Debt Services Subsidy	283	230	180	131	81
Section 8 Phased Conversion	58,120	56,377	58,811	61,245	63,680
Capital Funds Reimbursements	4,697	4,697	4,697	4,697	4,697
Interest on Investments	7,954	9,280	9,280	9,280	10,606
Categorical Grants	3,838	1,186	788	288	288
Section 8 Subsidy	975,549	978,886	973,187	975,357	983,420
Section 8 Admin	74,408	72,256	70,580	68,384	65,737
City Funds	142,985	117,842	127,522	117,315	104,226
Other*	88,840	77,217	73,852	57,624	58,738
Subtotal Other Revenues	2,242,272	2,203,569	2,206,923	2,204,950	2,229,010
Total Revenues	3,338,653	3,312,831	3,326,096	3,333,576	3,367,012
Surplus/ (Deficit)	11,975	(28,736)	(29,026)	(27,731)	(14,966)

- * Includes HAP & Admin. Fees Reserve

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.

**Chart 1: FY 2018 Operating Revenue
(\$000)**



Tenant Rental Revenue and Federal Operating Subsidies account for nearly 58.7 percent of total revenues while Section 8 Subsidy for HAP and the Administrative Fees accounts for 33.2 percent of total revenues, as shown in the chart. The remaining 8.1 percent consists of many different components, but mainly Capital Fund Reimbursements and City Funds.

Table 3: FY 2018 Revenue by Funding Categories

	(%)
GF01	65.9%
F006	31.5%
City Grants	2.5%
Federal Grants	0.1%
Total	100.0%



Tenant Rental Revenue

Projected rent paid to NYCHA by residents, or Tenant Rental Revenue, represents 32 percent of total revenues in FY 2018. Rent projections are modeled at the property level based on data that includes the number of occupied units, tenants rent, and collection losses.

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 \$1.07 billion in FY 2018 to \$1.1 billion in FY 2022, a compound growth rate of 1 percent.

Federal Subsidies

This Plan projects the Federal Operating Subsidy to be \$886 million in FY 2018, increasing to \$938 million in FY 2022. The Operating Subsidy assessment is based on many factors including the number of eligible units, projected expense levels, utility expense levels, and formula income, which in turn, is based on Tenant Rental Revenue. While this assessment determines the eligibility level, additional assumptions must be made to determine future appropriations and proration levels which averaged 90 percent for the past decade.

For FY 2018-2019, however, based on available guidance, funding levels were projected using a proportion of total available funding (congressional appropriation) at the FY 2017 level (NYCHA received approximately 20% to 23% of the total national appropriation). For FY 2020-2022, a proration factor of 87% was used based on the FY 2017 Adopted assumption. In 2017, the Authority was eligible to receive \$954 million, however, only \$890 million was received, a shortfall of \$64 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 approximately 4,596 units will be converted by year-end 2017, securing an estimated \$55 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 \$52 million annually.

This Plan reflects a goal to convert 185 units per year from 2018 to 2022 with revenue increasing from approximately \$58 million in 2018 to \$64 million in 2022. Section 8 Subsidy and



Section 8 Subsidies and Administrative Fee

Section 8 8 Subsidy represents the total of the Housing Assistance Payments (HAP) and the Administrative Fees subsidy in the Housing Choice Voucher (HCV) Program Fund.

The projected subsidy reflects the expected number 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 rent regulations, changes to the fair market rent and payment standards, and funding proration.

The Plan projects Section 8 Subsidy to remain at nearly the same level of \$1.1 billion over the five years 2018-2022. Although the HAP subsidy is expected to have a modest increase, the Administrative Fees is expected to decline due to reduced units. This assumes a total Unit Months Leased (UML) of 1,028,776 for a monthly average of 85,731 vouchers in 2018.

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 decrease in Categorical grants funding from \$3.8 million in FY 2018 to \$.288 million in FY 2022 reflective of a decline in funding for grant programs.

Capital Fund Reimbursements

Capital Fund Reimbursements (CFRs) are reimbursements from the federal capital program to the operating program for capital-related costs incurred in the operating budget. The CFRs are for replacement reserves of NYCHA's mixed-finance portfolios. These reimbursements are projected to be \$4.7 million in each year from FY 2018 to FY 2022.

Interest on Investments

Interest on Investments represents expected earnings on cash and investments but excludes expected returns on self-insurance funds since these earnings are netted against insurance costs. This revenue is projected to increase from \$8.0 million in FY 2018 to \$10.6 million in FY 2022, reflecting modest increases in interest yields over the plan period.



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 defer a portion of the cost of excess utility consumption. Other Revenue from Operations is projected to remain the same at \$22 million. The revised projection is primarily attributed to a change in the parking program to focus on revenue generating strategy using latest market rate.

City Funds

Funds from the City of New York help the Authority to absorb the impact of the Federal underfunding. The budgeted amount for FY 2018 is \$143 million primarily composed of \$64.7 million for the reimbursement of general wage increases, \$55.4 million for the Housing Grant, \$12.4 million for the light programs and \$10.5 million for senior and community center programs.

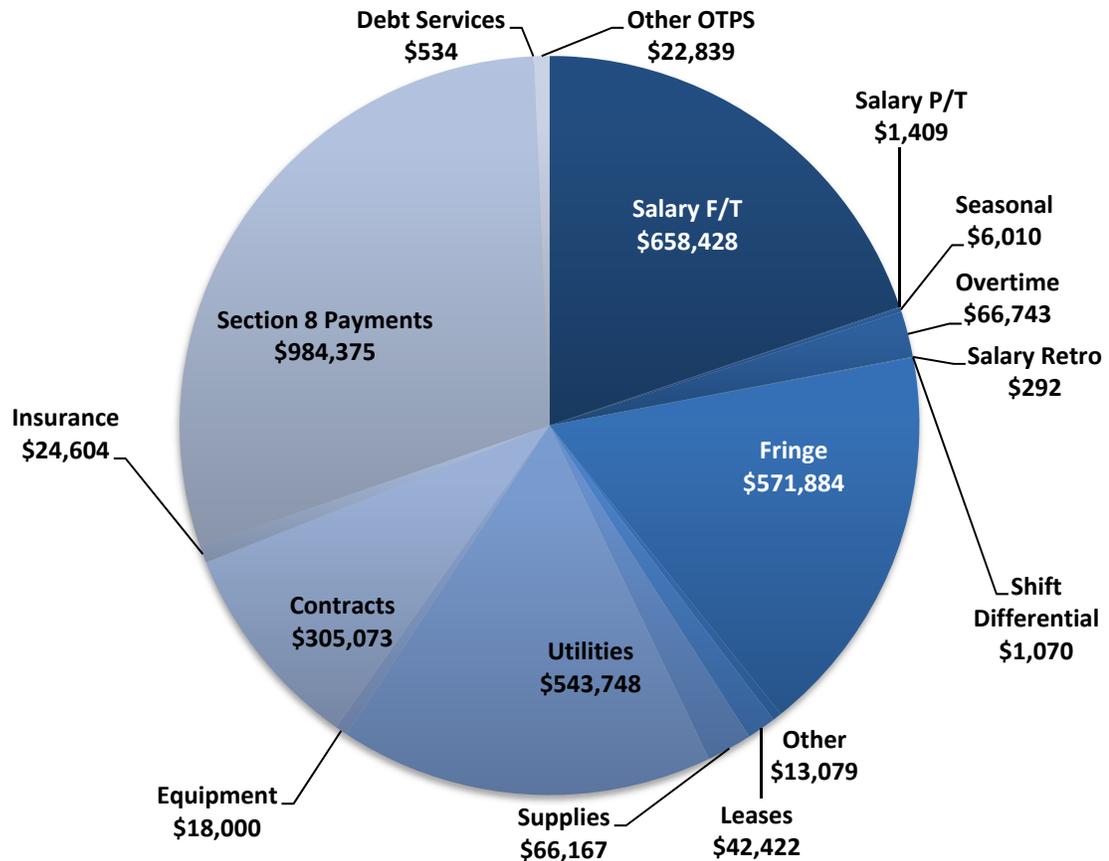
Other Non-Operating Revenues

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 as well as the NextGeneration Initiative (i.e. high-value land/mixed income, 10K Affordable Housing Units), commercial storefront leases, rooftop leases, and sublease income from underutilized office space. This Plan projects Other Non-Operating Revenues for FY 2018-2022 of \$74.9 million, \$68.5 million, \$73.9 million, \$57.6 million and \$58.7 million, respectively.

Operating Expenses

Table 6 shows by category the \$3.326 billion expenditures in NYCHA's 2018 operating budget:

**Chart 2: FY 2018 Use of Operating Funds
(\$000)**



Total Uses \$3.24 billion

Personnel Personnel Service (Salaries and Other Benefits) accounts for 40 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 14 percent of expenditures.

Personnel Services (PS)

NYCHA will spend \$1.32 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 2018, and covers annual salaries for the 10,684 employees who work on average between 35 and 40 hours a week.
- The budget for part-time salaries is \$1.4 million.
- The fringe benefits budget is \$572 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 \$66.7million which pays for scheduled and unscheduled overtime.
- The shift differential budget is \$1.1 million and reflects trade staff that work outside of regular shifts.
- The retro budget is \$0.3 million.
- The budget for other salary which covers longevity and service differential is \$13 million.

Other than Personnel Service (OTPS)

NYCHA will spend \$2.0 billion for Other Than Personnel Services (OTPS) which includes leases, supplies, equipment, utilities, contracts, insurance, Section 8 payments and debt service.

- The budget for Section 8 payments is \$984.4 million and provides funding for payments to landlords who provide private housing to families in the Section 8 program. Under this federally-funded program, families pay 30% of their income for rent and NYCHA pays the difference in rent up to a maximum amount.
- The utilities budget of \$543.7 million includes fuels, cooking gas, electricity and water Authority wide.
- The contracts budget is \$305.1 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 \$42.4 million, and represents the leasing of various borough and administrative offices throughout the City.
- The insurance budget is \$24.6 million, and is used to pay tort claims and premiums; for multiple insurance coverage such as property insurance.
- The budget for supplies is \$66.2 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 \$18 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 \$23.4 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 2018.

**Table 4: FY 2018 Departmental Budget
(\$000)**

DEPARTMENT	HC	PS	OTPS	TOTAL EXPENSES
Chair				
VP Strategic Initiatives	18	\$2,660	\$1,067	\$3,728
Equal Opportunity	17	1,960	126	\$2,085
Office of the Chair	7	1,311	1,261	\$2,572
NYCHA Board Members	-	0	60	\$60
Office of the Secretary	18	2,449	153	\$2,602
Inspector General	49	5,975	37	\$6,012
Compliance	1	7,223	8,000	\$15,223
Chair Total	110	21,578	10,704	\$32,283
General Manager				
Office of the General Manager	7	1,406	3,998	\$5,404
VP Public Safety	38	5,784	10,277	\$16,060
General Manager Total	45	7,189	14,275	\$21,464
EVP Operations				
Office of the EVP Operations	37	4,242	21,416	\$25,659
SVP Operations	4,256	487,855	534,534	\$1,022,389
SVP Support Services	1,291	179,590	5,167	\$184,757
SVP Next Generation Operations	2,758	314,223	310,907	\$625,130
VP Applications & Tenancy Administration	136	16,898	57	\$16,955
EVP Operations Total	8,478	1,002,808	872,082	\$1,874,890
EVP External Affairs				
Office of Public Private Partnerships	4	643	215	\$858
Office of the EVP External Affairs	3	623	254	\$877
Communications	17	2,430	146	\$2,575
Intergovernmental Relations	7	1,077	4	\$1,080
EVP External Affairs Total	31	4,772	618	\$5,391



**Table 4: FY 2018 Departmental Budget
(\$000)**

DEPARTMENT	HC	PS	OTPS	TOTAL EXPENSES
EVP Legal Affairs & General Counsel				
REAL ESTATE & ECONO DEVELOPMENT	6	908	0	\$908
TORTS	24	3,463	0	\$3,463
CIVIL LITIGATION	28	4,092	0	\$4,092
CORPORATE MATTERS	9	1,312	0	\$1,312
HOUSING LITIGATION	65	8,299	0	\$8,299
GENERAL COUNSEL	22	3,202	1,518	\$4,720
EVP Legal Affairs & General Counsel Total	154	21,276	1,518	\$22,794
EVP Capital Projects				
Office of the EVP Capital Projects	3	548	2	\$550
VP Capital Planning & Design	103	15,250	17	\$15,267
VP Energy Finance & Sustainability	23	3,768	2,683	\$6,451
VP Support Services Capital	81	11,070	248	\$11,317
VP Project Management	145	21,887	2	\$21,889
VP Recovery & Resilience	4	846	0	\$846
EVP Capital Projects Total	359	53,370	2,951	\$56,321
EVP Administration				
Office of EVP Administration	3	562	23	\$585
VP Performance Management & Analysis	23	3,392	9	\$3,401
VP Supply Management	122	14,794	294	\$15,088
General Services	65	6,509	423	\$6,932
General Services-CMA	-	0	10,574	\$10,574
Human Resources	101	13,255	878	\$14,134
Procedures Development and Administration	7	1,083	1	\$1,084
Customer Contact Center	145	13,390	2,861	\$16,251
Customer Operations	16	2,228	9	\$2,237
EVP Administration Total	482	55,214	15,071	\$70,286
EVP Finance				
Office of the EVP Finance	3	684	205	\$889
Accounting Operations-CMA	46	5,329	274	\$5,602
Financial Accounting & Reporting Services	85	11,055	110	\$11,165
Financial Planning & Analysis	36	4,738	4	\$4,743
Financial Planning & Analysis-CMA	-	19,444	40	\$19,484
Energy-CMA-Utilities	-	0	3,725	\$3,725
Treasury	14	1,902	716	\$2,618
Risk Management	10	1,488	638	\$2,127
EVP Finance Total	194	44,640	5,713	\$50,353



**Table 4: FY 2018 Departmental Budget
(\$000)**

DEPARTMENT	HC	PS	OTPS	TOTAL EXPENSES
EVP Information Technology				
Office of the EVP IT	2	465	11,403	\$11,868
Business Solution Technology	64	11,309	2,675	\$13,984
Enterprise Technology Portfolio Management	18	2,998	176	\$3,174
IT Infrastructure	81	12,846	1,294	\$14,140
IT Infrastructure-CMA-Tech Systems and Maint	-	0	27,808	\$27,808
Information Management	21	3,190	72	\$3,262
EVP Information Technology Total	186	30,807	43,429	\$74,236
EVP Community Engagement & Partnerships				
Office of the EVP Community Engagement & Partnerships	4	721	1,389	\$2,110
Community Health Initiatives	3	397	11	\$408
VP Resident & Community Engagement	104	11,349	3,597	\$14,947
VP Strategy & Partnership	93	11,364	5,226	\$16,590
EVP Community Engagement & Partnerships	204	23,831	10,224	\$34,055
EVP Leased Housing				
Office of the EVP Leased Housing	7	1,306	902	\$2,208
Inspection & Central Office Operations	80	9,050	225	\$9,276
Leased Housing Finance	21	2,558	39	\$2,597
Policy & Program Administration	87	9,873	14	\$9,886
Client Services	166	19,134	107	\$19,241
Quality Assurance Performance Management	17	2,118	53	\$2,172
Leased Housing-CMA	-	0	985,374	\$985,374
EVP Leased Housing Total	378	44,039	986,715	\$1,030,754
EVP Real Estate				
Office of the EVP Real Estate	3	581	0	\$581
Development Department	32	4,908	1,928	\$6,836
Real Estate Services	28	3,901	43	\$3,944
Real Estate Services-CMA	-	0	42,491	\$42,491
EVP Real Estate Total	63	9,390	44,462	\$53,852
Total NYCHA Budget	10,684	\$1,318,915	\$2,007,762	\$3,326,677



Head Count Plan

The following table details NYCHA's full-time headcount plan by department for FY 2018 through FY 2022. Also included is the budgeted headcount for FY 2017. All decreases in authorized headcount will be achieved through a combination of attrition and the elimination of vacant positions.

Table 5: FY 2018 – FY 2022 Authorized Head Count

	Prior Year	Financial Plan				
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Chair						
VP Strategic Initiatives	18	18	17	17	17	17
Equal Opportunity	14	17	17	17	17	17
Office of the Chair	7	7	7	7	7	7
Office of the Secretary	17	18	18	18	18	18
Inspector General	43	49	49	49	49	49
Compliance	0	1	1	1	1	1
Chair Total	99	110	109	109	109	109
General Manager						
Office of the General Manager	5	7	7	7	7	7
VP Public Safety	38	38	37	36	35	34
General Manager Total	43	45	44	43	42	41
EVP Operations						
Office of the EVP Operations	0	37	37	37	37	37
SVP Operations	4,267	4,256	4,256	4,256	4,256	4,256
SVP Support Services	1,394	1,291	1,271	1,251	1,231	1,211
SVP Next Generation Operations	2,713	2,758	2,758	2,758	2,758	2,758
VP Applications & Tenancy Administration	130	136	136	136	136	136
EVP Operations Total	8,504	8,478	8,458	8,438	8,418	8,398
EVP External Affairs						
Office of Public Private Partnerships	4	4	4	4	4	4
Office of the EVP External Affairs	2	3	3	3	3	3
Communications	19	17	17	17	17	17
Intergovernmental Relations	6	7	7	7	7	7
EVP External Affairs Total	31	31	31	31	31	31
EVP Legal Affairs & General Counsel						
REAL ESTATE & ECONO DEVELOPMEN	6	6	6	6	6	6
TORTS	24	24	24	24	24	24
CIVIL LITIGATION	26	28	28	28	28	28
CORPORATE MATTERS	9	9	9	9	9	9
HOUSING LITIGATION	67	65	65	65	65	65
GENERAL COUNSEL	21	22	22	22	22	22
EVP Legal Affairs & General Counsel Total	153	154	154	154	154	154
EVP Capital Projects						
Office of the EVP Capital Projects	3	3	3	3	3	3
VP Capital Planning & Design	99	103	103	103	103	103
VP Energy Finance & Sustainability	23	23	23	23	23	23
VP Support Services Capital	68	81	81	81	81	81
VP Project Management	134	145	143	141	139	137
VP Recovery & Resilience	4	4	4	4	4	4
EVP Capital Projects Total	331	359	357	355	353	351



Table 5: FY 2018 – FY 2022 Authorized Head Count

	Financial Plan					
	Prior Year FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
EVP Administration						
Office of EVP Administration	3	3	3	3	3	3
VP Performance Management & Analysis	20	23	23	23	23	23
VP Supply Management	127	122	117	112	107	102
General Services	67	65	65	65	65	65
Human Resources	117	101	101	101	101	101
Procedures Development and Administration	7	7	7	7	7	7
Customer Contact Center	131	145	145	145	145	145
Customer Operations	19	16	16	16	16	16
EVP Administration Total	491	482	477	472	467	462
EVP Finance						
Office of the EVP Finance	2	3	3	3	3	3
Treasury	13	14	14	14	14	14
Financial Planning & Analysis	36	36	36	36	36	36
Financial Accounting & Reporting Services	79	85	85	85	85	85
Accounts Payable and Utility Management	46	46	46	46	46	46
Risk Management	9	10	10	10	10	10
EVP Finance Total	185	194	194	194	194	194
EVP Information Technology						
Office of the EVP IT	2	2	2	2	2	2
Business Solution Technology	64	64	64	64	64	64
Enterprise Technology Portfolio Management	18	18	18	18	18	18
IT Infrastructure	80	81	81	81	81	81
Information Management	25	21	21	21	21	21
EVP Information Technology Total	189	186	186	186	186	186
EVP Community Programs						
Office of the EVP Community Engagement & Partnerships	4	4	4	4	4	4
VP Resident & Community Engagement	109	104	100	100	100	100
VP Strategy & Partnership	115	93	93	93	93	93
Community Health Initiatives	3	3	3	3	3	3
EVP Community Programs Total	231	204	200	200	200	200
EVP Leased Housing						
Office of the EVP Leased Housing	6	7	7	7	7	7
Inspection & Central Office Operations	75	80	80	80	80	80
Leased Housing Finance	21	21	21	21	21	21
Policy & Program Administration	85	87	87	87	87	87
Client Services	160	166	166	166	166	166
Quality Assurance Performance Management	14	17	17	17	17	17
EVP Leased Housing Total	361	378	378	378	378	378
EVP Real Estate						
Development Department	20	32	32	32	32	32
Real Estate Services	35	28	28	28	28	28
Office of the EVP Real Estate	1	3	3	3	3	3
EVP Real Estate	56	63	63	63	63	63
Total NYCHA Budget	10,674	10,684	10,651	10,623	10,595	10,567



Departmental Operating Budgets



NYCHA Mission

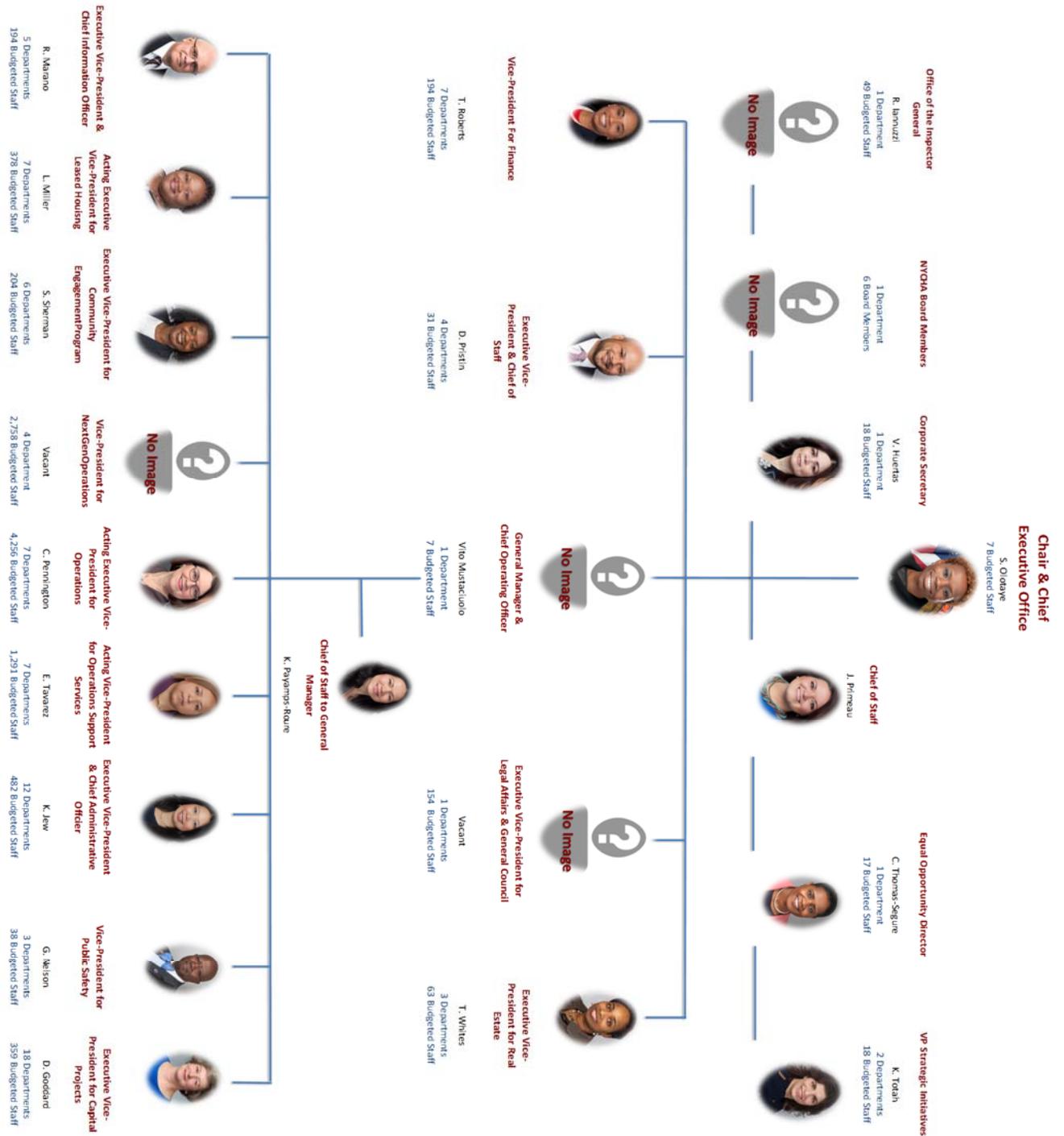
The New York City Housing Authority (NYCHA) provides decent and affordable housing in a safe and secure living environment for low-and moderate-income residents throughout the five boroughs. NYCHA also administers a citywide Section 8 Leased Housing Program. In order to fulfill this mission, NYCHA must 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 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 Corporate Secretary, the Office of the Inspector General, VP Strategic initiatives, Audit Department, Department of Equal Opportunity, NYCHA Board Members, Executive Vice-President (EVP) for Real Estate, EVP for Legal Affairs and General Counsel, 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, and 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 report directly to the Chair:

- EVP for Real Estates;
- EVP for Legal Affairs and General Counsel;
- EVP for Finance; and
- EVP for External Affairs

The Office of the Chair comprises of the following departments:

- 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	8	\$803	7	\$756	7	\$749	0	(\$7)
Salary Part-Time		2		-		-		-
Seasonal		-		-		-		-
Overtime		34		53		53		-
Salary Retro		2		-		2		2
Shift Differential		-		-		-		-
Fringe		629		529		501		(28)
Other Salary		10		8		5		(3)
Subtotal PS	8	\$1,479	7	\$1,346	7	\$1,311	0	(\$36)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		2		6		7		1
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		45		295		230		(65)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		150		677		1,025		348
Subtotal OTPS	0	\$198	0	\$978	0	\$1,261	0	\$284
Total Budget	8	\$1,677	7	\$2,324	7	\$2,572	0	\$248

Financial Review

The 2018 operating expense budget for the Executive Department is \$2.57 million, of which \$1.31 million is for PS and \$1.26 million is for OTPS.



(Office of the Corporate Secretary)

Overview / Mission statement

The Corporate Secretary serves as an advisor to the Board Members, as well as, their primary liaison to the Executive Team and external stakeholders, and is further charged with leading professional and administrative staff in several fast-paced extremely deadline-driven departments, which include the following:

- Board Logistics Unit;
- Calendar and Documents Unit;
- Office of Impartial Hearings; and
- Guardian Ad Litem Unit

Responsibilities

- Serve as advisor and primary liaison to Board Members.
 - Execute all Board Member logistics including
 - Prepare resolutions and briefing packages for all Board Meetings,
 - Handle of all correspondence,
 - Ensure timely submission and review of timesheets,
 - Maintain an accurate accounting of their time for stipend purposes,
 - Scheduling; and,
 - Transportation
- Plan and coordinate all Authority Board Meetings including
 - Prepare briefing packages, resolutions, and agendas,
 - Record and Issue minutes of votes cast at Board Meetings and Committee Meetings, and,
 - Issue notifications of all NYCHA Board Meetings and adjournments/cancellations, whenever required.
- Maintain an index of all resolutions considered by the Board and the corresponding minutes, in addition to other corporate records.
- Issue all true copies of official Authority documents.
- Process all Termination of Tenancy, Grievance, Applicant Appeals and Trespass cases and Guardian Ad Litem ("GAL") matters including various Tenancy-related Applications to Re-open Defaults, Removal of Permanent Exclusion, and, Blatch.
- Adjudicate and issue decisions regarding
 - Termination of Tenancy proceedings for residents of Authority properties,
 - Remaining Family Member Grievance,
 - Rent Rate Grievance,
 - Section 8 Termination,
 - Section 8 Share of Subsidy,
 - Public Housing and Section 8 Applicants' Appeals, and,
 - Resident's Appeal of exclusion of a visitor, pursuant to issuance of a Trespass Notice resulting from an arrest on or adjacent to Authority property.



- Prepare a weekly Tenancy Calendar resulting from disposed matters.
- Appoint (including contacting the Court for referrals, contacting GALs for appointment, issuing appointment letters, etc.) and process payment for the GAL (including verifying services rendered and accuracy of documentation).
- Member of the Employee Disciplinary Panel and the Personnel Board.

(Office of the Corporate Secretary)

Financial Overview

Expenditures by account type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	17	\$1,358	19	\$1,238	18	\$1,404	(1)	\$166
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		(2)		-		1		1
Shift Differential		-		-		-		-
Fringe		859		1,010		1,011		1
Other Salary		38		35		33		(2)
Subtotal PS	17	\$2,253	19	\$2,283	18	\$2,449	(1)	\$166
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		4		3		3		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		189		200		150		(50)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		0		3		0		(3)
Subtotal OTPS	0	\$194	0	\$206	0	\$153	0	(\$53)
Total Budget	17	\$2,447	19	\$2,489	18	\$2,602	(1)	\$114

Financial Review

The 2018 operating expense budget for the Office of the Corporate Secretary is \$2.6 million, of which \$2.45 million is for PS and \$0.15 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	44	\$3,118	49	\$3,371	49	\$3,389	0	\$18
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		34		44		44		-
Salary Retro		2		-		0		0
Shift Differential		-		-		-		-
Fringe		2,091		2,436		2,524		88
Other Salary		17		16		18		2
Subtotal PS	44	\$5,262	49	\$5,867	49	\$5,975	0	\$108
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		30		19		7		(12)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		57		20		16		(4)
Insurance		61		34		10		(24)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		4		4		3		(1)
Subtotal OTPS	0	\$153	0	\$78	0	\$37	0	(\$41)
Total Budget	44	\$5,415	49	\$5,945	49	\$6,012	0	\$67

Financial Review

The 2018 operating expense budget for the Office of the Inspector General is \$6.01 million, of which \$5.97 million is for PS and \$0.04 million is for OTPS.



(VP Strategic Initiatives)

Overview / Mission statement

The Office of Strategic Initiatives (OSI) is responsible for strategic planning at NYCHA and the implementation of NextGeneration NYCHA, NYCHA’s current 10-year strategic plan.

Responsibilities

OSI supports the implementation of NextGeneration NYCHA in three primary ways:

- Organizational analysis and business process reviews
- Leadership development
- Internal audit and assessment

OSI provides value to the Authority through:

- Big picture planning and innovation, particularly in:
 - challenging the status quo and questioning all assumptions
 - understanding systems and how to align them towards a singular vision
 - developing clear and compelling narratives for change
- Collaborating with business units and adeptly managing relationships
- Performing rigorous critical analysis
- Effectively project managing, especially by:
 - anticipating problems and mitigating them
 - keeping track of parallel work streams, their interdependencies and related details

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	0	\$0	4	\$273	4	\$381	0	\$109
Salary Part-Time		-		-		21		21
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		-		-		0		0
Shift Differential		-		-		-		-
Fringe		-		175		261		86
Other Salary		-		-		0		0
Subtotal PS	0	\$0	4	\$447	4	\$663	0	\$216
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		-		-		-		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		-		105		105
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		1		11		10
Subtotal OTPS	0	\$0	0	\$1	0	\$116	0	\$115
Total Budget	0	\$0	4	\$449	4	\$779	0	\$331

Financial Review

The 2018 operating expense budget for the Office of VP Strategic Initiatives is \$0.78 million, of which \$0.66 million is for PS and \$0.12 million is for OTPS.

(Audit)

Overview / Mission statement

The Department of Internal Audit and Assessment provides independent audits and assessments 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 enterprise-wide risk assessment process. These audits are conducted in accordance with Generally Accepted Government Auditing Standards (GAGAS) issued by the Government Accountability Office (GAO), Comptroller General of the United States. The Department of Internal Audit and Assessment 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, compliance and information technology (IT) audits (Central Office and field) selected through a formal enterprise-wide risk analysis process and in accordance with Generally Accepted Government Auditing Standards (GAGAS);
- 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, financial, compliance and technology risks areas are appropriately accessed based on International Standards for the Professional Practice of Internal Auditing standards and guidelines; and
- Manage and coordinate the annual independent Single Audit of NYCHA operations, and any external audits | reviews of NYCHA operations conducted by federal, state and city entities such as but not limited to HUD, the New York City Comptroller's Office, Office of Inspector General (OIG) and other entities.



(Audit)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	16	\$1,154	15	\$1,172	14	\$1,106	(1)	(\$66)
Salary Part-Time		13		-		-		-
Seasonal		(1)		-		-		-
Overtime		-		-		-		-
Salary Retro		-		-		1		1
Shift Differential		-		-		-		-
Fringe		763		809		799		(10)
Other Salary		94		85		91		6
Subtotal PS	16	\$2,022	15	\$2,066	14	\$1,997	(1)	(\$69)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		0		1		1		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		406		671		671		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		22		25		279		255
Subtotal OTPS	0	\$428	0	\$697	0	\$951	0	\$255
Total Budget	16	\$2,450	15	\$2,763	14	\$2,948	(1)	\$185

Financial Review

The 2018 operating expense budget for the Audit Department is \$2.95 million, of which \$2.0 million is for PS and \$0.95 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. It values inclusiveness and it delivers 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, familial status, military status, partnership status, predisposing genetic characteristic, sexual orientation, prior record of arrest or conviction, unemployment status, prior salary history, consumer credit history, caregiver status, or status as a victim of domestic violence, sex offenses, stalking or dating violence.

Responsibilities

- Monitor NYCHA's compliance with equal employment opportunity and fair housing laws and prevailing wage compliance under federal labor requirements
- Investigate and recommend resolution of complaints of prevailing wage, employment and fair housing discrimination
- Administer and disseminate NYCHA's equal opportunity, sexual harassment prevention, and fair housing non-discrimination policy statements
- Provide training and technical assistance to NYCHA staff, residents and external stakeholders on the NYCHA nondiscrimination policies
- Facilitate reasonable accommodation assistance for residents, Section 8 voucher holders and applicants for housing with disabilities, and serve as liaison between disability community and various NYCHA departments
- Monitor and facilitate public meeting accessibility



(Department of Equal Opportunity)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	16	\$1,039	17	\$1,089	17	\$1,095	0	\$7
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		7		-		0		0
Shift Differential		-		-		-		-
Fringe		728		806		843		37
Other Salary		21		17		21		4
Subtotal PS	16	\$1,795	17	\$1,911	17	\$1,960	0	\$48
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		2		1		1		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		143		125		112		(13)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		11		15		12		(2)
Subtotal OTPS	0	\$157	0	\$140	0	\$126	0	(\$15)
Total Budget	16	\$1,952	17	\$2,052	17	\$2,085	0	\$33

Financial Review

The 2018 operating expense budget for Department of Equal Opportunity is \$2.09 million, of which \$1.96 million is for PS and \$0.13 million is for OTPS.



(NYCHA Board Member)

Overview / Mission statement

The NYCHA Board is comprised of seven (7) members appointed by the mayor 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	1	\$70	0	\$0	0	\$0	0	\$0
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		43		9		0		(9)
Other Salary		0		-		0		0
Subtotal PS	1	\$114	0	\$9	0	\$0	0	(\$9)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		0		2		0		(1)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		46		117		31		(86)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		16		124		28		(96)
Subtotal OTPS	0	\$62	0	\$243	0	\$60	0	(\$183)
Total Budget	1	\$176	0	\$253	0	\$60	0	(\$193)

Financial Review

The 2018 operating expense budget for the NYCHA Board Member Department is 0.06 million for OTPS.



EVP of Legal Affairs and General Counsel

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; Corporate Affairs; Real Estate and Economic Development; Commercial Litigation; General Litigation; Employee Disciplinary; Housing Litigation; and Torts.

Responsibilities

- Provide legal advice and service to NYCHA's operations, including, but not limited to, employment, contracting, legislation, management, policies and procedures, tenancy matters, and real estate development;
- Draft and negotiate contracts; review requests for proposals and solicitations; advise on federal, state and local laws and regulations as well as ensuring compliance with NYCHA's contract procedure resolution and HUD's procurement requirements; provide guidance to NYCHA's Community Programs and Development Department concerning resident association matters, including, but not limited, to resident association elections, and tenant participation activities.
- Represent NYCHA in litigation matters in federal and state courts and in administrative proceedings before city, state, and federal agencies;
- Represent NYCHA in Administrative Tenancy proceedings in the Impartial Hearing Office for various non-desirability, breach of rules and regulations, remaining family member grievances, chronic rent delinquency, Section 8 and various other grievance and administrative actions;
- Represent NYCHA in appeals of its administrative determinations, Housing Court decisions or determinations rendered by regulatory agencies; prepare and administratively prosecute disciplinary cases against NYCHA employees;
- Represent NYCHA in real estate transactions, including leasing of property for affordable housing development and preservation of NYCHA developments through HUD's rental assistance demonstration (RAD) program.



EVP of Legal Affairs and General Counsel

Financial Overview

Expenditures by account type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary F/T	155	\$11,726	162	\$11,619	154	\$11,992	(8)	\$373
Salary P/T		-		-		-		-
Seasonal		-		-		-		-
Overtime		(0)		0		-		(0)
Salary Retro		21		15		25		10
Shift Differential		-		-		-		-
Fringe		8,328		8,301		8,725		425
Other		550		470		534		64
Subtotal PS	155	\$20,625	162	\$20,405	154	\$21,276	(8)	\$871
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		86		78		50		(28)
Equipment		-		-		-		-
Utilites		-		-		-		-
Contracts		2,113		4,128		1,172		(2,955)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Services		-		-		-		-
Other OTPS		366		326		296		(30)
Subtotal OTPS	0	\$2,565	0	\$4,532	0	\$1,518	0	(\$3,014)
Total Budget	155	\$23,190	162	\$24,937	154	\$22,794	(8)	(\$2,143)

Financial Review

The 2018 operating expense budget for the Office of Legal Affairs and General Counsel is \$22.80 million, of which \$21.28 million is for PS and \$1.52 million is for OTPS.



EVP of Real Estate

(Office of the EVP for Real Estate)

Overview / Mission statement

The Office of the EVP for Real Estate manages NYCHA's extensive portfolio of property and commercial spaces, with the goals of improving the physical conditions of NYCHA's buildings, improving the Authority's financial position, and creating more affordable housing in New York City.

The following departments report directly to the EVP for Real Estate:

- Real Estate Services (RES)
- Real Estate Development (RED)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	0	\$0	3	\$52	3	\$352	0	\$300
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		-		-		0		0
Shift Differential		-		-		-		-
Fringe		-		210		228		18
Other Salary		-		-		1		1
Subtotal PS	0	\$0	3	\$262	3	\$581	0	\$320
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		-		-		-		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		0		7		-		(7)
Subtotal OTPS	0	\$0	0	\$7	0	\$0	0	(7)
Total Budget	0	\$0	3	\$269	3	\$581	0	\$313

Financial Review

The 2018 operating expense budget for the Office of the EVP for Real Estate is 0.58 million in PS.



(Real Estate Services)

Overview / Mission statement

The Real Estate Services (RES) oversees the leasing of the Authority's owned non-residential real estate property portfolio and all related leasing and licensing activities. This includes marketing and transactions covering retail commercial stores, wireless communications facilities, community facility rental, laundry rooms and vending machines. In addition, the department oversees the Authority's central office (corporate) leased space, including facility management and the administration of related service contracts. In this role, RES 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.

Responsibilities

- Plan, design, and coordinate the construction, leasing, and furnishing of all central office facilities
- Establish standards for space allocation, furniture and furnishings, and work with departments to 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
- Negotiate and administer all leases and terms for commercial and community spaces including assignments, surrender agreements, and related real estate matters



(Real Estate Services)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	43	\$3,007	36	\$2,692	28	\$2,141	(8)	(\$552)
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		98		90		45		(45)
Salary Retro		6		11		51		39
Shift Differential		0		-		-		-
Fringe		2,200		2,058		1,595		(463)
Other Salary		86		75		70		(5)
Subtotal PS	43	\$5,397	36	\$4,927	28	\$3,901	(8)	(\$1,026)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		52		42		26		(15)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		4		1		15		14
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		2		4		1		(3)
Subtotal OTPS	0	\$58	0	\$47	0	\$43	0	(\$4)
Total Budget	43	\$5,456	36	\$4,973	28	\$3,944	(8)	(\$1,029)

Financial Review

The 2018 operating expense budget for the Office of Real Estate Services is \$3.94 million, of which \$3.90 million is for PS and \$0.04 million is for OTPS.



(Real Estate Services)

Financial Overview - Centrally Managed Accounts (CMA)

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	0	\$0	0	\$0	0	\$0	0	\$0
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		-		-		-		-
Other Salary		-		-		-		-
Subtotal PS	0	\$0	0	\$0	0	\$0	0	\$0
OTPS								
Leases		\$41,435		\$80,578		\$42,422		(\$38,157)
Supplies		(1)		-		-		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		240		69		69		-
Subtotal OTPS	0	\$41,674	0	\$80,648	0	\$42,491	0	(\$38,157)
Total Budget	0	\$41,674	0	\$80,648	0	\$42,491	0	(\$38,157)

Financial Review

The Office of Real Estate Services (CMA) manages leases and moving expenses for the Authority. The FY 2018 Adopted budget is \$42.49 million is for OTPS.



(Real Estate Development)

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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	19	\$2,132	28	\$2,183	32	\$2,870	4	\$687
Salary Part-Time		-		-		-		-
Seasonal		(0)		-		-		-
Overtime		1		1		0		(1)
Salary Retro		(0)		-		7		7
Shift Differential		-		-		-		-
Fringe		1,589		1,782		1,986		203
Other Salary		47		39		44		5
Subtotal PS	19	\$3,769	28	\$4,006	32	\$4,908	4	\$902
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		8		11		12		0
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		690		638		594		(44)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		840		503		1,323		819
Subtotal OTPS	0	\$1,538	0	\$1,153	0	\$1,928	0	\$776
Total Budget	19	\$5,306	28	\$5,158	32	\$6,836	4	\$1,678

Financial Review

The 2018 operating expense budget for the Development Department is \$6.84 million, of which \$4.91 million is for PS and \$1.93 million is for OTPS.



EVP of 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	4	\$321	3	\$330	3	\$380	0	\$51
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		0		-		0		0
Shift Differential		-		-		-		-
Fringe		242		233		242		10
Other Salary		-		-		0		0
Subtotal PS	4	\$564	3	\$562	3	\$623	0	\$60
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		-		1		-		(1)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		10		5		1		(5)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		2		273		254		(19)
Subtotal OTPS	0	\$12	0	\$279	0	\$254	0	(\$24)
Total Budget	4	\$576	3	\$841	3	\$877	0	\$36

Financial Review

The 2018 operating expense budget for the Office of the EVP for External Affairs is \$0.88 million, of which \$0.62 million is for PS and \$0.26 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	23	\$1,742	25	\$1,738	17	\$1,414	(8)	(\$324)
Salary Part-Time		-		-		-		-
Seasonal		(0)		-		-		-
Overtime		-		-		-		-
Salary Retro		(2)		-		2		2
Shift Differential		-		-		-		-
Fringe		1,203		1,329		1,001		(329)
Other Salary		18		14		12		(1)
Subtotal PS	23	\$2,961	25	\$3,081	17	\$2,430	(8)	(\$652)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		43		44		7		(37)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		483		427		131		(295)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		4		18		7		(11)
Subtotal OTPS	0	\$530	0	\$489	0	\$146	0	(\$343)
Total Budget	23	\$3,491	25	\$3,570	17	\$2,575	(8)	(\$995)

Financial Review

The 2018 operating expense budget for the Department of Communications is \$2.58 million, of which \$2.43 million is for PS and \$0.15 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	7	\$619	7	\$568	7	\$636	0	\$67
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		1		-		0		0
Shift Differential		-		-		-		-
Fringe		441		422		440		18
Other Salary		2		3		1		(2)
Subtotal PS	7	\$1,062	7	\$994	7	\$1,077	0	\$83
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		1		1		1		(0)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		3		0		0		(0)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		223		128		3		(125)
Subtotal OTPS	0	\$228	0	\$129	0	\$4	0	(\$126)
Total Budget	7	\$1,290	7	\$1,123	7	\$1,080	0	(\$43)

Financial Review

The 2017 operating expense budget for the Office of Intergovernmental Relations is \$1.080 million, of which \$1.077 million is for PS and \$0.004 million, is for OTPS.



(Office of Public/Private Partnerships)

Overview / Mission statement

As part of the External Affairs team, the Office of Public/Private Partnerships (OPPP) 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. OPPP responds to NextGeneration NYCHA's goal 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 communities by effectively linking the non-profit sector to efforts to enhance the educational, employment, health, and cultural needs of NYCHA's residents.

In 2016, the Office of Public/Private Partnerships launched the Fund for Public Housing (www.fundforpublichousing.org), an independent not-for-profit organization whose mission is to invest in the well-being of NYCHA residents and communicates by collaborating with public and private entities to re-imagine and improve the way public housing works.

Responsibilities

As part of the overall strategy, the office is 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	6	\$537	3	\$342	4	\$380	1	\$39
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		0		-		0		0
Shift Differential		-		-		-		-
Fringe		367		217		259		42
Other Salary		4		1		4		2
Subtotal PS	6	\$908	3	\$560	4	\$643	1	\$83
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		18		8		2		(7)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		167		182		151		(31)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		73		146		63		(83)
Subtotal OTPS	0	\$257	0	\$335	0	\$215	0	(\$121)
Total Budget	6	\$1,165	3	\$896	4	\$858	1	(\$38)

Financial Review

The 2018 operating expense budget for Office of Public/Private Partnerships is \$0.86 million, of which \$0.64 million is for PS and \$0.22 million is for OTPS.



EVP of 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:

- Financial Planning & Analysis;
- Financial Accounting & Reporting Services ;
- Risk Management;
- Treasury; and
- Accounting Payable and Utility Management

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	1	\$280	3	\$227	3	\$412	0	\$186
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		7		7		-
Salary Retro		14		4		4		-
Shift Differential		-		-		-		-
Fringe		187		241		260		19
Other Salary		7		2		2		-
Subtotal PS	1	\$488	3	\$480	3	\$684	0	\$205
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		0		1		1		(0)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		9		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		138		462		204		(257)
Subtotal OTPS	0	\$148	0	\$462	0	\$205	0	(\$257)
Total Budget	1	\$636	3	\$942	3	\$889	0	(\$53)

Financial Review

The 2018 operating expense budget for the Office of the EVP for Finance is \$0.89 million, of which \$0.68 million is for PS and \$0.21 million is for OTPS.



(Financial Planning & Analysis)

Overview / Mission statement

As an integral part of Finance, Department of Financial Planning and Analysis (FPA) has two primary responsibilities: preparing NYCHA's 5-Year Capital & Operation Plan; and advising the Board and General Manager on issues affecting NYCHA's fiscal health and the efficiency of services and programs. Specifically, this includes: developing revenue and expenditure estimates by analyzing various drivers and evaluating service delivery; implementing the estimates through NYCHA-wide system updates and most importantly, monitoring budget movements and actual revenues and expenditures. Since the majority of NYCHA's budget comes from the federal government, legislative and executive actions in Washington must also be followed closely. All of these components allow the FPA to prepare and present Financial Plan which must be approved by the Board.

The Department of Financial Planning and Analysis's mission is to promote prudent financial planning and budgeting throughout the Authority and ensure that NYCHA executives are equipped with the information needed to adopt a budget each year that reflects the needs of residents, and ensures NYCHA's longstanding fiscal stability.

Responsibilities

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



(Financial Planning & Analysis)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	36	\$2,751	41	\$2,755	36	\$2,651	(5)	(\$104)
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		46		60		20		(40)
Salary Retro		12		19		19		-
Shift Differential		-		-		-		-
Fringe		2,006		2,090		1,944		(146)
Other Salary		54		105		105		-
Subtotal PS	36	\$4,870	41	\$5,028	36	\$4,738	(5)	(\$289)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		1		1		1		0
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		80		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		17		11		3		(8)
Subtotal OTPS	0	\$99	0	\$12	0	\$4	0	(\$8)
Total Budget	36	\$4,968	41	\$5,040	36	\$4,743	(5)	(\$297)

Financial Review

The 2018 operating expense budget for the Department of Financial Planning and Analysis is \$4.74 million, of which \$4.738 million is for PS and \$0.004 million is for OTPS.



(Financial Accounting & Reporting Services)

Overview / Mission statement

The mission of the Financial Accounting & Reporting Services 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 Financial Accounting & Reporting Services 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	86	\$6,325	86	\$5,772	85	\$6,067	(1)	\$294
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		13		18		18		-
Salary Retro		13		5		5		-
Shift Differential		-		-		-		-
Fringe		4,728		4,436		4,516		80
Other Salary		368		449		449		-
Subtotal PS	86	\$11,446	86	\$10,681	85	\$11,055	(1)	\$374
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		27		18		18		(0)
Equipment		(0)		-		-		-
Utilities		-		-		-		-
Contracts		5		1		2		0
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		10		11		12		1
Subtotal OTPS	0	\$41	0	\$31	0	\$31	0	\$1
Total Budget	86	\$11,488	86	\$10,711	85	\$11,086	(1)	\$374

Financial Review

The 2018 operating expense budget for Financial Accounting & Reporting Services is \$11.09 million, of which \$11.06 million is for PS and \$0.03 million is for OTPS.



(Risk Management)

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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	9	\$706	10	\$761	10	\$867	0	\$106
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		(1)		-		-		-
Shift Differential		-		4		-		(4)
Fringe		423		551		607		56
Other Salary		19		15		15		-
Subtotal PS	9	\$1,147	10	\$1,330	10	\$1,488	0	\$158
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		2		4		5		1
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		16		28		-		(28)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		1		1		2		1
Subtotal OTPS	0	\$19	0	\$33	0	\$7	0	(\$26)
Total Budget	9	\$1,166	10	\$1,363	10	\$1,496	0	\$133

Financial Review

The 2018 operating expense budget for Risk Management is \$1.496 million, of which \$1.488 million is for PS and \$0.007 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)

- o 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;
- o Monitors and adjusts required collateral coverage for NYCHA bank account cash deposits on a daily basis; and
- o 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	15	\$1,064	14	\$1,056	14	\$1,065	0	\$9
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		4		-		-		-
Shift Differential		-		-		-		-
Fringe		807		686		775		89
Other Salary		52		62		62		-
Subtotal PS	15	\$1,927	14	\$1,804	14	\$1,902	0	\$98
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		5		10		40		30
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		14		675		676		1
Subtotal OTPS	0	\$19	0	\$685	0	\$716	0	\$31
Total Budget	15	\$1,946	14	\$2,488	14	\$2,618	0	\$129

Financial Review

The 2018 operating expense budget for Treasury is \$2.62 million, of which \$1.90 million is for PS and \$0.72 million is for OTPS.



(Accounting Payable and Utility Management)

Overview / Mission statement

To efficiently and effectively process all invoices and requisitions in a timely and accurate manner and to ensure 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 its vendors and contractors.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	48	\$2,511	48	\$2,921	46	\$2,891	(2)	(\$29)
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		8		65		-		(65)
Salary Retro		1		-		-		-
Shift Differential		-		-		-		-
Fringe		1,650		2,275		2,245		(30)
Other Salary		154		192		192		-
Subtotal PS	48	\$4,323	48	\$5,453	46	\$5,329	(2)	(\$124)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		13		22		21		(1)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		28		183		232		49
Insurance		-		3		1		(2)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		1		18		20		2
Subtotal OTPS	0	\$43	0	\$226	0	\$274	0	\$48
Total Budget	48	\$4,366	48	\$5,679	46	\$5,602	(2)	(\$76)

Financial Review

The 2018 operating expense budget for the Accounting Payable and Utility Management Department is \$5.60 million, of which \$5.33 million is for PS and \$0.27 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;
- EVP and 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
 - Office of Emergency 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	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 2018 operating expense budget for the Office of the General Manager is \$1.16 million, of which \$1.12 million is for PS and \$0.04 million is for OTPS.



(Office of the VP Public 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mbd. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	2	\$240	3	\$229	3	\$335	0	\$106
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		-		-		6		6
Shift Differential		-		-		-		-
Fringe		153		199		220		21
Other Salary		0		-		-		-
Subtotal PS	2	\$394	3	\$428	3	\$561	0	\$133
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		0		(0)		1		1
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		3		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		-		1		1
Subtotal OTPS	0	\$3	0	(\$0)	0	\$2	0	\$2
Total Budget	2	\$397	3	\$428	3	\$563	0	\$135

Financial Review

The 2018 operating expense budget for the Office of the VP Public Safety is \$0.561 million, of which \$0.002 million is for PS and \$0.563 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 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 investigations of incidences 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	34	\$1,929	36	\$2,206	108	\$1,933	72	(\$273)
Salary Part-Time		-		1,009		732		(277)
Seasonal		(0)		-		-		-
Overtime		83		83		23		(60)
Salary Retro		0		-		-		-
Shift Differential		14		14		10		(4)
Fringe		1,578		1,676		1,813		137
Other Salary		37		35		40		5
Subtotal PS	34	\$3,641	36	\$5,021	108	\$4,551	72	(\$470)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		62		1,223		601		(623)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		1,947		7,491		9,530		2,039
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		253		260		142		(118)
Subtotal OTPS	0	\$2,262	0	\$8,975	0	\$10,272	0	\$1,298
Total Budget	34	\$5,903	36	\$13,996	108	\$14,823	72	\$827

Financial Review

The 2018 operating expense budget for the Office of Safety and Security is \$14.82 million, of which \$4.55 million is for PS and \$10.27 million is for OTPS.



(Office of Emergency Management)

Overview / Mission statement

The Office of Emergency Management 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 Office of Emergency Management 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	4	\$408	4	\$381	4	\$402	0	\$21
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		0		-		-		-
Shift Differential		-		-		-		-
Fringe		273		257		270		13
Other Salary		2		-		-		-
Subtotal PS	4	\$683	4	\$638	4	\$672	0	\$34
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		30		89		1		(88)
Equipment		33		-		-		-
Utilities		-		-		-		-
Contracts		15		23		-		(23)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		10		7		2		(5)
Subtotal OTPS	0	\$88	0	\$119	0	\$3	0	(\$116)
Total Budget	4	\$771	4	\$757	4	\$674	0	(\$82)

Financial Review

The 2018 operating expense budget for the Office of Emergency Management Department is \$0.674 million, of which \$0.672 million is for PS and \$0.003 million is for OTPS.



Operations

Overview / Mission statement

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

The following Departments report to this EVP:

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



(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

- Maintain the applicant waiting list for Public Housing and Section 8 programs.
- Provide 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.
- Administer the Public Housing Tenant Selection and Assignment Plan (TSAP)
- Assist management staff with questions and issues arising from the use of HUD's Enterprise Income Verification system (EIV) and certifying EIV users semi-annually
- Administer the relocation of residents during apartment renovations
- Vacancy review



(Application & Tenancy Administration)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	98	\$6,581	108	\$6,191	100	\$6,447	(8)	\$256
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		1		-		-		-
Shift Differential		-		-		-		-
Fringe		4,621		5,266		5,464		199
Other Salary		148		156		128		(28)
Subtotal PS	98	\$11,352	108	\$11,612	100	\$12,040	(8)	\$427
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		13		14		20		6
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		1		9		-		(9)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		1		1		1		(1)
Subtotal OTPS	0	\$15	0	\$25	0	\$21	0	(\$4)
Total Budget	98	\$11,367	108	\$11,637	100	\$12,060	(8)	\$423

Financial Review

The 2018 operating expense budget for Applications & Tenancy Administration is \$12.06 million, of which \$12.04 million is for PS and \$0.02 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 to the tenants in completing the rental process and collaborates with the Applications and Tenancy 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 its decision and advises on how to implement the change in accommodation, if applicable. In the event that 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 NYCHA's effectiveness as a landlord, by 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	36	\$2,480	32	\$2,295	33	\$2,365	1	\$71
Salary Part-Time		24		97		-		(97)
Seasonal		-		-		-		-
Overtime		6		5		7		2
Salary Retro		5		-		-		-
Shift Differential		-		-		-		-
Fringe		1,592		1,559		1,912		353
Other Salary		41		20		40		20
Subtotal PS	36	\$4,149	32	\$3,975	33	\$4,324	1	\$349
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		190		16		20		4
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		6		108		1		(107)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		682		3		1		(1)
Subtotal OTPS	0	\$878	0	\$127	0	\$22	0	(\$104)
Total Budget	36	\$5,027	32	\$4,102	33	\$4,347	1	\$245

Financial Review

The 2018 operating expense budget for Management Services is \$4.35 million, of which \$4.33 million is for PS and \$0.22 million is for OTPS.



(Heating Management Services)

Overview / Mission statement

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

The Department is consists of two 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, five administrators and fifteen cluster heating superintendents & Assistant Superintendents.

Administration is made up of one deputy director 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, it collect data for and runs various daily, weekly, and monthly reports that track the performance of our department. Special teams play a critical role in our third party internal inspections, retro commissioning of all boilers, mobile boiler installations and providing highly skilled technical support to the field.



(Heating Management Services)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	490	\$27,564	535	\$29,387	519	\$28,685	(16)	(\$702)
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		4,529		3,444		3,941		497
Salary Retro		147		-		-		-
Shift Differential		198		143		269		126
Fringe		21,630		24,309		25,856		1,547
Other Salary		435		2,372		411		(1,961)
Subtotal PS	490	\$54,503	535	\$59,655	519	\$59,162	(16)	(\$494)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		414		211		167		(43)
Equipment		0		-		-		-
Utilities		-		-		-		-
Contracts		36		123		81		(42)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		81		141		106		(34)
Subtotal OTPS	0	\$530	0	\$474	0	\$355	0	(\$119)
Total Budget	490	\$55,033	535	\$60,130	519	\$59,517	(16)	(\$613)

Financial Review

The 2018 operating expense budget for Heating Management Services is \$59.52 million, of which \$59.16 million is for PS and \$0.36 million is for OTPS.



(Technical Services)

Overview / Mission statement

The Technical Services Department (TSD) provides essential and specialized services that support the maintenance and operation of NYCHA's developments. The department is NYCHA's resource for applied sciences, skilled craftsmanship, and building and mechanical systems. The 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	117	\$7,909	117	\$8,190	49	\$3,756	(68)	(\$4,434)
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		767		648		389		(259)
Salary Retro		(6)		-		-		-
Shift Differential		0		1		0		(1)
Fringe		5,286		6,701		3,030		(3,672)
Other Salary		219		211		209		(2)
Subtotal PS	117	\$14,175	117	\$15,751	49	\$7,383	(68)	(\$8,368)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		985		268		322		54
Equipment		22		-		-		-
Utilities		-		-		-		-
Contracts		1,042		371		164		(207)
Insurance		64		36		11		(25)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		59		16		40		24
Subtotal OTPS	0	\$2,171	0	\$691	0	\$536	0	(\$154)
Total Budget	117	\$16,347	117	\$16,442	49	\$7,919	(68)	(\$8,523)

Financial Review

The 2018 operating expense budget for Technical Services is \$7.92 million, of which \$7.38 million is for PS and \$0.54 million is for OTPS.



(Maintenance, Repair & Skilled Trades)

Overview / Mission statement

The Department of Maintenance Repair and Skilled Trades has experts that provide technical assistance for routine and emergency situations to NYCHA personnel in the fields of carpentry, pest control, electrical, plastering, painting, plumbing, masonry and roofing. The Department consists of the following units:

Environmental Field Operations Unit 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.

Closed Circuit Television and Police Service Area (CCTV and PSA) Unit performs and facilitates preventive maintenance and repairs of PSA buildings, hi-tech rooms, CCTV surveillance systems and maintains and repairs HVAC systems for the Department of Youth and Community Development (DYCD) Cornerstone program.

The Central Shops Unit provides all plumbing and electrical support for Heating Operations, fabrication and repair services that involve [carpentry], plumbing, electrical, sheet metal, machinery, lock repair, welding, and specialized skilled development support.

The Grounds Maintenance Unit provides technical oversight to the Property Management Department with regard to horticultural problems.

The 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.

The Waste Management Unit implements, and coordinates recycling and refuse programs throughout NYCHA properties. It also administers the compactor maintenance program for NYCHA's 3,301 interior compactors and 335 exterior roll-away compactors.

The 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	321	\$24,157	263	\$19,399	189	\$14,215	(74)	(\$5,184)
Salary Part-Time		-		-		-		-
Seasonal		3		-		-		-
Overtime		4,364		3,608		2,198		(1,410)
Salary Retro		1,268		-		-		-
Shift Differential		1		1		1		(0)
Fringe		22,402		15,974		12,049		(3,925)
Other Salary		381		183		344		161
Subtotal PS	321	\$52,578	263	\$39,165	189	\$28,807	(74)	(\$10,359)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		3,040		1,674		1,922		248
Equipment		368		-		-		-
Utilities		-		-		-		-
Contracts		930		532		297		(235)
Insurance		65		37		11		(26)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		330		129		285		156
Subtotal OTPS	0	\$4,733	0	\$2,372	0	\$2,515	0	\$143
Total Budget	321	\$57,311	263	\$41,537	189	\$31,322	(74)	(\$10,216)

Financial Review

The 2018 operating expense budget for Maintenance, Repair & Skilled Trades is \$31.32 million, of which \$28.81 million is for PS and \$2.51 million is for OTPS.



(Elevators Services & Repair)

Overview / Mission statement

The Elevator Services and Repair Department is responsible for providing safe and reliable service of NYCHA-owned elevators. Staff responds to elevator-related emergencies and complaints 24 hours a 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	499	\$36,296	485	\$37,795	401	\$31,212	(84)	(\$6,583)
Salary Part-Time		165		-		-		-
Seasonal		-		-		-		-
Overtime		8,460		7,327		6,904		(423)
Salary Retro		12		-		-		-
Shift Differential		338		367		351		(16)
Fringe		31,610		30,652		28,361		(2,291)
Other Salary		225		207		190		(17)
Subtotal PS	499	\$77,107	485	\$76,348	401	\$67,018	(84)	(\$9,329)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		730		434		239		(195)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		346		100		-		(100)
Insurance		5		3		1		(2)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		102		141		89		(53)
Subtotal OTPS	0	\$1,184	0	\$678	0	\$329	0	(\$350)
Total Budget	499	\$78,291	485	\$77,026	401	\$67,347	(84)	(\$9,679)

Financial Review

The 2018 operating expense budget for Elevators Services & Repair is \$67.35 million, of which \$67.02 million is for PS and \$0.33 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 or at 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	141	\$7,791	145	\$8,345	131	\$7,437	(14)	(\$908)
Salary Part-Time		496		684		656		(28)
Seasonal		-		-		-		-
Overtime		1,181		1,222		1,153		(69)
Salary Retro		27		-		-		-
Shift Differential		334		297		301		4
Fringe		6,879		7,183		6,688		(495)
Other Salary		98		92		564		472
Subtotal PS	141	\$16,807	145	\$17,823	131	\$16,799	(14)	(\$1,024)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		474		587		490		(97)
Equipment		(0)		751		-		(751)
Utilities		-		-		-		-
Contracts		910		745		140		(605)
Insurance		109		61		18		(43)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		53		788		624		(164)
Subtotal OTPS	0	\$1,546	0	\$2,932	0	\$1,273	0	(\$1,659)
Total Budget	141	\$18,353	145	\$20,755	131	\$18,072	(14)	(\$2,683)

Financial Review

The 2018 operating expense budget for The Emergency Services Department is \$18.07 million, of which \$16.80 million is for PS and \$1.27 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 27,000 units in Brooklyn, Manhattan, Staten Island, and the Bronx. These developments include the 21 former city and state-funded developments and those managed from the same consolidated Asset Management Projects (AMPs). These developments have mixed financing: Public Housing Subsidy and Section 8 tenant and project based voucher subsidies. Units with section 8 subsidies are required to be in compliance with the voucher program Housing Quality Inspections. The department is responsible for overseeing these inspections and ensuring no subsidies are lost due to failed inspections.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	207	\$4,460	212	\$15,699	234	\$17,431	22	\$1,732
Salary Part-Time		-		-		-		-
Seasonal		184		997		891		(107)
Overtime		760		2,830		1,825		(1,005)
Salary Retro		13		-		-		-
Shift Differential		0		0		0		(0)
Fringe		2,860		12,913		14,997		2,083
Other Salary		62		179		296		117
Subtotal PS	207	\$8,340	212	\$32,619	234	\$35,439	22	\$2,821
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		24		8		21		13
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		(138)		5		-		(5)
Insurance		5		3		3		0
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		9		4,693		4,839		147
Subtotal OTPS	0	(\$100)	0	\$4,709	0	\$4,864	0	\$155
Total Budget	207	\$8,240	212	\$37,328	234	\$40,303	22	\$2,976

Financial Review

The 2018 operating expense budget for Mixed Finance Asset Management Office is \$40.30 million, of which \$35.44 million is for PS and \$4.86 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 HUD. 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. These developments are considered LLCI's. The LLCI's receive public housing funding for approximately 11,700 of the total units. The remaining units are either funded by section 8 voucher subsidies or unfunded

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	373	\$18,863	256	\$13,426	256	\$12,454	0	(\$972)
Salary Part-Time		115		-		-		-
Seasonal		136		-		-		-
Overtime		3,430		2,986		2,890		(96)
Salary Retro		11		-		-		-
Shift Differential		4		4		1		(3)
Fringe		15,972		15,235		11,945		(3,290)
Other Salary		282		254		264		9
Subtotal PS	373	\$38,812	256	\$31,905	256	\$27,554	0	(\$4,351)
OTPS								
Leases		\$0		\$72		\$0		(\$72)
Supplies		5,890		5,535		4,571		(964)
Equipment		4,046		576		233		(343)
Utilities		27,703		29,875		29,793		(82)
Contracts		14,378		13,787		15,681		1,893
Insurance		5,233		3,257		1,670		(1,587)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		224		193		156		(37)
Other OTPS		5,475		688		471		(217)
Subtotal OTPS	0	\$62,950	0	\$53,984	0	\$52,574	0	(\$1,409)
Total Budget	373	\$101,762	256	\$85,889	256	\$80,129	0	(\$5,760)

Financial Review

The 2018 operating expense budget for Tax Credit LLC is \$80.13 million, of which \$27.554 million is for PS and \$52.574 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. These 8 developments are known as LLC-II. They do not have LIHTC's attached and only source of funding is through the section 8 voucher program subsidies. Currently, 2 of the 8 developments are transitioning to the PACT program with plans to continue these conversions for the remaining 6 LLC-II developments.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	154	\$9,087	66	\$4,024	66	\$3,221	0	(\$804)
Salary Part-Time		55		-		-		-
Seasonal		100		-		-		-
Overtime		1,368		1,343		1,303		(40)
Salary Retro		18		-		-		-
Shift Differential		18		2		4		2
Fringe		8,273		5,735		3,133		(2,602)
Other Salary		132		112		112		(0)
Subtotal PS	154	\$19,050	66	\$11,217	66	\$7,773	0	(\$3,444)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		2,295		1,990		1,782		(208)
Equipment		193		179		91		(87)
Utilities		8,787		11,581		9,608		(1,974)
Contracts		5,646		5,205		6,154		949
Insurance		3,027		1,839		789		(1,050)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		101		91		62		(29)
Other OTPS		7,760		230		131		(99)
Subtotal OTPS	0	\$27,809	0	\$21,115	0	\$18,617	0	(\$2,498)
Total Budget	154	\$46,860	66	\$32,332	66	\$26,390	0	(\$5,942)

Financial Review

The 2018 operating expense budget for Non-Tax Credit LLC is \$26.39 million, of which \$7.77 million is for PS and \$18.62 million is for OTPS.



(Mixed Finance Conventional)

Overview / Mission statement

Mixed Finance Conventional Department is responsible for the daily operation and maintenance of all federally-aided Public Housing developments that are consolidated with Tax Credit and Non-tax credit LLC developments. 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	178	\$5,467	446	\$8,668	446	\$21,857	0	\$13,189
Salary Part-Time		8		-		-		-
Seasonal		1		-		-		-
Overtime		782		1,247		1,208		(39)
Salary Retro		12		-		-		-
Shift Differential		2		2		5		3
Fringe		5,175		8,335		20,574		12,239
Other Salary		80		105		122		17
Subtotal PS	178	\$11,526	446	\$18,356	446	\$43,766	0	\$25,409
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		1,753		908		878		(30)
Equipment		(58)		100		91		(9)
Utilities		16,818		16,664		18,641		1,977
Contracts		5,009		7,232		6,769		(463)
Insurance		1,590		1,048		557		(492)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		23		32		28		(4)
Other OTPS		119		193		97		(96)
Subtotal OTPS	0	\$25,255	0	\$26,177	0	\$27,061	0	\$883
Total Budget	178	\$36,782	446	\$44,534	446	\$70,826	0	\$26,293

Financial Review

The 2018 operating expense budget for Mixed Finance Conventional is \$70.83 million, of which \$43.77 million is for PS and \$27.06 million is for OTPS.



(Management & Planning)

Overview / Mission statement

The Department of Management and Planning (DMP) was created in March 2012 through the centralizing all borough business services units, timekeeping, and human resource functions. The centralization occurred in order to streamline these functions. This Department consists of the Financial Unit and the Time Management Unit. The Financial Unit is responsible for the overall personnel operations, other than personnel services and the management of the capital planning process for Operations. The management unit is responsible for human resources and timekeeping functions. The human resources team tracks all Operations vacancies, process requests to hire new employees in collaboration with Human Resources Department to ensure speedy and timely hiring of employees. The timekeeping team is responsible for processing all overtime entries in Kronos timekeeping system for all skilled trade and floating staffs.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	29	\$1,605	28	\$1,855	28	\$1,870	0	\$15
Salary Part-Time		-		5		-		(5)
Seasonal		-		-		-		-
Overtime		18		16		15		(1)
Salary Retro		50		-		-		-
Shift Differential		-		-		-		-
Fringe		1,441		1,584		1,562		(22)
Other Salary		27		21		25		4
Subtotal PS	29	\$3,140	28	\$3,482	28	\$3,472	0	(\$10)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		119		18		20		2
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		2,018		993		110		(883)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		1		0		-		(0)
Subtotal OTPS	0	\$2,137	0	\$1,011	0	\$130	0	(\$881)
Total Budget	29	\$5,278	28	\$4,493	28	\$3,602	0	(\$891)

Financial Review

The 2018 operating expense budget for Department of Management & Planning is \$3.60 million, of which \$3.47 million is for PS and \$0.13 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 level or lower cost that is needed to run other developments, 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 residents’ needs.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	0	\$0	0	\$0	0	\$0	0	\$0
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		-		-		-		-
Other Salary		-		-		-		-
Subtotal PS	0	\$0	0	\$0	0	\$0	0	\$0
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		6		9		9		0
Equipment		-		-		-		-
Utilities		7,348		7,467		7,946		479
Contracts		20,723		18,127		19,063		935
Insurance		1,335		887		373		(514)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		2		12		3		(9)
Subtotal OTPS	0	\$29,415	0	\$26,502	0	\$27,394	0	\$891
Total Budget	0	\$29,415	0	\$26,502	0	\$27,394	0	\$891

Financial Review

The 2018 operating expense budget for Private Management is \$27.39 million which 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	1,088	\$65,316	1,184	\$63,950	1,152	\$63,181	(32)	(\$769)
Salary Part-Time		186		-		-		-
Seasonal		320		894		993		99
Overtime		12,624		9,808		8,434		(1,374)
Salary Retro		2,410		-		-		-
Shift Differential		13		4		7		3
Fringe		59,934		53,104		58,230		5,126
Other Salary		1,165		1,051		1,041		(9)
Subtotal PS	1,088	\$141,969	1,184	\$128,810	1,152	\$131,886	(32)	\$3,076
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		12,334		10,854		10,261		(593)
Equipment		262		351		463		112
Utilities		89,879		105,664		97,628		(8,035)
Contracts		24,940		30,196		35,213		5,017
Insurance		14,023		8,415		3,732		(4,683)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		56		63		47		(17)
Other OTPS		501		995		445		(550)
Subtotal OTPS	0	\$141,994	0	\$156,538	0	\$147,790	0	(\$8,748)
Total Budget	1,088	\$283,963	1,184	\$285,347	1,152	\$279,676	(32)	(\$5,672)

Financial Review

The 2018 operating expense budget for Bronx Property Management is \$279.68 million, of which \$131.89 million is for PS and \$147.79 million is for OTPS.



Brooklyn Property Management

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	1,614	\$93,762	1,708	\$92,254	1,650	\$90,424	(58)	(\$1,830)
Salary Part-Time		323		-		-		-
Seasonal		777		1,161		1,412		251
Overtime		17,452		14,159		12,038		(2,121)
Salary Retro		3,173		-		-		-
Shift Differential		8		6		20		14
Fringe		84,813		75,696		83,342		7,646
Other Salary		1,495		1,350		1,429		79
Subtotal PS	1,614	\$201,803	1,708	\$184,627	1,650	\$188,665	(58)	\$4,039
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		18,139		13,856		13,247		(609)
Equipment		139		430		658		228
Utilities		112,260		120,724		122,492		1,768
Contracts		30,468		32,993		39,270		6,278
Insurance		17,812		11,056		5,273		(5,783)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		89		81		71		(10)
Other OTPS		908		1,346		811		(535)
Subtotal OTPS	0	\$179,815	0	\$180,486	0	\$181,823	0	\$1,337
Total Budget	1,614	\$381,618	1,708	\$365,113	1,650	\$370,488	(58)	\$5,375

Financial Review

The 2018 operating expense budget for Brooklyn Property Management is \$370.49 million, of which \$188.67 million is for PS and \$181.82 million is for OTPS.



Manhattan Property Management

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	1,399	\$79,933	1,465	\$79,466	1,423	\$78,367	(42)	(\$1,099)
Salary Part-Time		201		-		-		-
Seasonal		373		1,080		1,269		189
Overtime		17,000		11,944		10,038		(1,906)
Salary Retro		3,011		-		-		-
Shift Differential		19		9		42		33
Fringe		74,976		64,607		72,125		7,518
Other Salary		1,357		1,135		1,323		188
Subtotal PS	1,399	\$176,869	1,465	\$158,241	1,423	\$163,165	(42)	\$4,923
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		15,049		12,989		13,248		259
Equipment		116		461		592		130
Utilities		107,712		102,617		117,789		15,171
Contracts		21,720		27,497		39,808		12,311
Insurance		16,224		10,225		5,178		(5,046)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		203		188		166		(22)
Other OTPS		754		781		602		(179)
Subtotal OTPS	0	\$161,780	0	\$154,759	0	\$177,383	0	\$22,624
Total Budget	1,399	\$338,648	1,465	\$313,000	1,423	\$340,547	(42)	\$27,547

Financial Review

The 2018 operating expense budget for Manhattan Property Management is \$340.55 million, of which \$163.17 million is for PS and \$177.38 million is for OTPS.



Queens/SI Property Management

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	804	\$43,138	838	\$44,834	829	\$45,126	(9)	\$292
Salary Part-Time		113		-		-		-
Seasonal		357		644		666		21
Overtime		6,245		7,298		6,096		(1,202)
Salary Retro		1,111		-		-		-
Shift Differential		28		5		20		15
Fringe		38,323		39,249		41,652		2,403
Other Salary		720		684		712		28
Subtotal PS	804	\$90,037	838	\$92,715	829	\$94,271	(9)	\$1,557
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		7,778		5,600		6,904		1,305
Equipment		(137)		310		310		0
Utilities		58,360		58,292		63,745		5,453
Contracts		15,956		15,748		27,297		11,549
Insurance		8,563		5,255		2,834		(2,420)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		451		682		368		(314)
Subtotal OTPS	0	\$90,971	0	\$85,886	0	\$101,458	0	\$15,572
Total Budget	804	\$181,008	838	\$178,601	829	\$195,730	(9)	\$17,129

Financial Review

The 2018 operating expense budget for Queens/SI Property Management is \$195.73 million, of which \$94.27 million is for PS and \$101.46 million is for OTPS.



Next Generation Operations One

Overview / Mission statement

Next Generation Operations One mission is to set the standard of high performance and manage residential properties from a team approach. The team approach will enrich properties and empower employees to focus on the critical work needed to enhance the residents' living experience.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	833	\$36,896	905	\$47,721	923	\$50,134	18	\$2,413
Salary Part-Time		105		-		-		-
Seasonal		372		924		770		(154)
Overtime		8,058		7,683		6,664		(1,019)
Salary Retro		192		-		-		-
Shift Differential		11		5		2		(3)
Fringe		31,357		41,568		46,276		4,708
Other Salary		525		693		693		0
Subtotal PS	833	\$77,516	905	\$98,594	923	\$104,539	18	\$5,945
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		9,888		8,208		7,944		(264)
Equipment		703		55		359		304
Utilities		65,332		66,173		71,248		5,074
Contracts		20,331		19,804		22,973		3,169
Insurance		11,837		7,272		3,331		(3,941)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		334		815		444		(371)
Subtotal OTPS	0	\$108,425	0	\$102,327	0	\$106,298	0	\$3,971
Total Budget	833	\$185,941	905	\$200,921	923	\$210,837	18	\$9,916

Financial Review

The 2018 operating expense budget for Next Generation Operations One is \$210.84 million, of which \$104.54 million is for PS and \$106.30 million is for OTPS.

EVP for Administration

(Office of the EVP for Administration)

Overview / Mission statement

The EVP for Administration is responsible for providing 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;
- VP of Performance Tracking & Analysis;
- VP Supply Management;
 - Office of VP Supply Management
 - Warehouse Distribution;
 - Procurement; and
 - Materials Management;
- General Services;
- Human Resources;
- Procedural and Development & Administration;
- Customer Operations;
- Customer Contact Center;
 -



(Office of the EVP for Administration)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	3	\$440	3	\$303	3	\$333	0	\$30
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		1		0		0		(0)
Shift Differential		-		3		-		(3)
Fringe		123		207		219		12
Other Salary		9		7		10		3
Subtotal PS	3	\$573	3	\$519	3	\$562	0	\$43
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		-		0		13		13
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		2		17		10		(7)
Subtotal OTPS	0	\$2	0	\$17	0	\$23	0	\$5
Total Budget	3	\$575	3	\$537	3	\$585	0	\$48

Financial Review

The 2018 operating expense budget for the EVP for Administration is \$0.585 million, of which \$0.562 million is for PS and \$0.023 million is for OTPS.



(VP of Performance Tracking and Analytics)

Overview / Mission statement

The VP of Performance Tracking and Analytics Department's (PTAD) mission is to provide best-in-class business analytic support to assist NYCHA's Executive Staff and Departments in order to successfully execute long-term strategic goals and achieve day to day operational effectiveness and efficiency. The Department also ensures the Authority's compliance with reporting for HUD and New York City, and promotes a data driven culture that improves decision making at all levels of the Authority's 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 for the Department of City Planning's Annual Consolidated Plan Symposiums and Public Hearings.



(VP of Performance Tracking and Analysis)

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	23	\$1,954	23	\$1,620	23	\$1,964	0	\$345
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		(2)		-		5		5
Shift Differential		-		-		-		-
Fringe		1,388		1,412		1,379		(33)
Other Salary		43		32		43		12
Subtotal PS	23	\$3,382	23	\$3,063	23	\$3,392	0	\$329
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		5		5		5		0
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		5		2		3		1
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		1		3		1		(2)
Subtotal OTPS	0	\$11	0	\$9	0	\$9	0	\$0
Total Budget	23	\$3,393	23	\$3,072	23	\$3,401	0	\$329

Financial Review

The 2018 operating expense budget for the VP of Performance Tracking and Analysis is \$3.401 million, of which \$3.392 million is for PS and \$0.009 million is for OTPS.



(VP for Supply Management)

(Office of the VP for Supply Management)

The following Departments and offices report directly to the VP for 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 giving it full responsibility of all of NYCHA’s procurement activities.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	12	\$795	12	\$899	12	\$957	0	\$58
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		0		0		0		-
Shift Differential		-		-		-		-
Fringe		387		637		684		48
Other Salary		10		7		7		-
Subtotal PS	12	\$1,192	12	\$1,543	12	\$1,649	0	\$106
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		25		7		7		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		(6)		1		-		(1)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		(4)		1		1		0
Subtotal OTPS	0	\$15	0	\$9	0	\$8	0	(\$1)
Total Budget	12	\$1,207	12	\$1,552	12	\$1,657	0	\$105

Financial Review

The 2018 operating expense budget for the Office of the VP for Supply Management is \$1.66 million, of which \$1.65 million is for PS and \$0.01 million is for OTPS.



(Warehouse Distribution)

Overview / Mission statement

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	44	\$2,691	45	\$2,503	40	\$2,302	(5)	(\$201)
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		34		82		22		(60)
Salary Retro		16		10		10		-
Shift Differential		7		10		7		(3)
Fringe		1,999		1,905		1,883		(22)
Other Salary		70		92		92		-
Subtotal PS	44	\$4,817	45	\$4,602	40	\$4,316	(5)	(\$286)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		153		93		30		(63)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		230		200		194		(6)
Insurance		2		1		0		(1)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		2		1		2		1
Subtotal OTPS	0	\$387	0	\$296	0	\$227	0	(\$69)
Total Budget	44	\$5,204	45	\$4,898	40	\$4,543	(5)	(\$355)

Financial Review

The 2018 operating expense budget for the Warehouse Distribution Department is \$4.54 million, of which \$4.32 million is for PS and \$0.22 million is for OTPS.



(Procurement)

Overview / Mission statement

Procurement procures, source and purchase materials, supplies, equipment and services (including construction) as needed by NYCHA in compliance with all policies and procedures of the Authority. Its mission is to provide quality procurement services and to ensure that the bidding, authorization and award of contracts for purchasing materials, supplies, equipment, and services (including construction) are performed efficiently, effectively and at the most favorable price. It will ensure that procurement processes are in compliance with all applicable laws, rules and regulations, and policies and procedures of the Authority.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	62	\$4,215	64	\$4,337	64	\$4,481	0	\$144
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		125		150		84		(66)
Salary Retro		61		50		4		(46)
Shift Differential		-		-		-		-
Fringe		3,672		3,180		3,372		191
Other Salary		110		93		51		(42)
Subtotal PS	62	\$8,183	64	\$7,810	64	\$7,992	0	\$182
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		34		36		36		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		16		10		10		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		37		-		(37)
Subtotal OTPS	0	\$50	0	\$83	0	\$46	0	(\$37)
Total Budget	62	\$8,233	64	\$7,893	64	\$8,038	0	\$145

Financial Review

The 2018 operating expense budget for the Procurement Department is \$8.04 million, of which \$8.0 million is for PS and \$0.05million is for OTPS.



(Materials 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

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	6	\$660	6	\$438	6	\$465	0	\$27
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		0		1		1		-
Salary Retro		17		0		0		-
Shift Differential		-		-		-		-
Fringe		893		293		341		48
Other Salary		23		30		30		-
Subtotal PS	6	\$1,594	6	\$762	6	\$837	0	\$75
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		697		3		2		(0)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		(4)		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		11		1		11		10
Subtotal OTPS	0	\$704	0	\$3	0	\$13	0	\$10
Total Budget	6	\$2,298	6	\$765	6	\$850	0	\$85

Financial Review

The 2018 operating expense budget for the Materials Management Department is \$0.85 million, of which \$0.84 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, determining specifications for the purchase of vehicles and horticultural equipment, and coordinating vehicle/equipment maintenance and repair services, and motor-pool operations.
- Provides administrative support services throughout NYCHA which includes
 - Mailing Services - receive, sort, weigh, scan, stamp, and distribute all mail for Central Office and field;
 - In-house printing services with approximately 42 million documents processed annually;
 - Document processing services for all NYCHA documents that are managed through the Siebel environment.
- Other vehicle account management services include Fuel Management services and EZ Pass management program service.

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 2018 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	77	\$4,317	74	\$3,915	65	\$3,455	(9)	(\$460)
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		17		65		39		(26)
Salary Retro		10		5		10		6
Shift Differential		6		19		5		(14)
Fringe		2,887		2,996		2,843		(152)
Other Salary		168		182		156		(26)
Subtotal PS	77	\$7,404	74	\$7,181	65	\$6,509	(9)	(\$672)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		546		322		273		(49)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		174		175		36		(139)
Insurance		37		37		23		(14)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		(12)		408		92		(316)
Subtotal OTPS	0	\$746	0	\$941	0	\$423	0	(\$518)
Total Budget	77	\$8,150	74	\$8,122	65	\$6,932	(9)	(\$1,190)

Financial Review

The 2018 operating expense budget for General Services-CMA is \$6.93 million, of which \$6.51 million is for PS and \$0.42 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 the 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 of 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	124	\$9,077	115	\$8,128	101	\$7,447	(14)	(\$681)
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		59		74		49		(25)
Salary Retro		23		67		13		(54)
Shift Differential		0		14		-		(14)
Fringe		6,398		5,945		5,452		(493)
Other Salary		359		375		295		(80)
Subtotal PS	124	\$15,917	115	\$14,602	101	\$13,255	(14)	(\$1,347)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		73		177		42		(135)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		743		1,080		775		(304)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		111		66		61		(5)
Subtotal OTPS	0	\$927	0	\$1,322	0	\$878	0	(\$444)
Total Budget	124	\$16,843	115	\$15,924	101	\$14,134	(14)	(\$1,791)

Financial Review

The 2018 operating expense budget for Human Resources is \$14.13 million, of which \$13.25 million is for PS and \$0.88 million is for OTPS.



(Procedures Development & Administration)

Overview / Mission statement

The Department of Procedures Development and Administration's (DPDA) mission is to assist senior management with the writing of Standard Procedures and manuals to help them produce procedures that align staff work activities with NYCHA's mission, policies, and strategic plans.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	8	\$709	7	\$633	7	\$633	0	\$0
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		1		-		0		0
Shift Differential		-		-		-		-
Fringe		468		413		438		26
Other Salary		11		14		11		(2)
Subtotal PS	8	\$1,189	7	\$1,059	7	\$1,083	0	\$24
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		2		1		1		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		1		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		0		4		-		(4)
Subtotal OTPS	0	\$2	0	\$5	0	\$1	0	(\$4)
Total Budget	8	\$1,192	7	\$1,064	7	\$1,084	0	\$19

Financial Review

The 2018 operating expense budget for the Procedures Development & Administration is \$1.084 million, of which \$1.083 million is for PS and \$0.001 million is for OTPS.



(Customer Operations)

Overview / Mission statement

Customer Operations' mission is to provide excellent customer service by quickly and professionally responding to inquiries, as well as identifying the genesis of the issues by:

- Determining the root causes of all requests;
- Closely monitoring and analyzing data for operational trends; and
- Sharing and reporting findings and information with administering departments.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	18	\$1,456	19	\$1,475	16	\$1,270	(3)	(\$206)
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		(1)		-		8		8
Shift Differential		-		-		-		-
Fringe		932		1,046		925		(121)
Other Salary		26		22		26		4
Subtotal PS	18	\$2,413	19	\$2,544	16	\$2,228	(3)	(\$316)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		7		9		9		0
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		0		-		(0)
Subtotal OTPS	0	\$7	0	\$9	0	\$9	0	\$0
Total Budget	18	\$2,420	19	\$2,553	16	\$2,237	(3)	(\$316)

Financial Review

The 2018 operating expense budget for The Customer Operations Department is \$2.24 million, of which \$2.23 million 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	139	\$6,845	152	\$7,046	145	\$7,101	(7)	\$55
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		153		136		101		(35)
Salary Retro		(5)		6		21		15
Shift Differential		17		15		15		(0)
Fringe		5,043		5,406		6,072		667
Other Salary		58		120		80		(40)
Subtotal PS	139	\$12,112	152	\$12,729	145	\$13,390	(7)	\$662
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		25		26		26		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		5,450		2,840		2,831		(9)
Insurance		19		11		3		(7)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		1		1		1		-
Subtotal OTPS	0	\$5,495	0	\$2,878	0	\$2,861	0	(\$17)
Total Budget	139	\$17,608	152	\$15,606	145	\$16,251	(7)	\$645

Financial Review

The 2018 operating expense budget for the Customer Contact Center is \$16.25 million, of which \$13.39 million is for PS and \$2.86 million is for OTPS.



EVP for Information & Technology

(Office of the EVP for Information & Technology)

Overview / Mission statement

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

The following Departments report to this EVP:

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

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	8	\$941	2	\$282	2	\$282	0	\$0
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		1		-		-		-
Salary Retro		0		1		1		-
Shift Differential		-		-		-		-
Fringe		598		448		177		(271)
Other Salary		18		5		5		-
Subtotal PS	8	\$1,558	2	\$736	2	\$465	0	(\$271)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		0		1		1		(1)
Equipment		9,871		6,781		11,403		4,622
Utilities		-		-		-		-
Contracts		96		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		44		4		-		(4)
Subtotal OTPS	0	\$10,010	0	\$6,786	0	\$11,403	0	\$4,617
Total Budget	8	\$11,568	2	\$7,522	2	\$11,868	0	\$4,346

Financial Review

The 2018 operating expense budget for Office of the EVP for Information Technology is \$11.87 million, of which \$0.47 million is for PS and \$11.40 million is for OTPS.



(Business Solution Technology)

Overview / Mission statement

The Business Solutions Technology Department (BST) is responsible for developing application solutions that support NYCHA’s business. Major divisions in the Department include Financial Systems; Operational Systems; Data Warehouse/Business Intelligence; Database Web Collaboration, Administration and Middleware; and Business Processes and Records Management groups. Collectively, the groups possess a wide range of technical and business expertise, allowing them to leverage diverse platforms and technologies that support NYCHA’s day-to-day operations. Major applications supported include Oracle Financials, Siebel Case Management, Maximo Asset Management, Primavera Project Management, Tenant Data and Rent Collection, Tenant Selection and Assignment Plan (TSAP), Energy Management, Kronos timekeeping, Executive Information System, Movaris, Intelligent Forms Processing, and Neopost print management. 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	71	\$6,992	65	\$6,599	64	\$6,577	(1)	(\$22)
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		112		90		90		-
Salary Retro		1		4		4		-
Shift Differential		0		1		1		-
Fringe		4,949		4,351		4,421		70
Other Salary		254		215		215		-
Subtotal PS	71	\$12,308	65	\$11,261	64	\$11,309	(1)	\$48
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		5		3		2		(1)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		1,796		2,573		2,671		97
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		4		2		3		1
Subtotal OTPS	0	\$1,805	0	\$2,578	0	\$2,675	0	\$97
Total Budget	71	\$14,112	65	\$13,839	64	\$13,984	(1)	\$145

Financial Review

The 2018 operating expense budget for Business Solution Technology is \$13.98 million, of which \$11.30 million is for PS and \$2.68 million is for OTPS.



(Enterprise Technology Portfolio Management)

Overview / Mission statement

The Enterprise Technology Portfolio Management Department (ETPM) is responsible for planning, monitoring, and analyzing the financial aspects of NYCHA's substantial IT Portfolio investments. ETPM manages all activities related to the acquisition process for information systems, hardware/software and related resources. Divisions in the Department include the Financial Management Team, IT-Payments Unit, IT-Human Resources Administration Unit, IT-Project Management Office (PMO) Disaster Recovery Division, and the Security Administration Division. Collectively, the groups support the business and security requirements of the IT Department.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	18	\$1,952	18	\$1,776	18	\$1,777	0	\$1
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		1		-		-		-
Salary Retro		1		-		-		-
Shift Differential		-		-		-		-
Fringe		1,189		1,073		1,201		127
Other Salary		16		20		20		-
Subtotal PS	18	\$3,159	18	\$2,870	18	\$2,998	0	\$128
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		5		3		2		(1)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		86		217		160		(57)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		13		15		14		(0)
Subtotal OTPS	0	\$103	0	\$235	0	\$176	0	(\$58)
Total Budget	18	\$3,262	18	\$3,105	18	\$3,174	0	\$69

Financial Review

The 2018 operating expense budget for Enterprise Technology Portfolio Management is \$3.17 million, of which \$2.99 million is for PS and \$0.18 million is for OTPS.



(IT Infrastructure)

Overview / Mission statement

The IT Infrastructure Department (ITI) is responsible for the maintenance, operation, and support of NYCHA's mainframe, midrange, and micro (servers and desktops) computers, and their associated peripheral equipment. This area also plans, implements, and maintains NYCHA's data communications network, including the access gateways to other City and State organizations and the Internet. It also provides computer system software installation and support for operating systems, desktop computers, and mobile systems.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	85	\$7,387	84	\$7,398	81	\$7,194	(3)	(\$205)
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		232		222		222		-
Salary Retro		3		-		-		-
Shift Differential		6		6		6		-
Fringe		5,056		4,989		5,038		49
Other Salary		314		386		386		-
Subtotal PS	85	\$12,998	84	\$13,002	81	\$12,846	(3)	(\$156)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		13		12		4		(8)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		658		1,029		1,278		249
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		10		5		12		7
Subtotal OTPS	0	\$680	0	\$1,046	0	\$1,294	0	\$248
Total Budget	85	\$13,678	84	\$14,048	81	\$14,140	(3)	\$92

Financial Review

The 2018 operating expense budget for IT Infrastructure is \$14.14 million, of which \$12.85 million is for PS and \$1.29 million is for OTPS.



(Process and Information Management)

Overview / Mission statement

The Process and Information Management Department (PIMD) is responsible for NYCHA-wide information management program which includes developing and managing imaging and workflow applications throughout NYCHA. Additionally, PIMD is responsible for traditional records management functions such as creating and enforcing records retention schedules, establishing and managing policies and procedures for active filing systems, transferring and storing inactive records, protecting vital records, and preserving records of historical value.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	18	\$1,301	26	\$1,659	21	\$1,844	(5)	\$185
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		3		-		-		-
Salary Retro		2		3		3		-
Shift Differential		-		1		1		-
Fringe		922		1,066		1,286		220
Other Salary		46		56		56		-
Subtotal PS	18	\$2,274	26	\$2,785	21	\$3,190	(5)	\$405
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		8		2		2		(1)
Equipment		(92)		-		-		-
Utilities		-		-		-		-
Contracts		54		95		69		(26)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		1		0		2		2
Subtotal OTPS	0	(\$29)	0	\$97	0	\$72	0	(\$25)
Total Budget	18	\$2,245	26	\$2,882	21	\$3,262	(5)	\$380

Financial Review

The 2018 operating expense budget for Information Management is \$3.26 million, of which \$3.19 million is for PS and \$0.07 million is for OTPS.



(Process and Information Management)

Financial Overview (Centrally Managed Accounts)

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	0	\$0	0	\$0	0	\$0	0	\$0
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		-		-		-		-
Other Salary		-		-		-		-
Subtotal PS	0	\$0	0	\$0	0	\$0	0	\$0
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		946		525		520		(5)
Equipment		2,672		5,763		300		(5,463)
Utilities		-		-		-		-
Contracts		17,754		18,152		26,988		8,835
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		85		85		-		(85)
Subtotal OTPS	0	\$21,458	0	\$24,525	0	\$27,808	0	\$3,283
Total Budget	0	\$21,458	0	\$24,525	0	\$27,808	0	\$3,283

Financial Review

The 2018 operating expense budget for Process & Information Management is \$27.81 million for OTPS.



EVP for Community Engagement & Partnerships

The EVP for Community Engagement & Partnerships (CEP) engages and connects NYCHA residents to critical programs, services, and the priorities within NextGeneration NYCHA—the Authority’s ten year strategic plan. CEP supports NYCHA’s extensive network of Resident Associations and also manage partnerships, programs and initiatives in the areas of economic opportunity, youth, senior and social services.

Formerly known as Community Programs & Development or CP&D, the refocused and enhanced mission is designed to better inform, enrich and empower New York City’s Public Housing residents and their communities.



(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 Office of the VP for Resident & Community Engagement and the Office of the VP for Strategy & Partnerships.

The following Departments report to this EVP:

- Resident Engagement
- Community Development
- Resident Economic Empowerment & Sustainability
- Family Partnerships, and
- Community Health Initiative

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	3	\$614	4	\$384	4	\$433	0	\$50
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		0		-		-		-
Salary Retro		(7)		-		-		-
Shift Differential		-		-		-		-
Fringe		370		244		286		42
Other Salary		5		2		2		(0)
Subtotal PS	3	\$982	4	\$629	4	\$721	0	\$92
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		13		20		8		(12)
Equipment		-		-		-		-
Utilities		-		-		1,372		1,372
Contracts		320		38		8		(30)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		122		90		10		(81)
Subtotal OTPS	0	\$455	0	\$148	0	\$1,397	0	\$1,249
Total Budget	3	\$1,437	4	\$777	4	\$2,118	0	\$1,341

Financial Review

The 2018 operating expense budget for the Office of EVP for Community Engagement & Partnerships is \$2.12 million, of which \$0.72 million is for PS and \$1.40 million is for OTPS.



(VP Resident & Community Engagement)

(Resident Engagement)

Overview / Mission statement

To proactively engage residents through outreach, education and information sharing with a special focus on youth, seniors and tenant associations, in addition to the broader NYCHA community.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	86	\$3,519	81	\$5,619	83	\$5,306	2	(\$313)
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		13		21		38		16
Salary Retro		(1)		0		-		(0)
Shift Differential		0		9		0		(9)
Fringe		2,281		3,735		3,723		(12)
Other Salary		45		125		72		(53)
Subtotal PS	86	\$5,858	81	\$9,510	83	\$9,139	2	(\$371)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		500		84		45		(39)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		59		155		87		(69)
Insurance		4		2		7		5
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		2,557		803		3,365		2,563
Subtotal OTPS	0	\$3,119	0	\$1,044	0	\$3,504	0	\$2,460
Total Budget	86	\$8,977	81	\$10,554	83	\$12,644	2	\$2,089

Financial Review

The 2018 operating expense budget for Resident Engagement is \$12.64 million, of which \$9.14 million is for PS and \$3.50 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	24	\$319	22	\$1,306	21	\$1,179	(1)	(\$127)
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		5		5		39		34
Salary Retro		0		0		-		(0)
Shift Differential		-		2		0		(2)
Fringe		174		945		957		12
Other Salary		9		32		35		3
Subtotal PS	24	\$506	22	\$2,290	21	\$2,210	(1)	(\$80)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		3		11		12		1
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		0		39		53		14
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		8		33		28		(5)
Subtotal OTPS	0	\$10	0	\$83	0	\$93	0	\$10
Total Budget	24	\$517	22	\$2,373	21	\$2,303	(1)	(\$70)

Financial Review

The 2018 operating expense budget for Community Development is \$2.30 million, of which \$2.21 million is for PS and \$0.09 million is for OTPS.



(VP Strategy & Partnerships)

(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.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	50	\$2,820	50	\$3,169	45	\$2,959	(5)	(\$211)
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		0		10		-		(10)
Salary Retro		4		1		-		(1)
Shift Differential		-		4		1		(3)
Fringe		2,018		2,350		2,095		(255)
Other Salary		39		64		39		(25)
Subtotal PS	50	\$4,881	50	\$5,599	45	\$5,093	(5)	(\$505)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		11		24		19		(5)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		(12)		263		437		174
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		53		166		49		(117)
Subtotal OTPS	0	\$53	0	\$454	0	\$505	0	\$52
Total Budget	50	\$4,934	50	\$6,052	45	\$5,599	(5)	(\$454)

Financial Review

The 2018 operating expense budget for the Resident Economic Empowerment and Sustainability (REES) is \$5.60 million, of which \$5.10 million is for PS and \$0.50 million is for OTPS.



(Family Partnerships)

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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	66	\$1,670	44	\$3,713	48	\$3,461	4	(\$252)
Salary Part-Time		13		-		-		-
Seasonal		142		118		-		(118)
Overtime		4		4		0		(4)
Salary Retro		(16)		2		-		(2)
Shift Differential		0		0		0		0
Fringe		1,150		2,803		2,722		(80)
Other Salary		42		128		87		(41)
Subtotal PS	66	\$3,006	44	\$6,767	48	\$6,270	4	(\$497)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		104		194		23		(171)
Equipment		0		-		-		-
Utilities		862		766		-		(766)
Contracts		2,849		3,511		2,490		(1,021)
Insurance		106		72		-		(72)
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		39		2,494		2,208		(286)
Subtotal OTPS	0	\$3,961	0	\$7,037	0	\$4,721	0	(\$2,316)
Total Budget	66	\$6,967	44	\$13,804	48	\$10,991	4	(\$2,812)

Financial Review

The 2018 operating expense budget for Family Partnerships is \$11 million, of which \$6.3 million is for PS and \$4.7 million is for OTPS.



(Community Health Initiatives)

Overview / Mission statement

Manages partnerships and leads interagency efforts to connect residents to preventive health resources, create healthier indoor environments, and cultivate resident leadership in health.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	0	\$0	1	\$66	3	\$228	2	\$162
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		-		19		166		147
Other Salary		-		-		3		3
Subtotal PS	0	\$0	1	\$85	3	\$397	2	\$312
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		-		1		3		1
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		1		8		7
Subtotal OTPS	0	\$0	0	\$2	0	\$11	0	\$9
Total Budget	0	\$0	1	\$87	3	\$408	2	\$321

Financial Review

The 2018 operating expense budget for Community Health Initiatives is \$0.410 million, of which \$0.4 million is for PS and \$0.01 million is for OTPS.



EVP for 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 the Office of the EVP for Leased Housing:

- 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, Office of the Inspector General (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 Quality Control (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") , 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 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	6	\$587	6	\$659	7	\$776	1	\$117
Salary Part-Time		-		-		-		-
Seasonal		-		-		10		10
Overtime		-		2		2		(0)
Salary Retro		2		-		-		-
Shift Differential		-		-		-		-
Fringe		397		394		511		117
Other Salary		9		7		7		-
Subtotal PS	6	\$994	6	\$1,062	7	\$1,306	1	\$244
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		6		5		9		3
Equipment		-		-		-		-
Utilities		6		57		-		(57)
Contracts		509		616		528		(88)
Insurance		197		205		54		(151)
Section 8 Payments		253		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		228		466		312		(154)
Subtotal OTPS	0	\$1,199	0	\$1,349	0	\$902	0	(\$447)
Total Budget	6	\$2,193	6	\$2,411	7	\$2,208	1	(\$203)

Financial Review

The 2018 operating expense budget for the Office of the EVP for Leased Housing is \$2.21million, of which \$1.31 million is for PS and \$0.90 million is for OTPS.



(Inspections and Central Office)

Overview / Mission statement

The Inspections and Central Office staff are responsible for new admissions, annual, transfer and special Housing Quality Standards (HQS) inspections, monitoring owner certification of repairs, rent abatement, payment adjustments and terminations for HQS noncompliance, and Public Housing assessments. At the Central Office location, staff are responsible for fraud investigations and repayment collections, program termination of deceased single person households, Office of the Inspector General case research, City/State (LLC) Inspection scheduling and compliance, portability in and out processing, eviction reviews, landlord extranet oversight, Project Based Voucher (PBV) contract administration and customer service inquiries.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	77	\$4,731	82	\$5,104	80	\$4,965	(2)	(\$139)
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		32		44		40		(4)
Salary Retro		(1)		-		-		-
Shift Differential		-		-		-		-
Fringe		3,385		3,857		3,941		83
Other Salary		99		104		104		-
Subtotal PS	77	\$8,246	82	\$9,110	80	\$9,050	(2)	(\$60)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		21		20		17		(3)
Equipment		-		-		-		-
Utilities		45		38		63		25
Contracts		4		2		5		3
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		39		41		140		99
Subtotal OTPS	0	\$110	0	\$102	0	\$225	0	\$123
Total Budget	77	\$8,356	82	\$9,212	80	\$9,276	(2)	\$64

Financial Review

The 2018 operating expense budget for the Inspections and Central Office is \$9.28 million, of which \$9.05 million is for PS and \$0.23 million is for OTPS.



(Leased Housing Finance Department)

Overview / Mission statement

The Leased Housing Finance Department is responsible for the overall oversight of all revenue and expense analyses and forecast for monthly Housing Assistance Payment (HAP) payments to owners, planning and monitoring the five year leasing and ending plan for both the program and Administrative fees; reviewing and reconciling monthly payment adjustments, overseeing and reconciling the monthly check run process between Siebel invoices and Oracle payments, creating and updating vendor records in Siebel, voiding stale checks, analyzing the annual HUD renewal funding allocation to NYCHA and advising management of fiscal impact, and monitoring the operating budget.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	20	\$1,410	22	\$1,496	21	\$1,437	(1)	(\$59)
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		0		2		2		(0)
Salary Retro		8		-		-		-
Shift Differential		-		-		-		-
Fringe		1,060		1,082		1,090		8
Other Salary		46		29		29		-
Subtotal PS	20	\$2,524	22	\$2,609	21	\$2,558	(1)	(\$51)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		3		4		2		(2)
Equipment		-		-		-		-
Utilities		7		-		25		25
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		3		0		12		12
Subtotal OTPS	0	\$13	0	\$4	0	\$39	0	\$35
Total Budget	20	\$2,538	22	\$2,613	21	\$2,597	(1)	(\$16)

Financial Review

The 2018 operating expense budget for the Leased Housing Finance Department is \$2.60 million, of which \$2.56 million is for PS and \$0.04 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 internal and external parties (i.e., HUD and Ernst & Young).

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	15	\$835	17	\$1,239	17	\$1,194	0	(\$45)
Salary Part-Time		2		-		-		-
Seasonal		(1)		-		-		-
Overtime		7		7		7		-
Salary Retro		(0)		-		-		-
Shift Differential		-		-		-		-
Fringe		592		869		900		31
Other Salary		7		17		17		-
Subtotal PS	15	\$1,443	17	\$2,132	17	\$2,118	0	(\$14)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		0		0		-		(0)
Equipment		-		-		-		-
Utilities		6		-		25		25
Contracts		-		38		28		(11)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		1		1		1		-
Subtotal OTPS	0	\$8	0	\$39	0	\$53	0	\$14
Total Budget	15	\$1,450	17	\$2,171	17	\$2,172	0	\$0

Financial Review

The 2018 operating expense budget for the Quality Assurance and Performance Management is \$2.17 million, of which \$2.12 million is for PS and \$0.05 million is for OTPS.



(Policy and Program Administration Department)

Overview / Mission statement

The Policy and Program Administration Department is responsible for the briefing and processing of new program admissions, emergency and routine tenant transfers, criminal background check processing, program terminations, program restorations (re-admission), coordinating VASH program admissions and exits, court appearances, coordinating terminations with the law department, Siebel unclassified documents processing, informal conferences, payment adjustments, reasonable accommodation reviews and customer service inquiries.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	93	\$5,459	93	\$5,747	87	\$5,413	(6)	(\$334)
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		39		36		33		(3)
Salary Retro		0		-		-		-
Shift Differential		-		-		-		-
Fringe		3,984		4,353		4,302		(51)
Other Salary		108		124		124		-
Subtotal PS	93	\$9,590	93	\$10,261	87	\$9,873	(6)	(\$388)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		10		13		9		(4)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		1		2		-		(2)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		2		4		5		0
Subtotal OTPS	0	\$13	0	\$18	0	\$14	0	(\$5)
Total Budget	93	\$9,603	93	\$10,279	87	\$9,886	(6)	(\$393)

Financial Review

The 2018 operating expense budget for the Policy and Program Administration Department is \$9.89 million, of which \$9.87 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 re-certifications, interim adjustments, owner rent increase requests, briefing and processing of new program admissions, emergency and routine tenant transfers, program terminations, informal conferences, payment adjustments, reasonable accommodation reviews and customer service inquiries.

Financial Overview

Expenditures by Account Type (\$000)

	FY 2016		FY 2017		FY 2018		Variance	
	HC	YTD Actual	HC	Cur. Mod. Budget	HC	Budget	HC	FY 17 vs FY 18
PS								
Salary Full-Time	156	\$9,486	169	\$10,501	166	\$10,256	(3)	(\$245)
Salary Part-Time		-		-		-		-
Seasonal		-		-		-		-
Overtime		636		504		465		(39)
Salary Retro		1		-		-		-
Shift Differential		-		-		-		-
Fringe		7,285		7,952		8,211		259
Other Salary		162		201		201		-
Subtotal PS	156	\$17,570	169	\$19,158	166	\$19,134	(3)	(\$24)
OTPS								
Leases		\$0		\$0		\$0		\$0
Supplies		21		27		19		(8)
Equipment		-		-		-		-
Utilities		77		88		88		-
Contracts		0		3		-		(3)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		1		1		-		(1)
Subtotal OTPS	0	\$100	0	\$119	0	\$107	0	(\$12)
Total Budget	156	\$17,669	169	\$19,277	166	\$19,241	(3)	(\$36)

Financial Review

The 2018 operating expense budget for the Client Services Department is \$19.24 million, of which \$19.13 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 2018 and planned for the following four years.

NYCHA's 2018 Capital Plan provides approximately \$5.315 billion planned commitments for infrastructure improvements, major modernization, other systemic upgrades, repair, resiliency, and fortification of developments damaged or impacted by Superstorm Sandy. The Plan is based on the current federal capital funding outlook, funding from local elected officials and the City of New York and expected disaster recovery in the wake of Superstorm Sandy.

The Plan includes \$2.154 billion in expected disaster recovery funds to address the impacts of Superstorm Sandy. Overall, of the \$5.315 billion dollars included in this Plan, 36.5% is from Annual Federal Capital Grants, 40.5% is from funds related to disaster recovery, 20.9% comes from the City of New York, and 2.1% comes from other sources.

Table 1: Capital Budget: FY 2018 – FY 2022

(\$000)

Non-CPD EVP Programs	FY2018	FY2019	FY2020	FY2021	FY2022
Administration	3,776	-	-	-	-
Chair	1,000	-	-	-	-
Community Engagement & Partnerships	120	-	-	-	-
Energy	4,440	-	-	-	-
Information Technology	53,449	7,876	7,492	5,716	5,716
Operations	20,417	5,000	5,000	5,000	5,000
Safety & Security	250	-	-	-	-
Supply Management	111	-	-	-	-
Subtotal Non-CPD EVP Programs	83,563	12,876	12,492	10,716	10,716

CPD Programs	FY2017	FY2018	FY2019	FY2020	FY2021
A and E	7,643	-	-	-	-
Bathrooms	43,000	54,000	90,000	101,500	100,500
Boilers	69,234	26,401	33,752	2,750	32,000
Brickwork	82,571	10,000	10,000	10,000	10,000
Brickwork_Roofs	249,213	15,000	23,300	28,500	-
CCTV_Layered Access	37,369	-	-	-	-
CM Fees	17,901	12,464	8,174	1,859	-
Community Center Renov	50,955	-	-	-	-
Contingency	1,913	-	-	-	-
Electrical	20	-	-	-	-
Elevators	72,078	28,862	26,500	45,000	38,425
Energy	37,237	-	-	-	-
Entrances_Exits	1,519	-	-	-	-
Environmental	625	-	-	-	-
Fire Safety	5,842	2,355	2,300	2,300	1,400



CPD Programs

	FY2017	FY2018	FY2019	FY2020	FY2021
Garbage Disposal	14,353	2,120	1,440	980	2,640
General Construction	814,337	784,307	496,948	104,039	5,500
Grounds	44,457	-	-	-	-
Heating	20,932	550	6,300	2,473	5,500
Intercoms_Security	6,276	-	-	-	-
Interior Doors	0	-	-	-	-
IT Hardware and Software	35	-	-	-	-
Kitchens	19,091	-	-	-	-
Lighting	15,302	-	-	-	-
Major Renovation	101,054	55,033	45,000	30,000	30,000
Plumbing	116,580	53,263	9,575	22,940	29,478
Roofs					
Section 504	712	500	500	500	-
Vehicles	150	-	-	-	-
Subtotal CPD Programs	1,983,035	1,156,054	864,789	418,341	366,443

Other Capital-Eligible Costs

IT Hardware and Software	485	-	-	-	-
Contingency	5,492	732	726	727	728
Debt Service	119,547	59,768	59,774	59,773	59,772
Transfer to Operating	9,394	4,697	4,697	4,697	4,697
Subtotal Other Capital-Eligible Costs	134,919	65,197	65,197	65,197	65,197

Total Capital Plan	2,201,517	1,234,127	942,479	494,254	442,356
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Use of Capital Funds

NYCHA plans to spend \$1.983 million for capital improvements during FY 2018. These funds are spent on construction as well as non-construction projects and programs.

Non-Construction Projects and Development Programs

In FY 2018, NYCHA will spend \$218 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 capital projects at 97 developments valued at \$489.4 million in 2017, impacting more than 87,000 families. There is ongoing construction at 148 developments totaling \$562.2 million, impacting over 100,000 families. The projects in the CPD portfolio include jobs funded primarily by Federal, State, and City stakeholders. The projects completed in 2017 and ongoing work includes improvements to playgrounds, security enhancements, and fortifying NYCHA's building envelopes. Below are NYCHA's selected capital project highlights and accomplishments for 2017.

Special Programs\Initiatives

The Mayoral Roofing Initiative consists of thirteen phases for a total of \$1.3 billion to replace aging roofs and to improve the lives of approximately 175,000 NYCHA residents in 952 buildings. Replacing the roofs will make buildings cooler and consume less energy as well as protect from water leakage to apartments.

Phase I:

- Completed installation at 63 buildings
- Work progressing at 2 buildings and expected to be complete by March 2018.

Phase II:

- Completed design and bid contracts for the projects in this phase
- Received Comptroller approval for \$106 million
- Completed mini solicitations and registration for CM and AE services
- Completed training with quality assurance and roofing manufacturers for new liquid applied roofing system



Phase III:

- Surveyed all developments to address scope of work and quantities
- Bid two contracts for approximately \$44 million
- Completed mini solicitations and registration for CM and AE services

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. 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.

- CPD closed out all Cycle 6 task orders and 75% of Cycle 7 task orders
- Completed inspection at 72% of Cycle 8 of LL11 buildings
- Increased the number of safe buildings in Cycle 8 from 184 to 429
- Received approval of \$84 million from Comptroller
- Expended approximately \$35 million of City funding on repair work and \$12 million on emergency sheds
- Removed approximately 80,000 LF of sidewalk sheds

Security Enhancements:

- Completion of 4 MAP lighting projects
- Completion of 2 MAP CCTV/LAC projects and 15 non-MAP CCTV projects
- Assignment of preconstruction task orders for the CFY2018 security portfolio
- Won ACEC Platinum award for Lighting designs
- Won CMAA National Award for CCTV installations

Heating:

- Restored gas service at 1,129 apartments in 8 buildings in the Bronx in an emergency
Awarded two underground steam distribution replacement contracts valued at \$18.5 million.

Energy:

- Completed City capital-funded heating control system upgrades at Arthur H. Murphy and Stebbins Avenue-Hewett Place, bringing the total number of developments with indoor temperature controls to 10. The upgrades enable NYCHA to provide heat according to the indoor temperature, and thereby help to eliminate discomforts associated with overheating.



- Completed a \$17 million LED upgrade of apartment and common-area lighting in Brooklyn in May 2017, funded by a loan from the New York State Green Bank and a grant from Con Edison.
- Began construction on \$56 million Ameresco-A EPC, serving 19,954 apartments in 16 developments. Ameresco-A includes a City Capital contribution of \$3.9 million.
- Completed construction on NYCHA's first State Weatherization Assistance Program (WAP) project and began construction on four new projects totaling \$2.6 million. Six WAP agencies conducted energy audits of 18 developments comprising 2,238 apartments in 2017.
- HUD approved the \$68 million BQDM EPC on July 12th and a \$43 million Sandy-A EPC on August 22, 2017.

Recovery and Resilience:

By the end of 2017, the design on nearly all major recovery and resilience projects were completed. Most of the portfolio was in procurement and construction phases.

Project status shown below:

Major Sandy Recovery Projects Substantially Completed (1):

- Lower East Side Rehab V

Major Sandy Recovery Projects Started (26):

Oceanside	Bayside	Coney Island Sites 4 & 5	Astoria
Carleton Manor	Coney Island Site 1B	Campos Plaza II	Gravesend
Carey Gardens	O'Dwyer (Coney Island Sites)	Lavanburg	Surfside (Coney Island Sites)
Coney Island Site 8 (Coney Island Sites)	Baruch	Rangel	Smith
Coney Island	Two Bridges	Gowanus	East River
Redfern	Wald	Red Hook East	Red Hook West
Haber	La Guardia		

Information Technology

NYCHA's IT Department continues to make significant service improvements for both our internal and external customers through the implementation of advanced technologies including mobile and self-service technologies. NYCHA continues to be recognized as a technology leader. In 2017, NYCHA was selected as the winner of the Citizen's Budget Commission's 2017 Prize for Public Service Innovation. The prize was awarded for NYCHA's Digital Initiatives, including the MyNYCHA App, Handhelds Mobile Work Order Application, Online Recertification and the Digital Vans. NYCHA also received an award for Demonstrated Excellence in Project Management for its Online Public Housing Annual Re-certifications program at the 2017 Best of New York City Awards presented by Government Technology and the City of New York.



NextGen Office, an umbrella program under which NYCHA is upgrading, replacing and enhancing its technology infrastructure, was kicked off in 2017. Initiatives completed in 2017 are:

- The replacement of over 4,500 of 5,500 desktop computers with new Windows 10 computers at the management and borough offices. Users also received a license for Office 365, Microsoft's new cloud-based productivity suite.
- Installation of 215 VoIP telephones at six Pilot developments and the Borough Management Offices.
- Improved internet and cloud access for development sites via router and switch hardware upgrade. Cloud based filtering enables then management offices to access the Internet and cloud-based services from their own broadband circuit, which would reduce dependencies of 90 Church and LIC services during catastrophic conditions.
- Piloted Smart Screens technology at two developments. Smart Screens are a 55-inch interactive touch screen monitor to support meeting, presentations, video conferencing, training webinars, local real-time updates on development's work orders and potential weather emergencies. Smart Screens will help improve communications, operations and customer service.
- In 2017, NYCHA completed deployment of Online Annual Re-certifications for Public Housing including:
- Released functionality to NYCHA's public housing residents across all NYCHA's ~320 developments.
- Trained over 1,000 staff members in Siebel Basic/Siebel eService and How to Process an Annual Review in Siebel.
- Conducted close to 70 Learning Labs (directed training and support) For Housing Assistants and Assistant Manager/Property Manager.

NYCHA's Self-Service Portal continued its growth in 2017, with new online services added to provide our applicants, residents, and Section 8 voucher holders with better access to services and information.

In 2017 the following online functions were added:

- Completing interim Section 8 Re-certifications.
- Requesting emergency and non-emergency transfers, for Section 8 and for NYCHA Public Housing residents (VAWA compliant)
- Making portability requests.
- New languages available through Google Translate.
- Support for Violence Against Women Act (VAWA).

In 2017, NYCHA built on its IVR platform to release additional functionality for residents who wish to call in service requests. The new functions included Spanish language, additional work order types, such as, painting/plastering requests, stoppages, pest control, leaks, and repairs for doors, windows, and refrigerators.

These IVR self-service enhancements will increase efficiency by reducing call volume to the CCC call agents, and improve customer experience. NYCHA's Self-Service Portal also provides access to Opportunity NYCHA, where residents and other stakeholders can access information on training, financial services, job and business opportunities. This year, the following functions were added to the platform:



- Capturing customer intake information, and program eligibility determination.
- Making online referrals and self-referrals.
- Managing events and RSVPs.
- Managing the NYCHA Resident Training Academy: Tests, pre-screening, information sessions and interview sessions. Offerings: These are the programs offered by REES Partners (Provider or Employers) which help residents get job opportunities. Outcome of the participation in the program is tracked in the system.
- Managing contracts created between Employer and REES.
- Maintaining Provider and Employer profiles.
- MyNYCHA, which was first deployed in 2015, saw the following new enhancements in 2017,
- Implemented functionality to allow public space ticket creation for extermination and lighting
- Enhanced email notifications functionality for ticket creation, scheduling and appointment reminders

NYCHA's Owner Extranet is the online platform for Section 8 Owners to transact with NYCHA, and to some extent, with residents. On the site, over 35,000 NYCHA owners can submit lease renewals and repair certifications, apply for direct deposit, access tax documents and other functions. Newly added in 2017:

- Lead Based Paint Certifications (059.740). Integrated functionality to allow Leased Housing Owners to submit Lead Based Paint certifications online. This feature works to enforce NYCHA's compliance with Lead Based Paint inspections regulations. Further, processing Lead Based Paint certifications online translates into time and money savings both for the Leased Housing Owners and the Housing Authority.
- 24 Hour Violations. Integrated functionality to allow Leased Housing Owners to be notified of 24 Hour Violations both via e-mail and via Owner Extranet allowing owners to respond to these time sensitive matters as soon as possible to avoid losing subsidies.

Through the end of 2017 NYCHA trained approximately 3,750 NYCHA staff in using Maximo handhelds. This includes staff assigned to specific Developments, such as Maintenance Workers, Superintendents, Assistant Superintendents, Housing Managers, Supervisor of Caretakers, and Supervisor of Groundskeepers. It also includes various borough-based skilled trades staff such as: Bricklayers, Carpenters, Electricians, Elevator Mechanics, Exterminators, Heating-Plant-Technicians, Lead Abatement Workers, Painters, Plasterers, Plumbers, Roofers, and Welders.

In addition, during the year, NYCHA also added mobile functionality for inspections, as follows:

- Exterminators
- Apartment and Move-out
- Mold/Mildew
- Lead
- Common Spaces

In 2017, NYCHA continued to enhance and broaden the functionality of its maintenance and asset management system (Maximo). In addition to various system enhancements and upgrades, the following support was added:



- System enhancements to support improved management and reporting of work orders related to critical tasks, including, mold/mildew, lead, CCTV, heat and hot water, exterminator, violations and court-ordered repairs.
- New inspections functionality for Fuel Oil Management.
- Implemented Second Pass Scheduling for apartment inspections, which allows scheduling for apartments that were not inspected for various reasons at first pass.

In 2017 NYCHA completed the digitizing of HR employee paper folders and files and deployed a system to continue storing all future HR employee files electronically, thus reducing manual labor associated with hardcopy files.

In 2017, NYCHA added expanded its Siebel footprint to include Correspondence functions in support of:

- Replace manual correspondence process with an automated, electronic process that ties into NYCHA's customer relationship management system.
- After getting complaint via paper or email or phone, Correspondence (ATAD) will create a Service request, which will be assigned to staff.

Since 2014, NYCHA has espoused a "cloud-first" strategy that has resulted in several key components of its IT infrastructure moving to cloud-based providers, most notably in 2017

- NYCHA's email exchange server and productivity suite was upgraded to Microsoft O365, providing all NYCHA users with cloud-based access to their email and applications.
- AirWatch mobile device management was implemented to manage NYCHA phones and tablets.
- NYCHA should continue to examine the viability and financial benefits of migrating

In addition, in 2017, NYCHA conducted a study to assess the feasibility of moving its data center to a cloud facility. The results of the study supported NYCHA's hybrid approach of combining cloud and on-premises infrastructure, as a full cloud solution would be cost-prohibitive for NYCHA.

Accomplishments under NYCHA's Information Security Program in 2017 include:

IT Security Governance

- Developed new Incident Response procedure
- Published monthly general awareness articles in employee publications
- Kicked off deployment of Altiris Application, which facilitates delivery of SW patches, upgrades, and fixes to NYCHA desktops and servers.
- Completed Data Loss Prevention Agent
- Security End-Point Protection (SEP) agent upgrades
- Upgraded Security Endpoint Protection (SEP) Program

IT Security Engineering

- Upgraded and enhanced Data Loss Prevention (DLP) Application
- Enhanced Security Information & Event Management (SIEM) System



- External Web Application Security eService – Proof of Concept (POC) completed – Enhanced Tenant Access Management

IT Security Controls Assessment Program

- Completed Penetration Testing internal and external sites.

Other Eligible Costs

In FY 2018, NYCHA will spend \$69.7 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

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 2018 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

A project's overall score is determined by calculating its score against each criterion. The scores of all projects are then compared to provide recommendations to the Capital Steering Committee. The components of the criteria and scoring scale are included with the recommendation. The Capital Steering Committee used this rating system to determine what projects make up NYCHA's 2018 – 2022 Capital Plan.

Financial Comparison: FY 2016 vs. FY 2018

Table 3 below provides NYCHA's actual capital expenditures for FY 2016, the Adopted Budget for FY 2017 and the FY 2018 Budget by project type. It also compares NYCHA's Adopted Capital Budget for FY 2017, total \$2.418 million with the FY 2018 of \$2.202 million. The difference is due to a \$.284 million reduction in Federal and City funds.

**Table 3: Comparison of FY 2016 and FY 2018 Budgets
(\$000)**

	FY2016	FY2017	FY2018	Variance
Non-CPD EVP Programs				
Administration	167	416	3,776	3,360
Chair	-	-	1,000	1,000
Community Engagement & Partnerships	-	876	120	(756)
Energy	-	4,940	4,440	(500)
Information Technology	11,405	32,836	53,449	20,613
Operations	31,426	33,832	20,417	(13,415)
Real Estate	20,186	7,465	-	(7,465)
Safety & Security	-	-	250	250
Supply Management	8,437	4,732	111	-
Subtotal Non-CPD EVP Programs	71,621	85,096	83,563	3,088



	FY2016	FY2017	FY2018	Variance
	Actuals	Adopted Budget	Budget	FY17 vs FY18
CPD Programs				
A and E	37,679	11,587	7,643	(3,944)
Bathrooms	-	36,500	43,000	6,500
Boilers	796	30,362	69,234	38,873
Brickwork	74,150	65,629	82,571	16,942
Brickwork_Roofs	291,181	61,028	249,213	188,185
CCTV_Layered Access	18,023	45,565	37,369	(8,196)
CM Fees	34,097	22,581	17,901	(4,680)
Community Center Renov	1,057	27,111	50,955	23,844
Consulting Costs	216	-	-	-
Contingency	-	21,789	1,913	(19,876)
Electrical	-	20	20	-
Elevators	20,639	17,126	72,078	54,953
Energy	166	37,139	37,237	98
Entrances_Exits	1,131	2,568	1,519	(1,049)
Environmental	-	-	625	625
Fire Safety	438	11,717	5,842	(5,875)
Front Line Costs	4,252	2,348	-	(2,348)
Garbage Disposal	1,498	14,050	14,353	303
General Construction	119,505	1,416,819	814,337	(602,482)
Grounds	3,277	16,070	44,457	-
Heating	11,279	21,045	20,932	(113)
Intercoms_Security	4,053	2,566	6,276	3,710
Interior Doors	-	729	0	(729)
IT Hardware and Software	792	0	35	35
Kitchens	-	19,091	19,091	-
Lighting	43,488	22,294	15,302	(6,992)
Major Renovation	12,185	88,433	101,054	-
Miscellaneous	4	9,200	-	(9,200)
Plumbing	11,946	54,550	116,580	62,030
Roofs	8,385	121,477	152,637	-
Section 504	-	1,500	712	(788)
Vehicles	-	-	150	150
Windows	-	805	-	(805)
Subtotal CPD Programs	700,237	2,181,697	1,983,035	(270,831)
Other Capital-Eligible Costs				
Consulting Costs	182	747	-	(747)
Contingency	-	3,866	5,492	1,626
Debt Service	59,123	121,000	119,547	(1,453)
IT Hardware and Software	-	-	485	485
Management Fees	2,500	0	-	(0)
Reimb To Operate	5,197	25,836	9,394	(16,441)
Subtotal Other Capital-Eligible Costs	67,001	151,449	134,919	(16,530)
Total Capital Plan	838,859	2,418,242	2,201,517	(284,273)

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 2018 Capital Budget of \$5.315 billion dollars included in this Plan, 36.5% is from Annual Federal Capital Grants, 40.5% is from funds related to disaster recovery, 20.9% comes from the City of New York, and 2.1% comes from other sources.

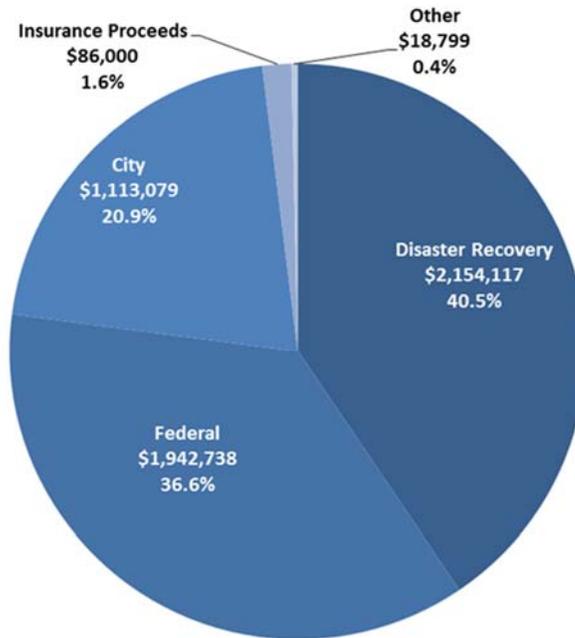
Capital Fund Program (CFP)

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	90% 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
CAPITAL FUND 2017	346,326	8/16/2017	8/16/2019	8/16/2021

**Table 5: FY 2018 Capital Budget Sources
(\$000)**



Total \$5.315 billion

2018 Initiatives

The Capital Projects Division will receive \$1.14 billion in new Federal Funding over the period of 2018 to 2022 for investment in NYCHA's building portfolio.

Brick and Roof Projects

Approximately 21%, of the FY18-22 Capital Federal Plan, \$241 million, 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 envelop work at Breukelen, Ingersoll, Justice Sotomayor, Patterson, Throggs Neck, and Whitman developments. These sites have been prioritized based upon the Physical Needs Assessment (PNA) level of deficiencies and roof ratings, as well as volume of work order tickets.

Heating & Plumbing

The Federal Plan will fund over \$275 million, 24% of the total Federal Plan, in the heating and plumbing. Boiler plant replacements are planned for 13 developments including Astoria, Baruch, Pomonok, Rutland Towers and Soundview. 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 sites is based upon the assessment of conditions with regards to boiler equipment age, volume of work tickets and availability of replacement parts. The investment of \$275 million will also include underground piping replacement projects at Harlem River to replace condensate lines, at Baruch there will be replacement of gas risers, and at Whitman & Van Dyke, underground fire & water lines will be replaced.

Elevators

The Federal Plan allocates 10% of funding, \$117 million, for elevator replacements at 13 sites including Atlantic Terminal, Boston Road, Coney Island 1B, Fort Independence, McKinley, Mitchel, Morrisania Air Rights, Queensbridge North and South, Sumner, Unity Plaza, West Brighton, and WSUR developments. Sites are prioritized based on conditions assessments. This work is essential to the health, safety and welfare of residents and staff. One of the largest projects is a comprehensive replacement of the 98 cars at Queensbridge North and South developments. The investment of \$117 million also includes over \$30M for elevator communication devices to be installed at over 69 sites across NYCHA. These devices which are required for elevator code compliance, will allow communication to a central command center for emergencies and outages.

Multi-Trade Projects

The landmarked Harlem River development is nearing completion of the first phase of a major renovation project for exterior brick and roof work, along with the renovation of 42 top floor apartments. The Federal Plan will fund a second phase 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 building envelop and major interior components. The multi-trade strategy will bring these development buildings to a state of good repair.

Apartment Bathrooms

The Federal Plan allocates 34% of funding, \$383 million, to the renovation of bathrooms at Breukelen, Jefferson, Mitchel, Patterson, Pomonok, Albany, West Brighton, Astoria, St. Nicholas



and Wagner developments. Each of these developments has a high number of work order tickets. Having completed building envelope work at these sites, we can invest wisely in the interior of the buildings.

NYCHA has launched their own Sandy Pre-Apprenticeship Program to train NYCHA residents in the construction field with direct entry into NYC construction unions. The Recovery and Resilience Department has a goal of training 100 NYCHA residents through this initiative in 2018. This program is funded with \$1.4 million in CDBG-DR funds.

City Capital

The City's capital projects portfolio being managed by CPD through to 2021 is approximately \$1.2 billion. The funding is allocated for roof replacement, façade repairs, boiler replacement and related repairs, security enhancements, grounds improvement, and energy conservation measures.

Brick & Roof

The brick and roofing program is funded under the Mayor's roofing initiative. In 2018, the allocation is for \$251 million (41% of the 2018 budget). For the plan years 2019 – 2021, there will be an allocation of approximately \$100 million for each of the years to replace the roofs at designated developments.

The schedule for 2018 is to complete the remaining roofs in Tranche 1 by March 2018; start construction at seven developments (Tranche 2) by May 2018; and complete four of those projects by December 2018. CPD has already surveyed all developments in Tranche 3 to address the scope of work and quantities. Contract documents will be bid by April for work to commence by July 2018.

Security Enhancement

The City Plan has allocated approximately \$40 million (7%) of the 2018 funding to security enhancements to install CCTV/LAC and lighting across the City. The current MAP CCTV/LAC projects at 10 developments are expected to be completed by July 2018. The remaining 5 developments will be completed by 2020. For these projects, CPD anticipates that the documentation will be submitted to OMB for approval by June 2018 to start construction by November 2018. The plan is to initiate procurement of the Architectural and Engineering, and the Construction Management consulting services for the CFY 2019 projects by October 2018.

Quality of Life

In 2018, approximately \$124 million (20%) is being allocated to enhance the quality of life of NYCHA residents by improving the community facilities and recreational centers and repair or replacement of playgrounds. As mentioned previously, the Rat Mitigation initiative has an impact on the quality of life of the residents since it will provide additional funding for garbage disposal systems that will reduce the exposure to the infestation of rodents.



Heating

Approximately \$200 million is being provided through the Mayor's initiative to address heating issues at 20 developments impacting approximately 45,000 residents. This initiative includes boiler replacement, domestic hot water system, and heating controls. It is expected that this system of repairs and new system replacement will result in approximately \$5 million in energy savings. Under this plan, 39 boilers will be installed at 10 developments to alleviate the chronic outages previously experienced by residents. Heat and hot water systems will be modernized at 12 developments (10 developments receiving both boilers and DHW and 2 other developments only DHW) where the hot water system will be separated from the boiler system. In addition, there are 8 developments that will be receiving only the heating controls component. The separation of DHW from the heating systems will permit the heating system to be turned off in summer months, enabling better preventive maintenance of the boilers as well as reducing wear on the boilers, thereby extending their useful life.

Ventilation Modernization

In In 2017, the City committed \$20 million to modernize ventilation systems in 19 developments located in East Harlem. These funds are expected in 2018, and will be spent between 2018-2021.

Energy Programs:

Energy Performance Contracts (EPC)

NYCHA set a goal of securing \$300 million in EPC funding by 2025. As of February 2018, NYCHA has received HUD approval of \$168 million for four EPCs and has submitted for approval an additional EPC of \$103 million. In total, NYCHA expects to have four EPCs in construction in 2018 and one EPC is in the 5th year of its 13-year compliance period. Ameresco-A EPC will complete lighting and water efficiency work in all 16 developments in 2018. The heating system upgrades at Whitman Houses will continue until 2019. Ameresco-A includes a City Capital contribution of \$3.9 million. BQDM EPC and Sandy-A EPC will begin construction in March 2018, with expected completion in late 2019. BQDM includes a City Capital contribution of \$3.1 million and a Con Edison grant of \$8.3 million. Ameresco-B EPC, pending HUD approval as of February 2018, will be in construction 2018-2021. Ameresco-B includes a City Capital contribution of \$25 million. NYCHA plans to issue Requests for Proposals for at least one additional EPC in 2018, which will leverage the Mayor's \$200 million investment in NYCHA heating systems.

Weatherization Assistance Program (WAP)

NYCHA set a goal of securing \$30 million in WAP grants by 2025. The WAP program year begins in April and ends the following March. In the 2017-2018 program year, there are 990 apartments in 12 NYCHA developments in construction for a total value of \$4.0 million. All 2017-2018 program year construction will be complete by April 2018. Assessments are underway for 4 developments for the 2018-2019 program year.



80x50 and Pilot Programs

NYCHA is engaged in testing new technology to inform future capital investments toward meeting the City's goal of reducing Greenhouse Gases by 80% by 2050. In 2018, NYCHA will be issuing a Request for Proposals in conjunction with RetrofitNY, a deep-energy retrofit competition of the New York State Energy Research and Development Authority (NYSERDA). NYCHA is also working with the New York Power Authority (NYPA) to use its on-bill financing facility to provide energy-efficient, smart AC units at one development in 2018. Through a partnership with the Mayor's Office of Sustainability and with funding from NYSERDA, NYCHA is designing a test installation of air-source heat pumps to provide both heating and cooling. Finally, five building technology firms selected through a NYCHA/MOTI Call for Innovations and a Fund for Public Housing Tech Pilot competition are pursuing pilot installations of smart building technology in 2018 in various NYCHA buildings.

Information Technology:

Strategic Solutions

In 2018-2022, the Authority will continue to leverage its investments in advanced technologies in support of the NextGeneration NYCHA business vision, and to assist in reducing central office costs. The following are the major initiatives that the Authority will undertake in 2018 and 2019 in information technology that improve service to our customers and stakeholders.

Operate as an efficient and effective landlord

NextGen Office – Providing Development Staff with Better Technology Tools

New Computers

By February 2018, IT will complete the installation of new computers with Windows 10 and Microsoft Office 365 for all Development and Central Office desktop users. Additional Office 365 applications – Skype for Business and OneDrive – will also be deployed in 2018. These updated tools will better equip our "frontline" staff to serve their customers.

Smart Screens

Between March and May 2018, IT will install 55-inch interactive Smart Screens at each of the Authority's developments. The devices are designed to support training, communication and collaboration for staff at the developments, thereby enabling them to have the skills and knowledge to better serve their customers.

Self Service Initiatives



MyNYCHA App

The MyNYCHA app, which was first deployed in 2015, saw new enhancements in 2017 to support public space requests and email notifications. Planned 2018 – 19 enhancements include:

- Login credentials same as NYCHA Self Service Portal
- View latest Rent Bill
- Report an issue with a recently closed ticket
- Create tickets for complaints
- Push notifications

Public Housing Annual Reviews

This ongoing project will complete the migration of the Annual Review process to Siebel by implementing the rent calculation and interim re-certification processes in Siebel.

Self Service Portal: Opportunity Connect (Resident Economic Empowerment & Sustainability)

NYCHA's Self-Service Portal provides access to Opportunity NYCHA, where residents and other stakeholders can access information on training, financial services, job and business opportunities. In 2018, the following functions will be added to the platform: management of Section 3 Contracts compliance and the Family Self Sufficiency program

Section 8 Owner App and Web Enhancements

NYCHA's Owner Extranet is the online platform for over 35,000 NYCHA Section 8 Owners, who utilize it to submit lease renewals and repair certifications, apply for direct deposit, access tax documents and other functions. In 2018, a re-branded NYCHA Owner Extranet will be deployed with the following new functions:

- Online contract rent change
- Transfer
- Online vacant apartments reporting
- Lead-based paint certification documents
- Inspection failure photos
- Apartment repair certifications
- Post-voucher change notices
- Alerts for upcoming inspections
- Voucher payment suspensions and a suspension view tab



In addition, NYCHA will leverage its successful MyNYCHA app platform to deploy Apple and Android apps for Leased Housing Owners to manage inspections.

Improve Back Office Operations

Tenant Management and Rent Collection System

Development for the replacement of NYCHA's legacy tenant management and rent collection systems will begin in April 2018. This program will replace antiquated NYCHA Project Information Management Systems (PIMS) with new technology that will enable online self-service as well as improved reporting.

Electronic Resident Files

Digitize existing resident paper folders and files; establish a system to continue storing all future resident files electronically and reduce manual labor associated with hardcopy files.

Maximo Mobile (Hand Helds)

As of December 2017, NYCHA completed the rollout of hand held devices to approximately 3,750 NYCHA staff, who were trained in using the devices. Included in the training were Maintenance and Skilled Trade Workers, Superintendents, Assistant Superintendents, Housing Managers, and other supervisors. 2018 Goals for Maximo Mobile include adding new or enhancing existing hand-held inspections related to critical NYCHA processes, such as lead, asbestos, CCTV, window guard and others.

Maximo System Enhancements

2018 Goals for Core Maximo include enhancements for managing work orders related to lead, mold/mildew, heating, emergency, violations and other NYCHA tasks. Additional functionality is also planned for Physical Needs Assessment, asset management and improved inventory management. Improve heating fuel management system and retire the legacy Emergency Fuel System (EFS). Automate Local Law (Lead) and Vinyl Asbestos Tile (VAT) work order. Deploy enhanced functionality for tracking work related to violations. New functions around inventory management are also planned for 2018.

Siebel System Enhancements (Correspondence)

In 2017, NYCHA expanded its Siebel footprint to better integrate NYCHA's correspondence functions with its customer relationship management system. In 2018, NYCHA will sunset its legacy MailLog system and broaden the use of Siebel Correspondence to include all NYCHA external communications.

Support for Rental Assistance Demonstration Program (RAD) Initiatives

In 2018, NYCHA will continue to leverage HUD's Rental Assistance Demonstration program (RAD), to convert approximately 1700 units to the Section 8 platform.



Human Resources (HR) Digital Files

In 2018, NYCHA will integrate departments' local copies of employees' HR folders, which are known as "location folders," with the central office folders to create one comprehensive digital HR file.

Legal Case Management System

This project will implement a cloud-based legal case management to replace two systems that do not meet the needs of the Law Department and are no longer supported by their vendors.

Centralized Violation Management System

Kickoff implementation of a compliance monitoring and data reporting solution to support management of compliance issues.

New Forms Management System

This project will replace NYCHA's no-longer supported forms submission software (Movarix) with Adobe Experience Manager (AEM).

Procurement Enhancements

In 2018-2019, NYCHA will continue to streamline processes, increase transparency and improve services around its internal procurement for materials and services. Future goals for the Procurement initiatives include:

- HD Supply Integration
- Deploy Vendor Evaluation system
- Expand Receipts Dashboard to Support Services and other Central Offices areas
- Decentralize release adjustment process to the field and improve efficiency
- Implement forecasting for Support Services

Resident Broadband Initiatives

In 2018-2019, NYCHA will collaborate with City Hall and a DoITT mayoral initiative to bridge the digital divide and provide broadband access to NYCHA residents.

- Replace offline databases used to track procurements and compliance



Rebuild, expand, and preserve public and affordable housing stock

Primavera Replacement

This project, ongoing in 2018, replaces the project management software used by Capital Projects Department and migrating functionality to eBuilder, cloud-based solution.

Virtual Hold and Workforce Management

NYCHA's Customer Contact Center (CCC) is the main point of contact for NYCHA residents, Section 8 (Leased Housing) voucher holders, and the public. NYCHA's CCC handles approximately 12,000 calls per day with some peak days averaging at 18,000 calls. This 2018 initiative seeks to optimize CCC processes, enhancing the current Calabrio system with Virtual Hold and Workforce Management functions.

Objective: To protect NYCHA's information technology investment by maintaining and supporting its technology infrastructure.

Progress: Key objectives FY2018-FY2021 technology strategy is to ensure business continuity through a robust and resilient infrastructure program. The projects below are examples of enabling information technology activities that the Authority will deploy in the coming two years in support of this objective:

Expand Bandwidth and Improve Circuits at Management Offices

Several NYCHA field sites still use DSL or T1 and perform poorly when interacting with NYCHA systems like Microsoft Exchange and Maximo. This project will track action plans to ameliorate performance at those locations by implementing Verizon Ethernet Service (E-LAN) – for improved communications links and faster performance. The increased bandwidth will support video conferencing and online learning. Rollout begins in 2018. Additionally, NYCHA will seek to install improved network circuits at all NYCHA developments.

VoIP Phones for Borough Management and Field Offices.

In 2017, the update of Borough Management telephones to VoIP was completed. The next phase of this initiative, beginning in 2018, is to upgrade the development offices to VoIP. Field office users will have direct lines for desk phones, voicemail routed to their Outlook inbox, and call forwarding, among other features.



NYCHA's Information Security

In 2018, NYCHA will continue implementing its Information Security program with the following new initiatives:

- Begin NYCHA-wide IT Security Training program
- Complete table-top exercises for Incident Response
- Cloud Access Security Broker (CASB) – Proof of Concept to comply with HUD collaborative tools usage regulations scheduled for 1st Qtr. 2018
- Continue to implement External Behavior Based monitoring tools to prevent unauthorized foreign manipulation of NYCHA web sites.

Refresh of Floor Switches

Technology refresh of aging network switches on all floors at 90 Church, 250 Broadway, LIC and Borough Management Offices.

Improve Connectivity for NYCHA's Mechanical Systems

Approximately 60% of NYCHA's buildings have an active fiber network connecting them to their respective management offices. This initiative involves migrating all elevator, energy and CCTV mechanical systems to the existing active fiber to improve connectivity by replacing aging wireless bridges that are prone to malfunction.

NYCHA's Cloud-First Strategy

Since 2014, NYCHA has espoused a "cloud-first" strategy, migrating services and infrastructure to the cloud whenever feasible, based on financial, technical, security, and business criteria. In 2018-2019, NYCHA plans to migrate the following services to cloud-based platforms:

- Kronos Time and Attendance
- eBuilder Construction Management Software
- Q-matic Queue Management System

NYCHA will also continue to examine the viability and benefits of migrating other NYCHA infrastructure and application components to cloud providers on a case-by-case basis.

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 2018 - FY 2022. Capital budget information by development is arranged by borough.

**Table 1: FY 2018 Summary of Capital Budget by Borough
(\$000)**

Borough	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Totals
Bronx	332,618	162,712	153,112	140,536	47,952	836,931
Brooklyn	630,327	294,073	366,739	105,821	58,647	1,455,606
Central Office	539,627	208,938	201,864	143,772	191,913	1,286,113
Manhattan	370,353	347,559	157,461	51,501	59,473	986,346
Queens	307,571	220,695	63,103	49,055	57,917	698,341
Staten Island	21,021	150	200	3,570	26,454	51,395
Total NYCHA	2,201,517	1,234,127	942,479	494,254	442,356	5,314,733

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

Development	Project Number and Project Name	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Bronx							
1162-1176 WASHINGTON AVE	9748-INT COMPACTORS2_AT_1162-1176 W	-	40	-	-	-	40
1162-1176 WASHINGTON AVE TOTAL:		-	40	-	-	-	40
ADAMS							
	8729-ELEVATORS_AT_ADAMS	-	787	6,600	-	-	7,387
	9300-GROUNDS2_AT_ADAMS	500	-	-	-	-	500
	9538-PLUMBING3_AT_ADAMS	-	-	-	4,287	-	4,287
	9622-FIRE PRO-ALARM_AT_ADAMS	-	100	-	-	-	100
ADAMS Total:		500	887	6,600	4,287	-	12,274
BAILEY AVE/FORT INDEPENDENCE							
	8099-SECTION 504_AT_BXQNS	-	-	-	-	500	500
	8278-SEC ENHANCMTS_AT_FT IND	6	-	-	-	-	6
	9443-ELEVATORS3_AT_FT IND	-	-	-	-	2,000	2,000
BAILEY AVE/FORT INDEPENDENCE Total:		6	-	-	-	2,500	2,506
BAILEY AVE - WEST 193RD ST							
	8277-SEC ENHANCMTS_AT_BAILEY-W193	17	-	-	-	-	17
BAILEY AVE - WEST 193RD ST TOTAL:		17	-	-	-	-	17
BAYCHESTER							
	8820-LIGHTING_AT_BAYCHESTER	2,183	-	-	-	-	2,183
	9346-SEC ENHANCMTS_AT_BAYCHESTER	1,000	-	-	-	-	1,000
BAYCHESTER TOTAL:		3,183	-	-	-	-	3,183
BETANCES							
	7719-CCTV_AT_BETANCES	25	-	-	-	-	25
BETANCES TOTAL:		25	-	-	-	-	25
BETANCES I							
	8806-GC_AT_BETANCES I	675	-	-	-	-	675
BETANCES I Total:		675	-	-	-	-	675
BETANCES IV							
	8805-GC_AT_BETANCES IV	40	-	-	-	-	40
	9650-FIRE PRO-ALARM_AT_BET IV	-	200	-	-	-	200
BETANCES IV Total:		40	200	-	-	-	240
BETANCES VI							
	7074-ELEVATORS_AT_BETANCES VI	22	-	-	-	-	22
	9652-FIRE PRO-ALARM_AT_BET VI	-	100	-	-	-	100
BETANCES VI Total:		22	100	-	-	-	122



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Bronx							
BETANCES VI	7074-ELEVATORS_AT_BETANCES VI	22	-	-	-	-	22
	9652-FIRE PRO-ALARM_AT_BET VI	-	100	-	-	-	100
BETANCES IV Total:		22	100	-	-	-	122
BOSTON ROAD PLAZA	9134-CC-UPGRADE2_AT_BOSTON RD CC	990	-	-	-	-	990
	9162-ELEVATORS_AT_BOSTON RD	-	-	-	325	-	325
	9134-CC-UPGRADE2_AT_BOSTON RD CC	158	-	-	-	-	158
	9658-CC-UPGRADE3_AT_BOSTON RD CC	1,000	-	-	-	-	1,000
BOSTON ROAD PLAZA Total:		2,148	-	-	325	-	2,473
BOSTON SECOR	9660-HEATING4_AT_BOSTON SECOR	-	-	350	-	-	350
	9090-GROUNDS4_AT_BOSTON SECOR	1,150	-	-	-	-	1,150
	9530-HEATING3_AT_BOSTON SECOR	-	-	-	-	1,000	1,000
BOSTON SECOR Total:		1,150	-	350	-	1,000	2,500
BOYNTON AVE REHAB	9542-FIRE PRO-ALARM_AT_BOYNTON REH	-	-	200	-	-	200
	9747-INT COMPACTORS2_AT_BOYNTON REH	-	-	-	380	-	380
BOYNTON AVE REHAB Total:		-	-	200	380	-	580
BRONX RIVER	9311-CC-UPGRADE3_AT_BRONXRIVER CC	55	-	-	-	-	55
	9737-HEATING2_AT_BRONXRIVER	-	350	-	-	-	350
	7772-GROUNDS_AT_BRONXRIVER	416	-	-	-	-	416
	9272-ROOFS3_AT_BRONXRIVER	19,990	-	-	-	-	19,990
	9751-HEATING_AT_BRONXRIVER A	-	-	-	-	1,000	1,000
	9759-ELEVATORS_AT_BRONXRIVER	-	-	-	-	312	312
BRONX RIVER Total:		20,461	350	-	-	1,312	22,123
BRONX RIVER ADDITION	9458-EXT COMPACTORS_AT_BRONXRIVER A	-	600	-	-	-	600
BRONX RIVER ADDITION Total:		-	600	-	-	-	600
BUTLER	9020-SEC ENHANCEMTS_AT_BUTLER	111	-	-	-	-	111
BUTLER Total:		111	-	-	-	-	111
CASTLE HILL	7141-GROUNDS2_AT_CASTLE HILL	253	-	-	-	-	253
	9021-SEC ENHANCEMTS_AT_CASTLE HILL	1,902	-	-	-	-	1,902
	9292-PLUMBING3_AT_CASTLE HILL	-	-	-	-	-	-
CASTLE HILL Total:		2,155	10,138	-	-	-	12,293
CLASON POINT GARDENS	7142-GROUNDS2_AT_CLASON PT	525	-	-	-	-	525
	8468-HEATING5_AT_CLASON PT	8,776	-	-	-	-	8,776
CLASON POINT GARDENS Total:		9,301	-	-	-	-	9,301
CLAREMONT CONSOLIDATED	9316-SEC ENHANCEMENTS_AT_CLAREMONT 1	700	-	-	-	-	700
	9371-LIGHTING_AT_CLAREMONT 2 3 4	400	-	-	-	-	400
	9639-FIRE PRO-ALARM3_AT_CLAREMONT 2	350	-	-	-	-	350
	8939-CC-UPGRADE_AT_CLAREMONT 2 CC	900	-	-	-	-	900
CLAREMONT CONSOLIDATED Total:		2,350	-	-	-	-	2,350
COLLEGE AVE - EAST 165TH ST	9113-CCTV_AT_COLLEGE-E165	500	-	-	-	-	500
	9467-SECTION 504_AT_COLLEGE-E165	-	-	500	-	-	500
COLLEGE AVE - EAST 165TH ST Total		500	-	500	-	-	1,000
DAVIDSON	7120-CC-UPGRADE_AT_DAVIDSON	1,005	-	-	-	-	1,005
DAVIDSON Total:		1,005	-	-	-	-	1,005
EAGLE AVE - EAST 163RD ST	9509-SECTION 504_AT_EAGLE-E163	250	-	-	-	-	250
EAGLE AVE - EAST 163RD ST Total:		250	-	-	-	-	250
EAST 152ND ST - COURTLAND AVE	9360-CCTV_AT_E152ND-COURT	50	-	-	-	-	50
	9655-FIRE PRO-ALARM_AT_E152ND-COURT	-	100	-	-	-	100
EAST 152ND ST - COURTLAND AVE Total:		50	100	-	-	-	150
EAST 173RD ST - VYSE AVENUE	1082-ENTR/EXIT-DWEL_AT_E173RD-VYSE	1,383	-	-	-	-	1,383
EAST 173RD ST - VYSE AVENUE Total:		1,383	-	-	-	-	1,383



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<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Bronx							
EASTCHESTER GARDENS	9661-HEATING4_AT_EASTCHESTER	-	-	-	350	-	350
	8275-SEC ENHANCEMTS_AT_EASTCHESTER	25	-	-	-	-	25
	9266-ROOFS3_AT_EASTCHESTER	20,397	-	-	-	-	20,397
	9534-HEATING3_AT_EASTCHESTER	-	-	-	-	500	500
	9537-FIRE PRO-ALARM_AT_EASTCHESTER	-	-	200	-	-	200
	9754-ELEVATORS5_AT_EASTCHESTER	-	-	-	-	246	246
EASTCHESTER GARDENS Total:		20,422	-	200	350	746	21,718
EDENWALD	9551-PLUMBING10_AT_EDENWALD	520	-	-	-	-	520
	9556-HEATING11_AT_EDENWALD	200	-	-	-	-	200
	6860-CCTV2_AT_EDENWALD	7	-	-	-	-	7
	9247-ROOFS4_AT_EDENWALD	-	200	-	4,500	-	4,700
	9293-PLUMBING8_AT_EDENWALD	-	-	-	9,000	-	9,000
	9532-FIRE PRO-ALARM2_AT_EDENWALD	-	-	-	200	-	200
	9606-ELEVATORS3_AT_EDENWALD	-	-	-	394	-	394
EDENWALD Total:		727	200	-	14,094	-	15,021
FOREST	9662-HEATING4_AT_FOREST	-	-	-	350	-	350
	8823-ROOFS2_AT_FOREST	17,681	-	-	-	-	17,681
	8918-CCTV_AT_FOREST	800	-	-	-	-	800
	9462-EXT COMPACTORS2_AT_FOREST	-	-	-	-	600	600
	9535-HEATING3_AT_FOREST	-	-	-	-	1,000	1,000
	9600-ELEVATORS3_AT_FOREST	-	-	-	492	-	492
	9616-FIRE PRO-ALARM2_AT_FOREST	-	100	-	-	-	100
FOREST Total:		18,481	100	-	842	1,600	21,023
GLEBE AVE - WESTCHESTER AVE	9626-FIRE PRO-ALARM_AT_GLEBE-WEST	200	-	100	-	-	300
GLEBE AVE - WESTCHESTER AVE Total:		200	-	100	-	-	300
GRAVESEND	7816-SANDY GC_AT_GRAVESEND	0	-	-	-	-	0
	8331-SANDY RENO_AT_GRAVESEND	34,791	98,314	40,947	3,619	-	177,671
	8950-GC_AT_GRAVESEND	2,000	-	-	-	-	2,000
	9531-ELEVATORS3_AT_GRAVESEND	-	-	-	-	246	246
GRAVESEND Total:		36,792	98,314	40,947	3,619	246	179,918
GUN HILL	9696-HEATING4_AT_GUN HILL	-	200	-	-	-	200
	9091-GROUNDS2_AT_GUN HILL	9	-	-	-	-	9
	9566-FIRE PRO-ALARM3_AT_GUN HILL	-	-	-	100	-	100
	9653-ELEVATORS2_AT_GUN HILL	-	-	-	-	213	213
GUN HILL Total:		9	200	-	100	213	522
HIGHBRIDGE	9677-PLUMBING3_AT_HIGHBRIDGE	-	-	520	-	-	520
	9697-HEATING3_AT_HIGHBRIDGE	-	-	200	-	-	200
	8920-CCTV_AT_HIGHBRIDGE	1,400	-	-	-	-	1,400
	9372-LIGHTING2_AT_HIGHBRIDGE	500	-	-	-	-	500
	9601-ELEVATORS_AT_HIGHBRIDGE	-	-	-	443	-	443
HIGHBRIDGE Total:		1,900	-	720	443	-	3,063
JACKSON	5956-ELEVATORS2_AT_JACKSON	0	-	-	-	-	0
	7629-PLUMBING3_AT_JACKSON	3,000	-	-	-	-	3,000
	8405-HEATING6_AT_JACKSON	-	600	5,500	-	-	6,100
	9469-SECTION 504_AT_JACKSON	-	-	-	500	-	500
	9476-PLUMBING4_AT_JACKSON	-	-	-	650	-	650
JACKSON Total:		3,000	600	5,500	1,150	-	10,250
JUSTICE SOTOMAYOR	9314-IT_AT_SOTOMAYOR CC	42	-	-	-	-	42
	9135-CC-UPGRADE2_AT_SOTOMAYOR	500	-	-	-	-	500
	9320-CC-UPGRADE3_AT_SOTOMAYOR	2,500	-	-	-	-	2,500
	7286-MAJOR RENO2_AT_SOTOMAYOR	93,994	18,033	13,000	30,000	30,000	185,026
	9341-SEC ENHANCEMENTS_AT_SOTOMAYOR	1,000	-	-	-	-	1,000
	9508-ELEVATORS_AT_SOTOMAYOR	-	-	-	476	-	476
	9638-FIRE PRO-ALARM2_AT_SOTOMAYOR	-	170	-	-	-	170
JUSTICE SOTOMAYOR Total:		98,036	18,203	13,000	30,476	30,000	189,714
MARBLE HILL	8273-SEC ENHANCEMTS2_AT_MARBLE HILL	1	-	-	-	-	1
	8913-CCTV2_AT_MARBLE HILL	39	-	-	-	-	39
MARBLE HILL Total:		40	-	-	-	-	40



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(\$000)**

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Bronx							
MCKINLEY	9548-HEATING5_AT_MCKINLEY	350	-	-	-	-	350
	8276-SEC ENHANCEMTS_AT_MCKINLEY	8	-	-	-	-	8
	8967-HEATING3_AT_MCKINLEY	-	800	5,000	-	-	5,800
	9439-ELEVATORS2_AT_MCKINLEY	100	5,000	5,000	-	-	10,100
	9521-PLUMBING2_AT_MCKINLEY	2,836	-	-	-	-	2,836
	9536-HEATING4_AT_MCKINLEY	600	-	-	-	-	600
	9623-FIRE PRO-ALARM2_AT_MCKINLEY	-	100	-	-	-	100
MCKINLEY Total:		3,894	5,900	10,000	-	-	19,794
MELROSE	8898-ELEVATORS_AT_MELROSE	-	600	7,935	-	-	8,535
	8900-SEC ENHANCEMTS_AT_MELROSE	620	-	-	-	-	620
	8909-GROUNDS2_AT_MELROSE	-	-	-	-	-	-
	9511-SECTION 504_AT_MELROSE	-	-	-	-	-	-
	9546-FIRE PRO-ALARM2_AT_MELROSE	401	-	-	-	-	401
MELROSE Total:		1,450	600	7,935	-	-	9,985
MIDDLETOWN PLAZA	5470-ELECTRICAL_AT_MIDDLETOWN SCC	20	-	-	-	-	20
	8274-SEC ENHANCEMTS_AT_MIDDLETOWN	27	-	-	-	-	27
	9489-INT COMPACTORS_AT_MIDDLETOWN	-	-	-	-	-	-
MIDDLETOWN PLAZA Total:		47	-	40	-	-	87
MILL BROOK	8291-GC_AT_MILLBROOK	600	-	-	-	-	600
	9106-GROUNDS3_AT_MILLBROOK	931	-	-	-	-	931
	9358-LIGHTING2_AT_MILLBROOK	-	-	-	-	-	-
	9520-ELEVATORS2_AT_MILLBROOK E	-	-	-	-	-	-
	9357-GROUNDS2_AT_MILLBROOK E	-	-	-	-	-	-
	9654-FIRE PRO-ALARM_AT_MILLBROOK E	-	-	-	-	-	-
MILL BROOK Total:		2,531	100	-	-	295	2,926
MITCHEL	7684-BRICK/ROOFS_AT_MITCHEL	9,000	-	-	-	-	9,000
	9189-ELEVATORS_AT_MITCHEL	-	-	-	-	-	-
	9347-SEC LIGHTING_AT_MITCHEL	-	-	-	-	-	-
	9523-PLUMBING2_AT_MITCHEL	6,125	-	-	-	-	6,125
	9743-BATHROOMS3_AT_MITCHEL	-	-	20,000	25,000	-	45,000
MITCHEL Total:		26,625	-	20,000	25,000	-	71,625
MONROE	8147-CC-UPGRADE_AT_MONROE	1,729	-	-	-	-	1,729
	9044-CC-UPGRADE3_AT_MONROE	1,000	-	-	-	-	1,000
	7148-GROUNDS2_AT_MONROE	11	-	-	-	-	11
	9116-CCTV_AT_MONROE	-	-	-	-	-	-
	9586-ELEVATORS2_AT_MONROE	-	-	-	-	394	394
MONROE Total:		3,240	-	-	-	394	3,634
MOORE	9615-FIRE PRO-ALARM_AT_MOORE	-	100	-	-	-	100
MOORE Total:		-	100	-	-	-	100
MORRISANIA	9147-SEC ENHANCEMTS_AT_MORRISANIA	700	-	-	-	-	700
MORRISANIA Total:		700	-	-	-	-	700
MORRISANIA AIR RIGHTS	9544-FIRE PRO-ALARM_AT_MORRISANIA A	401	-	-	-	-	401
	9441-ELEVATORS2_AT_MORRISANIA A	-	-	-	-	-	-
MORRISANIA AIR RIGHTS Total:		401	-	-	-	7,000	7,401
MORRIS	9141-GROUNDS_AT_MORRIS	500	-	-	-	-	500
	9342-GROUNDS2_AT_MORRIS	-	-	-	-	-	-
MORRIS Total:		1,000	-	-	-	-	1,000
MORRIS I	9617-FIRE PRO-ALARM2_AT_MORRIS I	-	100	-	-	-	100
	9757-ELEVATORS3_AT_MORRIS I	-	-	-	-	-	-
MORRIS I Total:		-	100	-	-	328	428



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Bronx							
MORRIS II	9337-GROUNDS2_AT_MORRIS II	500	-	-	-	-	500
	9651-ELEVATORS_AT_MORRIS II						
MORRIS II Total:		500	-	-	-	230	730
MOTT HAVEN	9693-PLUMBING3_AT_MOTT HAVEN	-	-	520	-	-	520
	9713-HEATING4_AT_MOTT HAVEN						
	9528-ELEVATORS_AT_MOTT HAVEN						
	9539-FIRE PRO-ALARM_AT_MOTT HAVEN	-	100	-	-	-	100
MOTT HAVEN Total		-	100	720	-	262	1,082
MURPHY	8821-LIGHTING_AT_MURPHY	695	-	-	-	-	695
	9133-GROUNDS_AT_MURPHY						
	9343-GROUNDS2_AT_MURPHY						
	9344-GROUNDS3_AT_MURPHY						
	9369-GROUNDS4_AT_MURPHY	500	-	-	-	-	500
MURPHY Total		2,495	-	-	-	-	2,495
PARKSIDE	7363-BRICK/ROOFS3_AT_PARKSIDE	7,079	-	-	-	-	7,079
	9569-FIRE PRO-ALARM2_AT_PARKSIDE						
	9572-ELEVATORS_AT_PARKSIDE						
PARKSIDE Total:		7,079	-	-	-	477	7,556
PATTERSON	8999-SECTION 504_AT_PATTERSON	186	-	-	-	-	186
	9022-SEC ENHANCEMTS2 at PATTERSON	327	-	-	-	-	327
	9103-CC-UPGRADE_AT_PATTERSON	200	-	-	-	-	200
	9246-PLUMBING7_AT_PATTERSON	300	-	-	-	-	300
	9345-CC-UPGRADE1_AT_PATTERSON	800	-	-	-	-	800
	9756-ELEVATORS4_AT_PATTERSON	-	-	-	607	-	607
	9694-PLUMBING5_AT_PATTERSON						
	9714-HEATING4_AT_PATTERSON						
	7637-HEATING3_AT_PATTERSON						
	8786-BRICK/ROOFS_AT_PATTERSON						
	8858-SEC LIGHTING_AT_PATTERSON						
	8999-SECTION 504_AT_PATTERSON						
	9246-PLUMBING7_AT_PATTERSON						
	9255-BATHROOMS_AT_PATTERSON						
PATTERSON Total:		13,628	15,050	39,000	24,327	-	92,005
PELHAM PARKWAY	5772-CC-UPGRADE3_AT_PELHAM PKWY	50	-	-	-	-	50
	9547-HEATING4_AT_PELHAM PKWY	350	-	-	-	-	350
	7636-HEATING2_AT_PELHAM PKWY						
	7774-SEC ENHANCEMTS_AT_PELHAM PKWY						
	8747-SEC LIGHTING_AT_PELHAM PKWY						
	9496-ELEVATORS3_AT_PELHAM PKWY						
	9540-HEATING3_AT_PELHAM PKWY						
	9568-FIRE PRO-ALARM2_AT_PELHAM PKWY	-	-	-	-	200	200
PELHAM PARKWAY Total:		18,152	-	-	1,823	200	20,175
RANDALL BALCOM	9383-CCTV_AT_RAND-BALCOM	285	-	-	-	-	285
	9634-FIRE PRO-ALARM_AT_RAND-BALCOM	-	180	-	-	-	180
RANDALL BALCOM Total:		285	180	-	-	-	465
SACK WERN	7773-GROUNDS4_AT_SACKWERN	19	-	-	-	-	19
	8988-GC-NON-DWELLING_AT_SACKWERN	10	-	-	-	-	10
	9512-SECTION 504_AT_SACKWERN	-	250	-	-	-	250
SACK WERN Total:		29	250	-	-	-	279
SAINT MARY'S PARK	8289-GROUNDS3_AT_ST MARY'S PK	176	-	-	-	-	176
SAINT MARY'S PARK Total:		176	-	-	-	-	176
SEDGWICK	9678-PLUMBING4_AT_SEDGWICK	-	-	-	520	-	520
	9698-HEATING4_AT_SEDGWICK						
	9052-ROOFS3_AT_SEDGWICK						
	9484-PLUMBING2_AT_SEDGWICK						
	9636-FIRE PRO-ALARM3_AT_SEDGWICK						
	9645-ELEVATORS3_AT_SEDGWICK						
SEDGWICK Total		10,480	-	-	4,395	330	15,205



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Bronx							
SOUNDVIEW	9315-IT_AT_SOUNDVIEW CC	42	-	-	-	-	42
	9679-PLUMBING3_AT_SOUNDVIEW	-	-	-	-	520	520
	9699-HEATING3_AT_SOUNDVIEW						
	9453-BOILER_AT_SOUNDVIEW						
	9752-ELEVATORS3_AT_SOUNDVIEW						
	7721-CCTV_AT_SOUNDVIEW						
SOUNDVIEW Total:		1,098	9,851	-	426	720	12,095
STEBBINS AVE - HEWITT PLACE	8734-ENERGY INIT_AT_STEBBINS-HEW	863	-	-	-	-	863
	6868-GARBAGE DISPOS_AT_STEBBINS-HEW	350	-	-	-	-	350
	8290-GROUNDS2_AT_STEBBINS-HEW	850	-	-	-	-	850
STEBBINS AVE - HEWITT PLACE Total:		2,063	-	-	-	-	2,063
TELLER AVE - EAST 166TH ST	9464-SECTION 504_AT_TELLER-E166	-	250	-	-	-	250
TELLER AVE - EAST 166TH ST Total:		-	250	-	-	-	250
THROGGS NECK	8952-CC-UPGRADE_AT_THROGGS NECK	60	-	-	-	-	60
	8114-BRICK/ROOFS_AT_THROGGS NK	500	-	7,300	28,500	-	36,300
	8719-LIGHTING3_AT_THROGGS NK	218	-	-	-	-	218
	9635-FIRE PRO-ALARM_AT_THROGGS NK	-	-	-	-	100	100
	9772-PLUMBING_AT_THROGGS NK	3,425	-	-	-	-	3,425
	9338-CC-UPGRADE_AT_THROGGS NK A	1,000	-	-	-	-	1,000
	9339-CC-UPGRADE2_AT_THROGGS NK A	500	-	-	-	-	500
	9340-CC-UPGRADE3_AT_THROGGS NK A	600	-	-	-	-	600
	9541-FIRE PRO-ALARM_AT_THROGGS NK A	-	100	-	-	-	100
THROGGS NECK Total:		6,303	100	7,300	28,500	100	42,303
TWIN PARK CONSOLIDATED	6246-ELEVATORS_AT_TWIN PK CONS	93	-	-	-	-	93
TWIN PARK CONSOLIDATED Total:		93	-	-	-	-	93
TWIN PARK WEST 1 & 2	9656-FIRE PRO-ALARM_AT_TWIN PK W1&2	-	100	-	-	-	100
TWIN PARK WEST 1 & 2 Total		-	100	-	-	-	100
WEBSTER	9267-ROOFS2_AT_WEBSTER	5,411	-	-	-	-	5,411
WEBSTER Total		5,411	-	-	-	-	5,411
Bronx Total		332,618	162,712	153,112	140,536	47,952	836,931
Development							
Brooklyn							
303 VERNON AVE	6874-ENTR/EXIT-DWEL_AT_303 VERNON	39	-	-	-	-	39
	7571-LAYERED ACCESS_AT_303 VERNON						
	9472-PLUMBING2_AT_303 VERNON						
303 VERNON AVE Total:		443	-	-	-	-	443
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	15	-	-	-	-	15
572 WARREN STREET Total:		115	-	-	-	-	115



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Brooklyn							
ALBANY	7517-CC-UPGRADE2_AT_ALBANY	2	-	-	-	-	2
	304-BRICK/ROOFS_AT_ALBANY						
	9474-PLUMBING3_AT_ALBANY						
	9519-ELEVATORS3_AT_ALBANY						
	9742-BATHROOMS_AT_ALBANY I & II						
ALBANY Total:		752	380	-	2,000	25,295	28,427
ATLANTIC TERMINAL SITE 4B	9161-ELEVATORS_AT_ATLANTIC T	1,925	-	-	-	-	1,925
	9391-GROUNDS2_AT_ATLANTIC T						
	6869-CC-UPGRADE3_AT_ATLANTIC T						
ATLANTIC TERMINAL SITE 4B Total:		2,340	-	-	-	-	2,340
BAY VIEW	8930-CCTV3_AT_BAYVIEW	250	-	-	-	-	250
	9118-CCTV4_AT_BAYVIEW						250
	9318-BRICK/ROOFS_AT_BAYVIEW						
	9319-BRICK/ROOFS2_AT_BAYVIEW						
	9355-CCTV6_AT_BAYVIEW						
BAY VIEW Total:		41,699	-	-	-	-	41,699
BELMONT-SUTTER	9612-FIRE PRO-ALARM_AT_BELMONT-S	-	300	-	-	-	300
BELMONT-SUTTER Total:		-	300	-	-	-	300
BERRY ST - SOUTH 9TH ST	8925-SEC ENHANCEMETS2_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
SOUTH BEACH	9397-CCTV_AT_SOUTH BEACH	350	-	-	-	-	350
SOUTH BEACH Total:		350	-	-	-	-	350
BORINQUEN PLAZA	9436-CC-UPGRADE_AT_BORINQUEN I	400	-	-	-	-	400
	9641-ELEVATORS2_AT_BORINQUEN II	-	-	-	-	230	230
	9378-ROOFS2_AT_BORINQUEN II	11,728	-	-	-	-	11,728
BORINQUEN PLAZA Total:		12,128	-	-	-	230	12,358
BOULEVARD	316-BRICKWORK_AT_BOULEVARD	2,210	-	-	-	-	2,210
	9019-SEC ENHANCEMETS2_AT_BOULEVARD	202	-	-	-	-	202
BOULEVARD PLAZA Total:		2,412	-	-	-	-	2,412
BREUKELEN	9552-PLUMBING4_AT_BREUKELEN	215	-	-	-	-	215
	9557-HEATING5_AT_BREUKELEN	215	-	-	-	-	215
	7525-BRICK/ROOFS_AT_BREUKELEN	215	-	-	-	-	215
	8013-KITCHENS_AT_BREUKELEN	215	-	-	-	-	215
	8968-HEATING4_AT_BREUKELEN	215	-	-	-	-	215
	8994-BATHROOMS3_AT_BREUKELEN	215	-	-	-	-	215
	9590-FIRE PRO-ALARM2_AT_BREUKELEN	215	-	-	-	-	215
BREUKELEN ST Total		440	-	-	-	-	440
BREVOORT	9321-CC-UPGRADE_AT_BREVOORT CC	250	-	-	-	-	250
	9322-CCTV_AT_BREVOORT	250	-	-	-	-	250
	9597-ELEVATORS3_AT_BREVOORT	-	-	-	426	-	426
BREVOORT Total:		500	-	-	426	-	926
BROWNSVILLE	9555-PLUMBING_AT_BROWNSVILLE	520	-	-	-	-	520
	9560-HEATING2_AT_BROWNSVILLE	200	-	-	-	-	200
	8853-SEC ENHANCEMETS3_AT_BROWNSVILLE	948	-	-	-	-	948
	9510-ELEVATORS_AT_BROWNSVILLE	-	-	-	443	-	443
	9592-FIRE PRO-ALARM_AT_BROWNSVILLE	-	-	100	-	-	100
BROWNSVILLE Total:		1,668	-	100	443	-	2,210



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Brooklyn BUSHWICK	9024-SEC ENHANCEMTS_AT_BUSHWICK	176	-	-	-	-	176
	9431-GARBAGE DISPO5_AT_BUSHWICK	1,000	-	-	-	-	1,000
	9485-INT COMPACTORS_AT_BUSHWICK 2AC	1,000	-	-	-	-	1,000
	9490-INT COMPACTORS_AT_BUSHWICK 2BD	-	-	1,000	-	-	1,000
	BUSHWICK Total:	2,176	-	1,000	-	-	3,176
CAREY GARDENS	6725-ELEVATORS_AT_CAREY	1,000	-	-	-	-	1,000
	8319-SANDY RENO_AT_CAREY	26,368	62,903	17,700	-	-	106,971
CAREY GARDENS Total:		27,368	62,903	17,700	-	-	107,971
CONEY ISLAND	8299-SANDY RENO_AT_CONEY ISL	50,301	16,208	-	-	-	66,509
CONEY ISLAND Total:		50,301	16,208	-	-	-	66,509
CONEY ISLAND (SITE 8)	8304-SANDY RENO_AT_CONEY ISL-8	4,205	28,434	29,554	5,973	-	68,165
CONEY ISLAND (SITE 8) Total:		4,205	28,434	29,554	5,973	-	68,165
CONEY ISLAND I (SITE 1B)	6605-ELEVATORS_AT_CONEY ISL-1B	1,800	-	-	-	-	1,800
	8309-SANDY RENO_AT_CONEY ISL-1B	16,796	-	-	-	-	16,796
CONEY ISLAND I (SITE 1B) Total:		18,596	-	-	-	-	18,596
CONEY ISLAND I (SITES 4 & 5)	6617-ELEVATORS_AT_CONEY ISL4&5	2,100	-	-	-	-	2,100
	8302-SANDY RENO_AT_CONEY ISL4&5	26,593	877	-	-	-	27,470
	8684-GROUNDS3_AT_CONEY ISL4&5	75	-	-	-	-	75
CONEY ISLAND I (SITES 4 & 5) Total:		28,768	877	-	-	-	29,645
COOPER PARK	9596-FIRE ALARM SYSTEMS_AT_COOPER PA	-	-	200	-	-	200
	9755-ELEVATORS3_AT_COOPER PARK	-	-	-	-	213	213
	8933-CC-UPGRADE2_AT_COOPER PARK	10	-	-	-	-	10
COOPER PARK Total:		10	-	200	-	213	423
CYPRESS HILLS	9680-PLUMBING4_AT_CYPRESS	-	520	-	-	-	520
	9700-HEATING3_AT_CYPRESS	-	200	-	-	-	200
	7361-BRICK/ROOF_AT_CYPRESS	18,241	-	-	-	-	18,241
	9504-ELEVATORS_AT_CYPRESS	-	-	-	492	-	492
	9629-FIRE PRO-ALARM_AT_CYPRESS	-	-	100	-	-	100
CYPRESS HILLS Total:		18,241	720	100	492	-	19,553
FARRAGUT	9121-SEC ENHANCEMTS_AT_FARRAGUT	200	-	-	-	-	200
	9351-CCTV_AT_FARRAGUT	500	-	-	-	-	500
	9561-ELEVATORS2_AT_FARRAGUT	-	-	-	-	312	312
	9594-FIRE ALARM SYSTEMS_AT_FARRAGUT	-	-	100	-	-	100
FARRAGUT Total:		700	-	100	-	312	1,112
FIORENTINO / UNITY PLAZA	7548-CC-UPGRADE2_AT_UNITY PLZ CON	3,000	-	-	-	-	3,000
	9668-HEATING_AT_UNITY PLZ	-	-	-	-	280	280
	9244-ELEVATORS_AT_UN PL(4,5A)	600	-	6,000	-	-	6,600
	9642-FIRE PRO-ALARM_AT_UN PL(4-27)	-	-	-	100	-	100
	8944-LIGHTING2_AT_FIORENTINO	250	-	-	-	-	250
	9375-CCTV_AT_FIORENTINO	777	-	-	-	-	777
	9487-INT COMPACTORS_AT_FIORENTINO	-	400	-	-	-	400
FIORENTINO / UNITY PLAZA Total		4,627	400	6,000	100	280	11,407
GLENMORE PLAZA	6958-ELEVATORS3_AT_GLENMORE	89	-	-	-	-	89
GLENMORE PLAZA Total:		89	-	-	-	-	89
GLENWOOD	9664-HEATING6_AT_GLENWOOD	-	350	-	-	-	350
	9500-ELEVATORS2_AT_GLENWOOD	-	-	-	656	-	656
	9608-FIRE PRO-ALARM_AT_GLENWOOD	-	-	200	-	-	200
GLENWOOD PLAZA Total:		-	350	200	656	-	1,206



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(\$'000)**

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Brooklyn GOWANUS	8681-CC-UPGRADE3_AT_GOWANUS	475	-	-	-	-	475
	8366-SANDY RENO_AT_GOWANUS	33,187	9,432	-	-	-	42,619
	8424-HEATING2_AT_GOWANUS	1,500	10,000	-	-	-	11,500
	8676-GROUNDS2_AT_GOWANUS	150	-	-	-	-	150
	8926-SEC ENHANCEMTS_AT_GOWANUS	172	-	-	-	-	172
	9598-ELEVATORS2_AT_GOWANUS	-	-	-	426	-	426
	9613-FIRE PRO-ALARM2_AT_GOWANUS	-	-	100	-	-	100
GOWANUS Total:		35,484	19,432	100	426	-	55,442
HABER	8317-SANDY RENO_AT_HABER	29,021	18,022	-	-	-	47,043
	9628-FIRE PRO-ALARM_AT_HABER	-	-	100	-	-	100
HABER Total:		29,021	18,022	100	-	-	47,143
HOPE GARDENS	9334-CC-UPGRADE2_AT_HOPE GDNS	500	-	-	-	-	500
	9681-PLUMBING3_AT_HOPE GDNS	-	-	520	-	-	520
	9701-HEATING7_AT_HOPE GDNS	-	-	200	-	-	200
	8464-HEATING4_AT_HOPE GDNS	344	-	-	-	-	344
	8934-HEATING6_AT_HOPE GDNS	1,500	-	-	-	-	1,500
	9449-GARBAGE DISPOS2_AT_HOPE GDNS	-	-	100	-	-	100
	9624-FIRE PRO-ALARM3_AT_HOPE GDNS	-	-	100	-	-	100
HOPE GARDENS Total:		2,344	-	920	-	-	3,264
HOWARD	8887-SEC ENHANCEMTS_AT_HOWARD	300	-	-	-	-	300
	9563-ELEVATORS2_AT_HOWARD	-	-	-	-	-	-
	9627-FIRE PRO-ALARM2_AT_HOWARD	-	-	-	-	-	-
HOWARD Total:		300	-	200	-	328	828
HUGHES APTS	9588-FIRE PRO-ALARM_AT_HUGHES APTS	-	-	100	-	-	100
HYLAN Total:		-	-	100	-	-	100
HYLAN	8674-GROUNDS2_AT_HYLAN	350	-	-	-	-	350
HYLAN Total:		350	-	-	-	-	350
INDEPENDENCE	8822-PLUMBING4_AT_INDEPENDENCE	228	-	-	-	-	228
	9049-GROUNDS4_AT_INDEPENDENCE SC	300	-	-	-	-	300
	9130-CC-UPGRADE2_AT_INDEPENDENCE CC	100	-	-	-	-	100
	9365-GROUNDS5_AT_INDEPENDENCE	500	-	-	-	-	500
	9463-EXT COMPACTORS_AT_FT IND	-	-	-	-	200	200
INDEPENDENCE Total:		1,128	-	-	-	200	1,328
INGERSOLL	9682-PLUMBING2_AT_INGERSOLL	-	-	-	520	-	520
	9702-HEATING3_AT_INGERSOLL	-	-	-	200	-	200
	6411-GC2_AT_INGERSOLL	700	-	-	-	-	700
	7606-BRICK/ROOF_AT_INGERSOLL	6,731	-	-	-	-	6,731
	9025-SEC ENHANCEMTS2_AT_INGERSOLL	2,689	-	-	-	-	2,689
	9381-GROUNDS3_AT_INGERSOLL	500	-	-	-	-	500
	9384-GROUNDS4_AT_INGERSOLL	400	-	-	-	-	400
	9593-ELEVATORS2_AT_INGERSOLL	-	-	-	886	-	886
7606-BRICK/ROOF_AT_INGERSOLL	20,000	-	-	-	-	20,000	
INGERSOLL Total:		31,021	-	-	1,606	-	32,626
KINGSBOROUGH	7405-ENERGY CONSERV_AT_KINGSBORO	3,302	-	-	-	-	3,302
	9517-ELEVATORS3_AT_KINGSBORO	-	-	-	574	-	574
KINGSBOROUGH Total:		3,302	-	-	574	-	3,876
KINGSBOROUGH EXT	9647-FIRE PRO-ALARM2_AT_KINGSBORO E	487	-	-	-	-	487
KINGSBOROUGH EXT Total:		487	-	-	-	-	487
LAFAYETTE	9040-CCTV_AT_LAFAYETTE	487	-	-	-	-	487
	9385-SEC ENHANCEMTS_AT_LAFAYETTE	150	-	-	-	-	150
	9648-ELEVATORS2_AT_LAFAYETTE	-	-	-	-	230	230
LAFAYETTE Total:		637	-	-	-	230	867
LOW	9599-FIRE PRO-ALARM_AT_LOW	-	-	-	200	-	200
	9666-HEATING3_AT_LOW	-	-	350	-	-	350
LOW Total:		-	-	350	200	-	550



**Table 2: FY Capital Projects by Development
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<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Brooklyn							
MARCY	9549-HEATING6_AT_MARCY	350	-	-	-	-	350
	7547-GROUNDS2_AT_MARCY	5	-	-	-	-	5
	7638-HEATING5_AT_MARCY	1,000	5,000	8,000	-	-	14,000
	7643-PLUMBING3_AT_MARCY	9,563	-	-	-	-	9,563
	9604-ELEVATORS2_AT_MARCY	-	-	500	1,189	-	1,689
	9609-FIRE PRO-ALARM2_AT_MARCY	-	-	-	100	-	100
	9760-HEATING7_AT_MARCY	500	-	-	-	-	500
	9132-CC-UPGRADE_AT_MARCY	9,301	-	-	-	-	9,301
MARCY Total:		20,719	5,000	8,500	1,289	-	35,508
MARLBORO	8675-SEC ENHANCEMTS2_AT_MARLBORO	10	-	-	-	-	10
	9093-GC2_AT_MARLBORO	14,800	-	-	-	-	14,800
MARLBORO Total:		14,810	-	-	-	-	14,810
NOSTRAND	9051-GROUNDS2_AT_NOSTRAND	250	-	-	-	-	250
	9359-CCTV2_AT_NOSTRAND	105	-	-	-	-	105
	9503-ELEVATORS_AT_NOSTRAND	-	-	-	525	-	525
NOSTRAND Total:		355	-	-	525	-	880
ODWYER GARDENS	9683-PLUMBING_AT_ODWYER	-	-	-	-	520	520
	9703-HEATING_AT_ODWYER	-	-	-	-	200	200
	6873-LAYERED ACCESS_AT_ODWYER	1	-	-	-	-	1
	7457-BRICK/ROOF_AT_ODWYER GDNS	17,500	-	-	-	-	17,500
	8330-SANDY RENO_AT_ODWYER GDS	4,205	28,434	29,554	5,973	-	68,165
	8679-GROUNDS3_AT_ODWYER GDS	100	-	-	-	-	100
	9758-ELEVATORS_AT_ODWYER GDS	-	-	-	-	213	213
ODWYER GARDENS Total:		21,806	28,434	29,554	5,973	933	86,699
PARK ROCK REHAB	9499-INT COMPACTORS_AT_PARK RK REH	-	-	-	-	300	300
	9630-FIRE PRO-ALARM_AT_PARK RK REH	-	-	-	100	-	100
PARK ROCK REHAB Total:		-	-	-	100	300	400
GARVEY / PROSPECT PLAZA	9621-FIRE PRO-ALARM2_AT_GARVEY	-	-	100	-	-	100
	9619-FIRE PRO-ALARM2_AT_BED-STUY REH	-	80	-	-	-	80
RED HOOK EAST Total:		-	80	100	-	-	180
PINK	8971-HEATING2_AT_PINK	13,500	-	-	-	-	13,500
	9482-PLUMBING3_AT_PINK	-	-	-	600	6,300	6,900
	9570-ELEVATORS3_AT_PINK	-	-	-	-	361	361
	9610-FIRE PRO-ALARM2_AT_PINK	-	-	-	100	-	100
PINK Total:		13,500	-	-	700	6,661	20,861
RED HOOK	9670-HEATING3_AT_RED HOOK E	-	-	-	-	280	280
	8307-SANDY RENO_AT_RED HOOK E	22,113	22,382	115,753	34,456	-	194,704
	9533-HEATING_AT_RED HOOK E I & W I	-	-	-	-	2,000	2,000
	9585-ELEVATORS2_AT_RED HOOK E	-	-	-	787	-	787
	9768-STAIRWAYS_AT_RED HOOK	7,500	-	-	-	-	7,500
	9671-HEATING_AT_RED HOOK W	-	-	-	-	280	280
	8308-SANDY RENO_AT_RED HOOK W	22,113	22,382	115,753	34,456	-	194,704
	9483-PLUMBING2_AT_RED HOOK W	-	-	-	600	6,478	7,078
	9581-ELEVATORS2_AT_RED HOOK W	-	-	-	722	-	722
RED HOOK Total:		51,726	44,763	231,507	71,021	9,038	408,055
REID APTS	9611-FIRE PRO-ALARM_AT_REID APTS	-	-	-	100	-	100
REID APTS Total:		-	-	-	100	-	100
REVEREND BROWN	9501-INT COMPACTORS_AT_REV BROWN	-	-	-	-	100	100
REVEREND BROWN Total:		-	-	-	-	100	100



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Brooklyn							
RUTLAND TOWERS	9451-BOILER_AT_RUTLAND TWRS	-	-	-	250	2,100	2,350
RUTLAND TOWERS Total:		-	-	-	250	2,100	2,350
SHEEPSHEAD BAY / NOSTRAND	6724-BRICK/ROOFS_AT_SHEEPSHEAD	1	-	-	-	-	1
	9119-CCTV_AT_NOSTRAND	250	-	-	-	-	250
	9120-CCTV_AT_SHEEPSHEAD	250	-	-	-	-	250
	9366-CCTV2_AT_SHEEPSHEAD	105	-	-	-	-	105
	9595-ELEVATORS_AT_SHEEPSHEAD	-	-	-	590	-	590
SHEEPSHEAD BAY / NOSTRAND Total:		606	-	-	590	-	1,196
STUYVESANT GARDENS	9614-FIRE PRO-ALARM_AT_STUY GDNS I	-	-	-	200	-	200
	9505-INT COMPACTORS_AT_STUY GDNS II	-	-	-	-	40	40
STUYVESANT GARDENS Total:		-	-	-	200	40	240
SUMNER	6722-ROOFS3_AT_SUMNER	1,057	-	-	-	-	1,057
	9367-GROUNDS_AT_SUMNER	500	-	-	-	-	500
	9440-ELEVATORS4_AT_SUMNER	-	-	-	-	1,325	1,325
	9456-EXT COMPACTORS_AT_SUMNER	-	600	-	-	-	600
	9625-FIRE PRO-ALARM2_AT_SUMNER	-	-	-	200	-	200
SUMNER Total:		1,557	600	-	200	1,325	3,682
SURFSIDE GARDENS	8329-SANDY RENO_AT_SURFSIDE	4,205	28,434	29,554	5,973	-	68,165
	8892-GROUNDS2_AT_SURFSIDE GARDENS	250	-	-	-	-	250
SURFSIDE GARDENS Total:		4,455	28,434	29,554	5,973	-	68,415
SUTTER - UNION	9644-FIRE PRO-ALARM_AT_SUTTER-UNION	-	-	-	300	-	300
SUTTER - UNION Total:		-	-	-	300	-	300
TAPSCOTT REHAB	9507-INT COMPACTORS_AT_TAPSCOTT REH	-	-	-	-	400	400
TAPSCOTT REHAB Total:		-	-	-	-	400	400
TAYLOR ST - WYTHE AVE	9047-GROUNDS2_AT_TAYLOR-WYTHE	100	-	-	-	-	100
	9129-GROUNDS3_AT_TAYLOR-WYTHE	100	-	-	-	-	100
	9465-EXT COMPACTORS_AT_TAYLOR-WYTHE	-	-	-	-	200	200
	9620-FIRE PRO-ALARM_AT_TAYLOR-WYTHE	-	-	-	100	-	100
TAYLOR ST - WYTHE AVE Total		200	-	-	100	200	500
TILDEN	8969-HEATING2_AT_TILDEN	800	-	5,202	-	-	6,002
	9055-ROOFS2_AT_TILDEN	11,725	-	-	-	-	11,725
	9522-ELEVATORS2_AT_TILDEN	-	-	-	-	262	262
TILDEN Total:		12,525	-	5,202	-	262	17,989
TOMPKINS	8855-SEC ENHANCEMTS2_AT_TOMPKINS	310	-	-	-	-	310
	9033-SEC LIGHTING2_AT_TOMPKINS	533	-	-	-	-	533
	9498-ELEVATORS_AT_TOMPKINS	-	-	-	394	-	394
	9571-FIRE PRO-ALARM2_AT_TOMPKINS	-	-	-	100	-	100
TOMPKINS Total:		843	-	-	494	-	1,337
VAN DYKE	9667-HEATING3_AT_VAN DYKE I	-	-	-	350	-	350
	9027-SEC ENHANCEMTS_AT_VAN DYKE I&II	969	-	-	-	-	969
	9578-FIRE PRO-ALARM2_AT_VAN DYKE I	-	-	-	-	100	100
	9481-PLUMBING4_AT_VAN DYKE I	-	1,000	5,000	2,478	-	8,478
	9584-ELEVATORS2_AT_VAN DYKE I	-	-	-	426	-	426
	9750-PLUMBING5_AT_VAN DYKE I	6,738	6,738	-	-	-	13,475
VAN DYKE Total:		7,707	7,738	5,000	3,254	100	23,798



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Brooklyn							
WEEKSVILLE	8685-CC-UPGRADE_AT_WEEKSVILLE	161	-	-	-	-	161
WEEKSVILLE Total		161	-	-	-	-	161
WHITMAN	9144-CC-UPGRADE_AT_WHITMAN	100	-	-	-	-	100
	9659-CC-UPGRADE2_AT_WHITMAN	400	-	-	-	-	400
	5922-APARTMENT RENO_AT_WHITMAN	286	-	-	-	-	286
	6659-APARTMENT RENO_AT_WHITMAN/INGER	378	-	-	-	-	378
	7601-BRICK/ROOF_AT_WHITMAN	25,000	-	-	-	-	25,000
	9041-CCTV2_AT_WHITMAN	488	-	-	-	-	488
	9400-GROUNDS2_AT_WHITMAN	400	-	-	-	-	400
	9477-PLUMBING3_AT_WHITMAN	-	-	-	1,000	10,000	11,000
	9515-ELEVATORS2_AT_WHITMAN	-	-	-	656	-	656
	9573-FIRE PRO-ALARM_AT_WHITMAN	-	-	-	-	100	100
WHITMAN Total:		27,052	-	-	1,656	10,100	38,808
WILLIAMSBURG	9665-HEATING_AT_WILLIAMSBURG	-	-	350	-	-	350
	8908-GROUNDS2_AT_WILLIAMSBURG	300	-	-	-	-	300
	9217-GROUNDS3_AT_WILLIAMSBURG	350	-	-	-	-	350
	9362-GROUNDS4_AT_WILLIAMSBURG	350	-	-	-	-	350
	9363-GROUNDS5_AT_WILLIAMSBURG	350	-	-	-	-	350
WILLIAMSBURG Total		1,350	-	350	-	-	1,700
WILLIAMS PLAZA	9117-SEC ENHANCEMETS2_AT_WILLIAMS	100	-	-	-	-	100
WILLIAMS PLAZA Total		100	-	-	-	-	100
WYCKOFF GARDENS	6876-CC-UPGRADE3_AT_WYCKOFF	1,451	-	-	-	-	1,451
	9398-CC-UPGRADE5_AT_WYCKOFF	150	-	-	-	-	150
	8678-GROUNDS2_AT_WYCKOFF	150	-	-	-	-	150
	9048-GROUNDS3_AT_WYCKOFF	300	-	-	-	-	300
WYCKOFF GARDENS Total:		2,051	-	-	-	-	2,051
Brooklyn Total		630,327	294,073	366,739	105,821	58,647	1,455,606
Manhattan							
335 EAST 111TH STREET	9352-CCTV_AT_335 E111TH	400	-	-	-	-	400
335 EAST 111TH STREET Total:		400	-	-	-	-	400
830 AMSTERDAM AVE	8686-GROUNDS2_AT_830 AMSTER	200	-	-	-	-	200
	9471-PLUMBING2_AT_830 AMSTER	400	-	-	-	-	400
830 AMSTERDAM AVE Total:		600	-	-	-	-	600
AMSTERDAM	9672-HEATING4_AT_AMSTERDAM	-	350	-	-	-	350
	7533-BRICKWORK4_AT_AMSTERDAM	466	-	-	-	-	466
	8911-GROUNDS2_AT_AMSTERDAM	500	-	-	-	-	500
	8919-GC_AT_AMSTERDAM	50	-	-	-	-	50
	9291-ELEVATORS_AT_AMSTERDAM	-	300	465	-	10,500	11,265
	7533-BRICKWORK4_AT_AMSTERDAM	6,000	-	-	-	-	6,000
AMSTERDAM Total		7,016	650	465	-	10,500	18,631
AUDUBON APTS	9553-PLUMBING3_AT_AUDUBON	520	-	-	-	-	520
	9558-HEATING4_AT_AUDUBON	200	-	-	-	-	200
AUDUBON APTS Total:		720	-	-	-	-	720
BARUCH	9675-HEATING6_AT_BARUCH	-	-	-	-	280	280
	7625-HEATING3_AT_BARUCH	11,500	-	10,000	-	-	21,500
	8320-SANDY RENO_AT_BARUCH	13,246	76,542	54,597	8,737	-	153,123
	9448-GARBAGE DISPOS3_AT_BARUCH	200	-	-	-	-	200
	9479-PLUMBING10_AT_BARUCH	1,000	5,000	4,575	-	-	10,575
	9543-HEATING5_AT_BARUCH	-	-	-	1,273	-	1,273
	9574-FIRE PRO-ALARM2_AT_BARUCH	-	-	-	-	100	100
	9602-ELEVATORS2_AT_BARUCH	-	-	-	558	-	558
BARUCH Total:		25,946	81,542	69,172	10,568	380	187,608



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Manhattan							
BETHUNE GARDENS	9107-CCTV_AT_BETHUNE	70	-	-	-	-	70
	9729-REMEDIAATION_AT_BETHUNE	1,250	-	-	-	-	1,250
BETHUNE GARDENS Total		1,320	-	-	-	-	1,320
CARVER	8705-GROUNDS5_AT_CARVER	343	-	-	-	-	343
	9565-ELEVATORS_AT_CARVER	-	-	-	-	361	361
	9717-REMEDIAATION_AT_CARVER	1,250	-	-	-	-	1,250
CARVER Total:		1,593	-	-	-	361	1,954
CHELSEA	8819-LIGHTING2_AT_CHELSEA	454	-	-	-	-	454
CHELSEA Total:		454	-	-	-	-	454
CLINTON	6947-ELEVATORS_AT_CLINTON	648	-	-	-	-	648
	9718-REMEDIAATION_AT_CLINTON	1,250	-	-	-	-	1,250
CLINTON Total:		1,898	-	-	-	-	1,898
CORSI HOUSES	9137-GROUNDS_AT_CORSI	300	-	-	-	-	300
	8938-CC-UPGRADE_AT_CORSI HOUSES	4,068	-	-	-	-	4,068
CORSI HOUSES Total		4,368	-	-	-	-	4,368
DOUGLASS ADDITION	9577-FIRE PRO-ALARM2_AT_DOUGLASS A	-	-	-	-	100	100
	9719-REMEDIAATION_AT_DOUGLASS A	1,250	-	-	-	-	1,250
DOUGLASS ADDITION Total:		1,250	-	-	-	100	1,350
DOUGLASS	1407-GARBAGE DISPOS_AT_DOUGLASS I	0	-	-	-	-	0
	9773-PLUMBING_AT_DOUGLASS I	4,568	-	-	-	-	4,568
	7784-GROUNDS_AT_DOUGLASS II	281	-	-	-	-	281
	9215-GROUNDS2_AT_DOUGLASS II	200	-	-	-	-	200
	9370-LIGHTING_AT_DOUGLASS HOUSES	500	-	-	-	-	500
	9494-GARBAGE DISPOS_AT_DOUGLASS II	200	-	-	-	-	200
DOUGLASS Total:		5,749	-	-	-	-	5,749
DREW - HAMILTON	6424-GROUNDS4_AT_DREW-HAM	1	-	-	-	-	1
DREW - HAMILTON Total:		1	-	-	-	-	1
DYCKMAN	7685-MAJOR RENO_AT_DYCKMAN	4,500	15,000	10,000	-	-	29,500
	9151-ELEVATORS2_AT_DYCKMAN	-	500	-	6,000	-	6,500
	9575-FIRE PRO-ALARM3_AT_DYCKMAN	-	-	-	-	200	200
	9720-REMEDIAATION_AT_DYCKMAN	-	-	-	1,000	-	1,000
DYCKMAN Total:		4,500	15,500	10,000	7,000	200	37,200
EAST RIVER	9673-HEATING3_AT_EAST RIVER	-	-	350	-	-	350
	9455-EXT COMPACTORS_AT_EAST RIVER	400	-	-	-	-	400
	9576-FIRE PRO-ALARM2_AT_EAST RIVER	-	-	-	-	100	100
	9605-ELEVATORS2_AT_EAST RIVER	-	-	-	574	-	574
	8328-SANDY RENO_AT_EAST RIVER	39,529	6,985	-	-	-	46,514
EAST RIVER Total:		39,929	6,985	350	574	100	47,938
ELLIOTT	9393-GROUNDS2_AT_ELLIOTT-CHELSEA	500	-	-	-	-	500
	8415-PLUMBING_AT_ELLIOT	2,569	-	-	-	-	2,569
	7830-SANDY GC_AT_ELLIOT	0	-	-	-	-	0
	8415-PLUMBING_AT_ELLIOT	150	-	-	-	-	150
	9473-PLUMBING2_AT_ELLIOT	-	380	-	-	-	380
ELLIOTT Total:		3,219	380	-	-	-	3,599
FT. WASHINGTON AVENUE REHAB	8666-GROUNDS_AT_FT IND	300	-	-	-	-	300
	9761-REMEDIAATION_AT_FT WASH	-	-	-	1,000	-	1,000
	7448-CC-UPGRADE2_AT_FT WASH SCC	165	-	-	-	-	165
FT. WASHINGTON AVENUE REHAB Total:		465	-	-	1,000	-	1,465



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

Development	Project Number and Project Name	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Manhattan							
FULTON	9607-ELEVATORS_AT_FULTON	-	-	-	410	-	410
	9721-REMEDIAION_AT_FULTON	-	-	-	1,000	-	1,000
	9323-CC-UPGRADE3_AT_FULTON CC	1,900	-	-	-	-	1,900
FULTON Total:		1,900	-	-	1,410	-	3,310
GRANT	8929-GROUNDS2_AT_GRANT	450	-	-	-	-	450
	9245-PLUMBING2_AT_GRANT	300	-	-	-	-	300
	9640-FIRE PRO-ALARM2_AT_GRANT	401	-	-	-	-	401
	8838-ROOFS4_AT_GRANT	18,081	-	-	-	-	18,081
	9245-PLUMBING2_AT_GRANT	8,200	-	-	-	-	8,200
	9374-GC_AT_GRANT	1,100	-	-	-	-	1,100
	9461-EXT COMPACTORS_AT_GRANT	-	-	-	-	800	800
	9562-ELEVATORS3_AT_GRANT	-	-	-	-	312	312
GRANT Total:		28,532	-	-	-	1,112	29,643
GUN HILL	9676-PLUMBING2_AT_GUN HILL	-	520	-	-	-	520
GUN HILL Total:		-	520	-	-	-	520
HARBORVIEW TERRACE	5461-CC-UPGRADE_AT_HARBORVIEW	-	80	-	-	-	80
HARBORVIEW TERRACE Total:		-	80	-	-	-	80
HARLEM RIVER	7682-MAJOR RENO_AT_HARLEM	2,561	22,000	22,000	-	-	46,561
	9251-PLUMBING2_AT_HARLEM I&II	1,200	13,500	-	-	-	14,700
HARLEM RIVER Total:		3,761	35,500	22,000	-	-	61,261
HERNANDEZ	9139-GROUNDS_AT_HERNANDEZ	-	-	-	-	-	-
HERNANDEZ Total:		277	-	-	-	-	277
HOLMES TOWERS	8185-ENTR/EXIT-DWEL_AT_HOLMES	97	-	-	-	-	97
	9722-REMEDIAION_AT_HOLMES TWRS	-	-	-	1,000	-	1,000
HOLMES TOWERS Total:		97	-	-	1,000	-	1,097
ISAACS	7545-CC-UPGRADE2_AT_ISAACS CC	1,572	-	-	-	-	1,572
	9684-PLUMBING3_AT_ISAACS	-	520	-	-	-	520
	9704-HEATING3_AT_ISAACS	-	200	-	-	-	200
	8367-SANDY RENO_AT_ISAACS	14,959	19,780	1,106	-	-	35,845
	9002-CCTV5_AT_ISAACS	150	-	-	-	-	150
	9723-REMEDIAION_AT_ISAACS	-	1,250	-	-	-	1,250
ISAACS Total:		16,681	21,750	1,106	-	-	39,537
JACKIE ROBINSON	9724-REMEDIAION_AT_ROBINSON	-	1,250	-	-	-	1,250
JACKIE ROBINSON Total:		-	1,250	-	-	-	1,250
JEFFERSON	9692-PLUMBING8_AT_JEFFERSON	-	520	-	-	-	520
	9712-HEATING6_AT_JEFFERSON	-	200	-	-	-	200
	9256-BATHROOMS2_AT_JEFFERSON	2,500	20,000	20,000	-	-	42,500
	9368-CCTV_AT_JEFFERSON	259	-	-	-	-	259
	9382-GROUNDS3_AT_JEFFERSON	500	-	-	-	-	500
	9491-ELEVATORS3_AT_JEFFERSON	-	-	-	886	-	886
	9447-GARBAGE DISPO_AT_JEFFERSON	-	-	200	-	-	200
JEFFERSON Total:		3,259	20,720	20,200	886	-	45,065
JOHNSON	9394-CC-UPGRADE4_AT_JOHNSON	251	-	-	-	-	251
	9396-CC-UPGRADE5_AT_JOHNSON	626	-	-	-	-	626
	9493-ELEVATORS_AT_JOHNSON	-	-	-	476	-	476
	9725-REMEDIAION_AT_JOHNSON	-	1,250	-	-	-	1,250
JOHNSON Total:		877	1,250	-	476	-	2,603
KING TOWERS	9564-ELEVATORS3_AT_KING TOWERS	-	-	-	-	344	344
	9633-FIRE PRO-ALARM_AT_KING TOWERS	401	-	-	-	-	401
	9726-REMEDIAION_AT_KING TOWERS	-	1,250	-	-	-	1,250
KING TOWERS Total:		401	1,250	-	-	344	1,995
LA GUARDIA	7552-PLUMBING_AT_LAGUARDIA	150	-	-	-	-	150
	8303-SANDY RENO_AT_LA GUARDIA	19,142	3,555	-	-	-	22,696
	9545-ELEVATORS_AT_LAGUARDIA	-	-	-	-	295	295
LA GUARDIA Total:		19,292	3,555	-	-	295	23,142
LA GUARDIA A	8916-CCTV_AT_LAGUARDIA A	170	-	-	-	-	170
LA GUARDIA A Total:		170	-	-	-	-	170



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Manhattan							
LEHMAN VILLAGE	9335-CC-UPGRADE_AT_LEHMAN	500	-	-	-	-	500
	9526-PLUMBING3_AT_LEHMAN	-	-	-	-	2,450	2,450
LEHMAN VILLAGE Total:		500	-	-	-	2,450	2,950
LEXINGTON	6679-HEATING3_AT_LEXINGTON	515	-	-	-	-	515
	8923-GROUNDS_AT_LEXINGTON	385	-	-	-	-	385
	9730-REMEDIATION_AT_LEXINGTON	-	-	1,250	-	-	1,250
LEXINGTON Total:		900	-	1,250	-	-	2,150
LINCOLN	9492-ELEVATORS3_AT_LINCOLN	-	-	-	459	-	459
LINCOLN Total:		-	-	-	459	-	459
LOWER EAST SIDE	9727-REMEDIATION_AT_LES II	-	-	1,250	-	-	1,250
	9386-GROUNDS_AT_LES I	266	-	-	-	-	266
	9728-REMEDIATION_AT_LES I	-	-	1,250	-	-	1,250
LOWER EAST SIDE Total:		266	-	2,500	-	-	2,766
MANHATTANVILLE	8689-SEC ENHAMCEMTS_AT_MHTNVILLE	12	-	-	-	-	12
	9018-ELEVATORS4_AT_MHTNVILLE	267	-	-	-	-	267
MANHATTANVILLE Total		279	-	-	-	-	279
MELTZER TOWER	9468-INT COMPACTORS_AT_MELTHERNANDE	100	-	-	-	-	100
MELTZER TOWER Total		100	-	-	-	-	100
METRO NORTH PLAZA	8326-SANDY RENO_AT_METRO N PLZ	16,651	19,738	2,506	-	-	38,895
	8357-SEC ENHANCEMTS_AT_METRO N PLZ	250	-	-	-	-	250
	8709-GROUNDS2_AT_METRO N PLZ	200	-	-	-	-	200
	9216-GROUNDS3_AT_METRO N PLZ	300	-	-	-	-	300
METRO NORTH PLAZA Total:		17,401	19,738	2,506	-	-	39,645
PARK AVE - EAST 122 - EAST 123	7589-BRICK/ROOF2_AT_PARK-E122123	68	-	-	-	-	68
	9470-INT COMPACTORS_AT_PARK-E122123	100	-	-	-	-	100
PARK AVE - EAST 122 - EAST 123 Total:		168	-	-	-	-	168
POLO GROUNDS TOWER	9550-HEATING_AT_POLOGROUNDS	350	-	-	-	-	350
	9028-SEC ENHANCEMTS_AT_POLO GROUNDS	66	-	-	-	-	66
	9248-PLUMBING4_AT_POLO GROUNDS	600	8,000	-	-	-	8,600
	9450-GARBAGE DISPOS4_AT_POLO GROUNDS	-	200	-	-	-	200
	9516-HEATING2_AT_POLO GROUNDS	900	-	-	-	-	900
	9587-ELEVATORS2_AT_POLO GROUNDS	-	-	-	-	455	455
POLO GROUNDS TOWER Total		1,916	8,200	-	-	455	10,571
RANDOLPH	9466-INT COMPACTORS_AT_RANDOLPH	1,500	-	-	-	-	1,500
RANDOLPH Total		1,500	-	-	-	-	1,500
RANGEL	9685-PLUMBING2_AT_RANGEL	-	-	520	-	-	520
	9705-HEATING5_AT_RANGEL	-	-	200	-	-	200
	6727-ELEVATORS2_AT_RANGEL	1,124	-	-	-	-	1,124
	8322-SANDY RENO_AT_RANGEL	16,028	-	-	-	-	16,028
	9735-REMEDIATION_AT_RANGEL	-	-	1,250	-	-	1,250
RANGEL Total		17,152	-	1,970	-	-	19,122
REHAB PROGRAM (TAFT)	8628-BATHROOMS_AT_TAFT REHABS	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	9583-ELEVATORS3_AT_RIIS I	-	-	-	-	197	197
	7849-SANDY GC_AT_RIIS I	0	-	-	-	-	0
	8312-SANDY RENO_AT_RIIS I	18,897	69,722	8,473	-	-	97,091
	9583-ELEVATORS3_AT_RIIS I	-	-	-	426	-	426
RIIS I Total		18,897	69,722	8,473	426	197	97,714



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<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Manhattan							
RIIS II	8314-SANDY RENO_AT_RIIS II	5,118	20,127	8,914	853	-	35,012
RIIS II Total		5,118	20,127	8,914	853	-	35,012
ROBBINS PLAZA	9686-PLUMBING3_AT_ROBBINS PLZ	-	-	-	520	-	520
	9706-HEATING2_AT_ROBBINS PLZ	-	-	-	200	-	200
	8956-EQUIP UPGRADE_AT_ROBBINS PL	140	-	-	-	-	140
	9734-REMEDIATION_AT_ROBBINS PLZ	-	-	-	-	1,000	1,000
ROBBINS PLAZA Total		140	-	-	720	1,000	1,860
RUTGERS	6224-ENERGY INIT_AT_RUTGERS	275	-	-	-	-	275
RUTGERS Total		275	-	-	-	-	275
SAINT NICHOLAS	7658-PLUMBING3_AT_ST NICH	3,000	-	-	-	-	3,000
	8763-BRICK/ROOFS_AT_ST NICH	19,183	-	-	-	-	19,183
	9029-SEC ENHANCEMTS_AT_ST NICHOLAS	344	-	-	-	-	344
	5765-CC-UPGRADE_AT_131 ST NICH	36	-	-	-	-	36
	9290-ELEVATORS_AT_ST NICH	-	275	-	-	-	275
	9733-REMEDIATION_AT_ST NICH	-	-	-	-	1,000	1,000
	9744-BATHROOMS3_AT_ST NICH	-	-	1,000	-	27,000	28,000
SAINT NICHOLAS Total		22,563	275	1,000	-	28,000	51,838
SAMUEL, FREDERICK (CITY)	9110-CCTV_AT_SAMUEL(CITY)	500	-	-	-	-	500
SAMUEL, FREDERICK (CITY) Total		500	-	-	-	-	500
SEWARD PARK EXT	7553-CC-UPGRADE_AT_SEWARD PK E	750	-	-	-	-	750
	8353-GROUNDS2_AT_SEWARD PK E	129	-	-	-	-	129
SEWARD PARK EXT Total		879	-	-	-	-	879
SMITH	9674-HEATING4_AT_SMITH	-	-	-	350	-	350
	8323-SANDY RENO_AT_SMITH	14,880	-	-	-	-	14,880
	8372-ROOFS_AT_SMITH	2,268	-	-	-	-	2,268
	8636-PLUMBING4_AT_SMITH	2,833	-	-	-	-	2,833
	9432-PLUMBING6_AT_SMITH	-	-	-	-	250	250
	9445-GARBAGE DISPO_AT_SMITH	-	-	100	-	-	100
	9480-PLUMBING7_AT_SMITH	1,000	8,127	-	-	-	9,127
	9513-HEATING3_AT_SMITH	-	550	-	-	-	550
	9580-ELEVATORS_AT_SMITH	-	-	-	-	394	394
SMITH Total:		20,982	8,677	100	350	644	30,752
STANTON STREET	9637-FIRE PRO-ALARM_AT_STANTON ST	-	175	-	-	-	175
STANTON STREET Total:		-	175	-	-	-	175
TAFT	6574-ELEVATORS2_AT_TAFT	11	-	-	-	-	11
	4630-DOORS2_AT_TAFT	0	-	-	-	-	0
	9252-HEATING3_AT_TAFT	700	-	6,300	-	-	7,000
	9309-ELEVATORS3_AT_TAFT	-	-	-	-	250	250
	9518-ELEVATORS4_AT_TAFT	-	-	-	-	295	295
	9732-REMEDIATION_AT_TAFT	-	-	-	-	1,000	1,000
TAFT Total		711	-	6,300	-	1,545	8,556
THURGOOD MARSHALL PLAZA	7278-ROOFS2_AT_TMARSHALL	5,867	-	-	-	-	5,867
	9108-CCTV_AT_TMARSHALL	70	-	-	-	-	70
	9631-FIRE PRO-ALARM_AT_TMARSHALL	190	-	-	-	-	190
THURGOOD MARSHALL PLAZA Total		6,127	-	-	-	-	6,127
TWO BRIDGES URA (SITE 7)	6716-HEATING3_AT_TWO BRDGS(7)	4,000	-	-	-	-	4,000
	8324-SANDY RENO_AT_TWO BRDGS(7)	11,182	-	-	-	-	11,182
	9138-GROUNDS_AT_TWO BRIDGES	350	-	-	-	-	350
TWO BRIDGES URA (SITE 7) Total		15,532	-	-	-	-	15,532



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Manhattan							
VLADECK	9336-GROUNDS_AT_VLADECK	500	-	-	-	-	500
	6163-CC-UPGRADE_AT_VLADECK	51	-	-	-	-	51
	7739-CC-UPGRADE3_AT_VLADECK	692	-	-	-	-	692
	7739-CC-UPGRADE3_AT_VLADECK	250	-	-	-	-	250
	9582-ELEVATORS3_AT_VLADECK I	-	-	-	754	-	754
	9731-REMEDIATION_AT_VLADECK	-	-	-	-	1,000	1,000
VLADECK Total		1,493	-	-	754	1,000	3,247
WAGNER	9695-PLUMBING7_AT_WAGNER	-	-	-	-	520	520
	9715-HEATING2_AT_WAGNER	-	-	-	-	200	200
	8861-SEC LIGHTING_AT_WAGNER	396	-	-	-	-	396
	9030-SEC ENHANCEMENTS2_AT_WAGNER	560	-	-	-	-	560
	9238-GROUNDS3_AT_WAGNER	500	-	-	-	-	500
	9253-BATHROOMS_AT_WAGNER	-	3,000	-	24,500	-	27,500
	9433-PLUMBING6_AT_WAGNER	-	-	-	-	4,000	4,000
	9446-GARBAGE DISPO_AT_WAGNER	-	200	-	-	-	200
WAGNER Total:		1,456	3,200	-	24,500	4,720	33,876
WALD	9687-PLUMBING4_AT_WALD	-	-	-	-	520	520
	9707-HEATING2_AT_WALD	-	-	-	-	200	200
	8327-SANDY RENO_AT_WALD	34,935	26,512	1,155	-	-	62,602
	9603-ELEVATORS3_AT_WALD	-	-	-	525	-	525
WALD Total:		34,935	26,512	1,155	525	720	63,847
WASHINGTON	8711-GROUNDS3_AT_WASHINGTON	257	-	-	-	-	257
	9414-GROUNDS4_AT_WASHINGTON	500	-	-	-	-	500
	9736-REMEDIATION_AT_WASHINGTON	-	-	-	-	1,000	1,000
	9771-PLUMBING2_AT_WASHINGTON	5,303	-	-	-	-	5,303
WASHINGTON Total		6,060	-	-	-	1,000	7,060
WHITE	7798-CC-UPGRADE2_AT_WHITE CC	2,753	-	-	-	-	2,753
	9136-GROUNDS_AT_WHITE	400	-	-	-	-	400
	9356-SEC ENHANCEMENTS_AT_WHITE	400	-	-	-	-	400
WHITE Total		3,553	-	-	-	-	3,553
WILSON	8937-GROUNDS2_AT_WILSON	375	-	-	-	-	375
WILSON Total		375	-	-	-	-	375
WISE TOWERS	8695-GROUNDS2_AT_WISE TOWERS	1	-	-	-	-	1
	9053-ROOFS_AT_WISE TOWERS/WHITE	11,067	-	-	-	-	11,067
	9234-GROUNDS3_AT_WISE TOWERS	525	-	-	-	-	525
WISE TOWERS Total:		11,593	-	-	-	-	11,593
W S U R (BROWNSTONES)	9444-ELEVATORS_AT_WSUR	-	-	-	-	4,350	4,350
W S U R (BROWNSTONES) Total:		-	-	-	-	4,350	4,350
W S U R (SITE A) 120 WEST 94TH ST	8350-SEC ENHANCEMENTS_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 ENHANCEMENTS_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 ENHANCEMENTS_AT_WSUR-589A	12	-	-	-	-	12
W S U R (SITE C) 589 AMSTERDAM AVE Total		12	-	-	-	-	12
Manhattan Total		370,353	347,559	157,461	51,501	59,473	986,346



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Queens							
ASTORIA	1676-CC-UPGRADE_AT_ASTORIA SCC	201	-	-	-	-	201
	9554-PLUMBING3_AT_ASTORIA	520	-	-	-	-	520
	9559-HEATING5_AT_ASTORIA	200	-	-	-	-	200
	7689-ROOFS3_AT_ASTORIA	1,153	-	-	-	-	1,153
	7820-SANDY GC_AT_ASTORIA	0	-	-	-	-	0
	8306-SANDY RENO_AT_ASTORIA	38,046	-	-	-	-	38,046
	8917-GROUNDS2_AT_ASTORIA	350	-	-	-	-	350
	9094-GROUNDS3_AT_ASTORIA	350	-	-	-	-	350
	9364-LIGHTING3_AT_ASTORIA	500	-	-	-	-	500
	9376-CCTV3_AT_ASTORIA	459	-	-	-	-	459
	9390-GROUNDS4_AT_ASTORIA	250	-	-	-	-	250
	9454-BOILER_AT_ASTORIA	-	-	-	850	8,400	9,250
	9567-ELEVATORS3_AT_ASTORIA	-	-	-	-	361	361
	9745-BATHROOMS2_AT_ASTORIA	-	-	1,000	-	33,500	34,500
ASTORIA Total:		42,030	-	1,000	850	42,261	86,141
BAISLEY PARK	9095-CCTV_AT_BAISLEY PK	500	-	-	-	-	500
	9459-EXT COMPACTORS_AT_BAISLEY PK	-	-	-	600	-	600
BAISLEY PARK Total		500	-	-	600	-	1,100
BEACH 41ST ST - BEACH CHANNEL DRIVE	7827-SANDY GC_AT_BEACH 41ST	0	-	-	-	-	0
	8311-SANDY RENO_AT_BEACH 41ST	1,858	16,969	5,968	-	-	24,795
	9753-ELEVATORS2_AT_BEACH 41ST	-	-	-	-	197	197
BEACH 41ST ST - BEACH CHANNEL DRIVE Total:		1,858	16,969	5,968	-	197	24,992
BLAND	9663-HEATING3_AT_BLAND	-	350	-	-	-	350
	9128-GROUNDS3_AT_BLAND	500	-	-	-	-	500
	9264-ROOFS4_AT_BLAND	9,080	-	-	-	-	9,080
	9502-HEATING2_AT_BLAND	400	-	-	-	-	400
BLAND Total		9,980	350	-	-	-	10,330
CARLETON MANOR	8318-SANDY RENO_AT_CARLETON	12,478	-	-	-	-	12,478
	8910-GROUNDS_AT_CARLETON	250	-	-	-	-	250
	9457-EXT COMPACTORS_AT_CARLETON	200	-	-	-	-	200
CARLETON MANOR Total:		12,928	-	-	-	-	12,928
CONLON LIHFE TOWERS	9361-SEC ENHANCMTS_AT_CONLON LIHFE	220	-	-	-	-	220
CONLON LIHFE TOWERS Total		220	-	-	-	-	220
FOREST	8661-CC-UPGRADE_AT_FOREST	400	-	-	-	-	400
FOREST Total		400	-	-	-	-	400
HAMMEL	7626-PLUMBING2_AT_HAMMEL	1,200	-	-	-	-	1,200
	8316-SANDY RENO_AT_HAMMEL	17,866	120,961	30,415	-	-	169,242
	9096-GROUNDS3_AT_HAMMEL	500	-	-	-	-	500
	9646-ELEVATORS2_AT_HAMMEL	-	-	-	-	230	230
HAMMEL Total:		19,566	120,961	30,415	-	230	171,171
INTERNATIONAL TOWER	9142-CCTV_AT_INTL TWRS	200	-	-	-	-	200
INTERNATIONAL TOWER Total		200	-	-	-	-	200
LATIMER GARDENS	9688-PLUMBING2_AT_LATIMER	-	520	-	-	-	520
	9708-HEATING4_AT_LATIMER	-	200	-	-	-	200
	9097-GROUNDS3_AT_LATIMER	350	-	-	-	-	350
LATIMER GARDENS Total		350	720	-	-	-	1,070
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	111,509	37,147	-	-	-	148,656
	9506-ELEVATORS3_AT_BAYSIDE	-	-	-	459	-	459
OCEAN BAY (BAYSIDE) FORMERLY EDGEMERE Total:		111,509	37,147	-	459	-	149,115
OCEAN BAY (OCEANSIDE) FORMERLY ARVERNE	8321-SANDY RENO_AT_OCEANSIDE	18,594	-	-	-	-	18,594
	8891-SEC ENHANCMTS_AT_BAYSIDE	495	-	-	-	-	495
	9643-ELEVATORS2_AT_OCEANSIDE	-	-	-	-	230	230
OCEAN BAY (OCEANSIDE) FORMERLY ARVERNE Total:		19,089	-	-	-	230	19,319



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(\$'000)**

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Queens							
POMONOK	9689-PLUMBING6_AT_POMONOK	-	-	520	-	-	520
	9709-HEATING6_AT_POMONOK	-	-	200	-	-	200
	7633-HEATING3_AT_POMONOK	-	-	-	1,000	15,000	16,000
	9254-BATHROOMS_AT_POMONOK	3,000	-	25,000	25,000	-	53,000
	9313-CCTV2_AT_POMONOK	350	-	-	-	-	350
	9591-ELEVATORS2_AT_POMONOK	-	-	-	902	-	902
POMONOK Total:		3,350	-	25,720	26,902	15,000	70,972
QUEENSBRIDGE NORTH	7366-BRICK/ROOF_AT_QUEENSBIDGE N	2,697	-	-	-	-	2,697
	8953-GROUNDS_AT_QUEENSBRIDGE	950	-	-	-	-	950
	9190-ELEVATORS2_AT_QUEENSBIDGE N	3,000	19,000	-	-	-	22,000
QUEENSBRIDGE NORTH Total:		6,647	19,000	-	-	-	25,647
QUEENSBRIDGE SOUTH	7365-BRICK/ROOF_AT_QUEENSBIDGE S	2,108	-	-	-	-	2,108
	9098-GROUNDS2_AT_QUEENSBIDGE S	700	-	-	-	-	700
	9191-ELEVATORS2_AT_QUEENSBIDGE S	-	-	-	19,000	-	19,000
QUEENSBRIDGE SOUTH Total:		2,808	-	-	19,000	-	21,808
RAVENSWOOD	7789-LIGHTING2_AT_RAVENSWOOD	50	-	-	-	-	50
	9140-GROUNDS2_AT_RAVENSWOOD	350	-	-	-	-	350
RAVENSWOOD Total		400	-	-	-	-	400
REDFERN	8310-SANDY RENO_AT_REDFERN	74,157	25,448	-	-	-	99,606
	8715-GROUNDS_AT_REDFERN	150	-	-	-	-	150
REDFERN Total:		74,307	25,448	-	-	-	99,756
SHELTON HOUSE	9100-CCTV_AT_SHELTON	500	-	-	-	-	500
	9478-PLUMBING2_AT_SHELTON	-	-	-	325	-	325
RAVENSWOOD Total		500	-	-	325	-	825
SOUTH JAMAICA	8716-GROUNDS2_AT_SJAMAICA	50	-	-	-	-	50
	8970-HEATING4_AT_SJAMAICA I	-	50	-	-	-	50
	8972-HEATING3_AT_SJAMAICA II	-	50	-	-	-	50
SOUTH JAMAICA Total:		50	100	-	-	-	150
WOODSIDE	5666-BRICK/ROOF_AT_WOODSIDE	175	-	-	-	-	175
	8363-GROUNDS_AT_WOODSIDE	4	-	-	-	-	4
	9101-GROUNDS2_AT_WOODSIDE	350	-	-	-	-	350
	9589-ELEVATORS2_AT_WOODSIDE	-	-	-	918	-	918
WOODSIDE Total:		529	-	-	918	-	1,447
Queens Total		307,571	220,695	63,103	49,055	57,917	698,341
Staten Island							
BERRY	9425-GROUNDS3_AT_BERRY	650	-	-	-	-	650
	9525-ELEVATORS2_AT_BERRY	-	-	-	-	262	262
	9632-FIRE PRO-ALARM3_AT_BERRY	-	150	-	-	-	150
	9741-FIRE PRO-ALARM2_AT_BERRY-S9TH	-	-	100	-	-	100
BERRY Total:		650	150	100	-	262	1,162
CASSIDY - LAFAYETTE	7607-BRICK/ROOF_AT_CASSIDY-LAF	1,058	-	-	-	-	1,058
	9350-SEC ENHANCEMTS2_AT_CASSIDY-LAF	2,760	-	-	-	-	2,760
	9579-FIRE PRO-ALARM2_AT_LAFAYETTE	-	-	-	200	-	200
CASSIDY LAFAYETTE Total:		3,818	-	-	200	-	4,018



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Staten Island							
MARINER'S HARBOR	9324-CC-UPGRADE2_AT_MARINER'S HB CC	5,700	-	-	-	-	5,700
	7852-SANDY GC_AT_MARINER'S HB	0	-	-	-	-	0
MARINER'S HARBOR Total:		5,700	-	-	-	-	5,700
NEW LANE AREA	6720-GC_AT_NEW LANE	52	-	-	-	-	52
	8889-SEC ENHANCEMTS_AT_NEW LANE	500	-	-	-	-	500
	9353-CC-UPGRADE2_AT_NEW LANE	600	-	-	-	-	600
NEW LANE AREA Total:		1,152	-	-	-	-	1,152
RICHMOND TERRACE	9354-GROUNDS3_AT_RICHMOND TR	144	-	-	-	-	144
	9690-PLUMBING3_AT_RICHMOND TR	-	-	-	520	-	520
	9710-HEATING2_AT_RICHMOND TR	-	-	-	200	-	200
RICHMOND TERRACE Total:		144	-	-	720	-	864
SOUTH BEACH	9452-BOILER_AT_SOUTH BEACH	-	-	-	650	6,500	7,150
	9527-ELEVATORS3_AT_SOUTH BEACH	-	-	-	-	262	262
SOUTH BEACH Total:		-	-	-	650	6,762	7,412
STAPLETON	3173-ROOFS_AT_STAPLETON	67	-	-	-	-	67
	9031-SEC ENHANCEMTS_AT_STAPLETON	1,670	-	-	-	-	1,670
STAPLETON Total:		1,737	-	-	-	-	1,737
TODT HILL	9691-PLUMBING_AT_TODT HILL	-	-	-	-	520	520
	9711-HEATING2_AT_TODT HILL	-	-	-	-	200	200
	8444-GARBAGE DISPOS3_AT_TODT HILL	720	-	-	-	-	720
	8888-SEC ENHANCEMTS_AT_TODT HILL	1,800	-	-	-	-	1,800
	9123-CCTV_AT_TODT HILL	1,600	-	-	-	-	1,600
	9379-GROUNDS2_AT_TODT HILL	500	-	-	-	-	500
	9649-ELEVATORS_AT_TODT HILL	-	-	-	-	230	230
	9739-FIRE PRO-ALARM_AT_TODT HILL	-	-	-	-	200	200
TODT HILL Total:		4,620	-	-	-	1,150	5,770
WEST BRIGHTON I	8947-CCTV2_AT_W BRIGHTON I	3,200	-	-	-	-	3,200
	9669-HEATING_AT_W BRIGHTON	-	-	-	-	280	280
	9442-ELEVATORS_AT_W BRIGHTON I	-	-	-	-	3,000	3,000
	9738-FIRE PRO-ALARM_AT_W BRIGHTON I&II	-	-	100	-	-	100
	9746-BATHROOMS_AT_W BRIGHTON I & II	-	-	-	2,000	15,000	17,000
WEST BRIGHTON I Total		3,200	-	100	2,000	18,280	23,580
Staten Island Total		21,021	150	200	3,570	26,454	51,395

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Central Office							
CHAIR	9766-RETAIL PROTOTYPE	1,000	-	-	-	-	1,000
CHAIR - Total	9287-VIRTUAL HOLD_AT_VARIOUS	1,000	-	-	-	-	1,000
EVP - Administration	9286-IVR ENHANCEMENT_AT_VARIOUS	110	-	-	-	-	110
	9287-VIRTUAL HOLD_AT_VARIOUS	169	-	-	-	-	169
	9288-HR/PERFORMANCE Mgt_AT_VARIOUS	3,496	-	-	-	-	3,496
	9770-INCIDENT MGT SOFTWARE	-	-	-	-	-	-
EVP - Administration Total:		4,026	-	-	-	-	4,026



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Central Office							
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	3,500	-	-	-	-	3,500
	5014-PLUMBING5_AT_VARIOUS	116	-	-	-	-	116
	5060-CHANGE ORDER/UNPLANNED_AT_CPD	1,583	-	-	-	-	1,583
	5061-BOND CONTINGENCY_AT_CPD	330	-	-	-	-	330
	5444-COST ESTIMATING_AT_VARIOUS LOC	7	-	-	-	-	7
	6144-CCTV_AT_INDEP/WILLIAMS	7	-	-	-	-	7
	6481-BRICKWORK10_AT_VARIOUS	1,222	-	-	-	-	1,222
	7162-LAYERED ACCESS_AT_KING/TAFT	2,619	-	-	-	-	2,619
	7424-GC2_AT_VARIOUS	235	-	-	-	-	235
	7585-LOCAL LAW 11 INSPECT_AT_BK/SI	144	-	-	-	-	144
	7617-SIDEWALK SHEDS3_AT_VARIOUS	1,295	-	-	-	-	1,295
	7681-LOCAL LAW 11 INSPECT_AT_VARIOUS	261	-	-	-	-	261
	7686-LOCAL LAW 11 INSPECT2_AT_VARIOUS	90	-	-	-	-	90
	7733-INSPECTION SERV2_AT_VARIOUS	983	-	-	-	-	983
	7757-ROOFS_AT_BKLYN.S.I.	2,521	-	-	-	-	2,521
	7781-SEC ENHANCEMENTS_AT_VARIOUS	250	-	-	-	-	250
	7987-BRICKWORK5_AT_VARIOUS	2,346	-	-	-	-	2,346
	7988-BRICKWORK6_AT_VARIOUS	2,646	-	-	-	-	2,646
	7989-BRICKWORK7_AT_VARIOUS	6,728	-	-	-	-	6,728
	7586-LOCAL LAW 11 INSPECT_AT_QUEENS	270	-	-	-	-	270
	7519-BRICK/ROOF5_AT_MANH	19	-	-	-	-	19
	7553-CC-UPGRADE_AT_SEWARD PK E	0	-	-	-	-	0
	7521-BRICKWORK2_AT_BKLYN	42	-	-	-	-	42
	7522-BRICKWORK3_AT_BKLYN	32	-	-	-	-	32
	7529-BRICKWORK7_AT_BROOKLYN	3	-	-	-	-	3
	7600-BRICK/ROOF_AT_BKLYN	49	-	-	-	-	49
	8099-SECTION 504_AT_VARIOUS	1,985	-	-	-	-	1,985
	8113-CM FEES_AT_VARIOUS	1,925	-	-	-	-	1,925
	8143-A&E_AT_VARIOUS	295	-	-	-	-	295
	8369-CC-UPGRADE_AT_VARIOUS	1,800	-	-	-	-	1,800
	8400-INST HOT WATER HEATERS_AT_VARIOU	29,471	-	-	-	-	29,471
	8568-PLUMBING6_AT_VARIOUS	100	-	-	-	-	100
	8588-PLUMBING8_AT_VARIOUS	388	-	-	-	-	388
	8617-LOCAL LAW 11 INSPECT3_AT_VARIOUS	1,001	-	-	-	-	1,001
	8618-LOCAL LAW 11 INSPECT4_AT_VARIOUS	47	-	-	-	-	47
	8619-LOCAL LAW 11 INSPECT5_AT_VARIOUS	1,039	-	-	-	-	1,039
	8655-HEATING10_AT_VARIOUS	2,483	-	-	-	-	2,483
	8656-PLUMBING10_AT_VARIOUS	4	-	-	-	-	4
	8657-FIRE PRO-ALARM3_AT_VARIOUS	3,500	-	-	-	-	3,500
	8721-SEC LIGHTING_AT_VARIOUS	201	-	-	-	-	201
	8722-SEC LIGHTING2_AT_VARIOUS	102	-	-	-	-	102
	8723-SEC LIGHTING3_AT_VARIOUS	318	-	-	-	-	318
	8728-SEC ENHANCEMENTS4_AT_VARIOUS	169	-	-	-	-	169
	8799-COMMERCIAL/STOREFRONTS_AT_VARIC	486	-	-	-	-	486
	8801-PLUMBING11_AT_VARIOUS	1,592	-	-	-	-	1,592
	8850-SEC LIGHTING_AT_BUSHWICK	48	-	-	-	-	48
	8859-SEC LIGHTING_AT_POLO GROUNDS	1,505	-	-	-	-	1,505
	8862-SEC LIGHTING_AT_QUEENSBRIDGEI	1,382	-	-	-	-	1,382
	8879-LIGHTING & HEATING_AT_VARIOUS	420	-	-	-	-	420
	8897-ROOFS4_AT_VARIOUS	4,064	111,000	111,000	61,000	111,000	398,064
	8899-SEC LIGHTING5_AT_VARIOUS	2,707	-	-	-	-	2,707
	8945-GROUNDS3_AT_GUN HILL	1,400	-	-	-	-	1,400
	8960-ASBESTOS/LEAD ABAT_AT_PHA WIDE	625	-	-	-	-	625
	8963-PLUMBING13_AT_VARIOUS	416	-	-	-	-	416
	8966-BRICKWORK13_AT_VARIOUS	60,857	10,000	10,000	10,000	10,000	100,857
	8982-EXT COMPACTORS_AT_VARIOUS	1,000	-	-	-	-	1,000
	8983-EXT COMPACTORS2_AT_VARIOUS	1,500	-	-	-	-	1,500
	8985-INT COMPACTORS_AT_VARIOUS	2,783	-	-	-	-	2,783
	8992-PLUMBING15_AT_VARIOUS	3,917	-	-	-	-	3,917
	8993-CCTV6_AT_VARIOUS	250	-	-	-	-	250



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Central Office							
	9001-APARTMENT RENO3_AT_VARIOUS	19,028	-	-	-	-	19,028
	9016-CM FEES3_AT_VARIOUS	107	-	-	-	-	107
	9017-CM FEES4_AT_VARIOUS	420	-	-	-	-	420
	9032-SEC ENHANCEMETS_AT_QUEENSBRIDGE	1,699	-	-	-	-	1,699
	9036-SEC ENHANCEMETS7_AT_VARIOUS	331	-	-	-	-	331
	9037-GARBAGE DISPOS8_AT_VARIOUS	3,300	-	-	-	-	3,300
	9087-SANDY CM_AT_VARIOUS	15,450	12,464	8,174	1,859	-	37,947
	9092-HEATING15_AT_VARIOUS	1,600	-	-	-	-	1,600
	9104-HEATING4_AT_VARIOUS(BK/SI)	124	-	-	-	-	124
	9105-HEATING3_AT_VARIOUS(MANH)	5	-	-	-	-	5
	9145-PLUMBING16_AT_VARIOUS	12	-	-	-	-	12
	9152-ELEVATORS2_AT_VARIOUS	-	2,400	-	-	-	2,400
	9171-PLUMBING19_AT_VARIOUS	9,814	-	-	-	-	9,814
	9249-PLUMBING25_AT_VARIOUS	23,184	-	-	-	-	23,184
	9250-PLUMBING26_AT_VARIOUS	7,500	-	-	-	-	7,500
	9257-CONCRETE REPAIRS2_AT_VARIOUS	5,000	-	-	-	-	5,000
	9404-URBANFARMS_AT_VARIOUS	120	-	-	-	-	120
	9405-CONCRETE REPAIRS_AT_VARIOUS	12,300	-	-	-	-	12,300
	9407-FIELD INSPECT TABLETS_AT_VARIOUS	35	-	-	-	-	35
	9767-ELEVATOR COMM DEVICES_AT_VARIOU	47,413	-	-	-	-	47,413
	9769-TANK DECOMMISS_AT_VARIOUS	18,369	-	-	-	-	18,369
	4987-ENERGY STRATEGIC PLAN	124	-	-	-	-	124
EVP - Capital Projects Total:		330,660	135,864	129,174	72,859	121,000	789,557

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Central Office							
Off of the Chief Information Officer							
	3838-IT-PRINTERS	1,863	-	-	-	-	1,863
	3840-IT-IMAGING	438	269	83	-	-	790
	3843-IT-SERVERS 2	0	-	-	-	-	0
	3848-IT-MAN IMPL	18	-	-	-	-	18
	3849-IT-WIRELESS	2,275	-	-	-	-	2,275
	4775-IT-CAPACITY UPGRD	6	-	-	-	-	6
	4791-IT-LAN MGT TOOLS	0	-	-	-	-	0
	5437-IT-LAW INVOICE SYSTEM	1,098	-	-	-	-	1,098
	5567-IT-KRONOS ENH	0	1,342	-	-	-	1,342
	5568-IT-ORACLE UGR2	565	-	52	52	-	670
	5570-IT-ORACLE SOURC	15	-	-	-	-	15
	6102-IT-CENTRALIZED CALL CENTER	385	-	-	-	-	385
	6162-IT-ROUTERS	1,786	62	62	62	-	1,972
	6388-IT-NICE2	0	-	-	-	-	0
	6740-IT-DESKTOP REFRESH	164	-	-	-	2,691	2,855
	6763-IT-EMC STORAGE	989	207	207	207	-	1,610
	6785-IT-VOIP	3,115	375	436	375	-	4,301
	6922-IT-ERP ENHANCEMENT	2,785	315	1,575	-	-	4,674
	7100-IT-ENTERPRISE INTERNET	1	-	-	-	-	1
	7102-IT-NETWORK SECURITY	441	331	186	83	-	1,041
	7104-IT-COMMUNICATION UPGRADE	403	-	-	-	-	403
	7105-IT-DATA CENTER CONSOL	6	-	-	-	-	6
	7106-IT-COLLABORATION SPACE	315	-	-	-	-	315
	7126-IT-BUSINESS PROCESS IMP	1,311	-	-	-	-	1,311
	7127-IT-STAFF AUGMENTATION	22	-	-	-	-	22
	7128-IT-BUSINESS SYS TECH IMP	14,460	-	-	-	-	14,460
	7129-IT-TRAINING	0	-	-	-	-	0
	7224-IT- MOBILE ACCESS	1,330	-	-	-	-	1,330
	7391-IT-EMAIL ARCHIVE	6	-	-	-	-	6
	7400-IT-EXCHANGE 2010	3	-	-	-	-	3
	7427-IT-HYPERION	1	-	-	-	-	1
	7430-IT-ORACLE EXADATA	1,462	217	-	240	-	1,920
	7716-IT-HR MANAGEMENT	355	23	10	-	-	388
	7727-IT-ATAD ENHANCEMENTS	2,777	1,400	1,400	1,294	1,631	8,502



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

<u>Development</u>	<u>Project Number and Project Name</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Central Office							
	8148-IT-REES eService	42	-	-	-	-	42
	8169-IT-WINDOWS OS 7	0	-	-	-	-	0
	8171-IT-MAXIMO HEATING	448	-	-	-	-	448
	8172-IT-MAXIMO UPGRADE	62	-	-	-	-	62
	8173-IT-EMERGENCY REPORTING SYSTEM	67	-	-	-	-	67
	8174-IT-MAXIMO ENHANCEMENT	5,034	1,500	1,500	1,500	1,394	10,928
	8177-IT-FUSION UPGRADE SOD	27	-	-	-	-	27
	8178-IT-EXE DASHBOARD PHASE II	383	79	79	-	-	540
	8179-IT-PRIMAVERA SUPPORT	463	-	-	-	-	463
	8180-IT-PROCUREMENT	330	-	-	-	-	330
	8182-IT-DISASTER RECOVERY2	39	-	-	-	-	39
	8183-IT-CLOUD SOLUTION	3,528	1,414	1,406	1,406	-	7,753
	8581-IT-SIEBEL UPGRADE 8.2	305	32	-	-	-	336
	8883-IT-APP DEV/ENH-NYCHA DEPT	36	-	-	-	-	36
	8884-IT-INFRAST UPG/ENH-FIELD DEPT	3,575	21	21	21	-	3,637
	8886-IT-INFRAST UPG/ENH-NYCHA DEPT	715	290	476	476	-	1,957
	3922-IT-CAPITAL PROJECTS SYSTEM	0	-	-	-	-	0
	9392-VEHICLES2_AT_VARIOUS	150	-	-	-	-	150
Off of the Chief Information Officer Total		53,599	7,876	7,492	5,716	5,716	80,399
EVP - Finance							
	3921-CONTINGENCY (NON-CPD)	5,492	732	726	727	728	8,407
	6460-CFFP DEBT SERVICE	119,547	59,768	59,774	59,773	59,772	358,632
	6859-TRANSFER TO OP FY2010 I	9,394	4,697	4,697	4,697	4,697	28,183
	9285-IT-ELECTRONIC INV SOLUTION_AT_VAR	485	-	-	-	-	485
EVP - Finance Total:		134,919	65,197	65,197	65,197	65,197	395,708
EVP - Operations							
	149-ASBESTOS AIR MONITORING	14	-	-	-	-	14
	3884-VAT ABATEMENT	47	-	-	-	-	47
	3885-LEAD INSPECTIONS	12	-	-	-	-	12
	3981-ENVIRO CONSULTING & SURVEY	16	-	-	-	-	16
	4037-RELOCATION-04_AT_PHA WIDE I	24	-	-	-	-	24
	4100-LEAD LABORATORY ANALYSIS	0	-	-	-	-	0
	4953-SECTION 504_AT_PHA WIDE	5	-	-	-	-	5
	5495-OIL SPILL INSPECTIONS	3	-	-	-	-	3
	6575-BRICK/ROOFS_AT_MANH VAR	2	-	-	-	-	2
	6730-OFF FAC UPGR_AT_OPERATIONS	0	-	-	-	-	0
	6746-APARTMENT RENO_AT_VARIOUS	0	-	-	-	-	0
	6759-INTERCOMS_AT_OPERATIONS	11	-	-	-	-	11
	6760-HEATING_AT_OPERATIONS	1	-	-	-	-	1
	6762-GROUNDS_AT_OPERATIONS	62	-	-	-	-	62
	7089-EQUIP_AT_OPERATIONS	237	-	-	-	-	237
	7204-FIRE PRO-ALARM-08_AT_PHA WIDE	321	-	-	-	-	321
	7209-FIRE SUPPR SYSTEM2_AT_VARIOUS	0	-	-	-	-	0
	8376-HEATING8_AT_VARIOUS	1,400	-	-	-	-	1,400
	8585-PLUMBING7_AT_VARIOUS	2,600	-	-	-	-	2,600
	8959-GC4_AT_VARIOUS	170	-	-	-	-	170
	8964-APARTMENT RENO4_AT_VARIOUS	53	-	-	-	-	53
	8973-STAIRWAYS_AT_VARIOUS	100	-	-	-	-	100
	8981-PLUMBING14_AT_VARIOUS	1,174	-	-	-	-	1,174
	8990-HEATING12_AT_VARIOUS	1,004	-	-	-	-	1,004
	8991-HEATING13_AT_VARIOUS	5,930	-	-	-	-	5,930
	9038-PAINTING_AT_VARIOUS	2,126	-	-	-	-	2,126
EVP - Operations Total:		15,313	-	-	-	-	15,313
Central Office							
EVP - Supply Chain							
	6533-ENERGY EFF REFRIG_AT_VARIOUS	9	-	-	-	-	9
	6532-ENERGY EFF RANGES_AT_VARIOUS	102	-	-	-	-	102
EVP - Supply Chain Total		111	-	-	-	-	111
Central Office Total		539,627	208,938	201,864	143,772	191,913	1,286,113
All Projects Total		2,201,517	1,234,127	942,479	494,254	442,356	5,314,733



Budget Process

Overview of the Budget Process

Responsibilities

Each year the Chief Financial Officer, through the Department of Financial Planning and Analysis, 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.

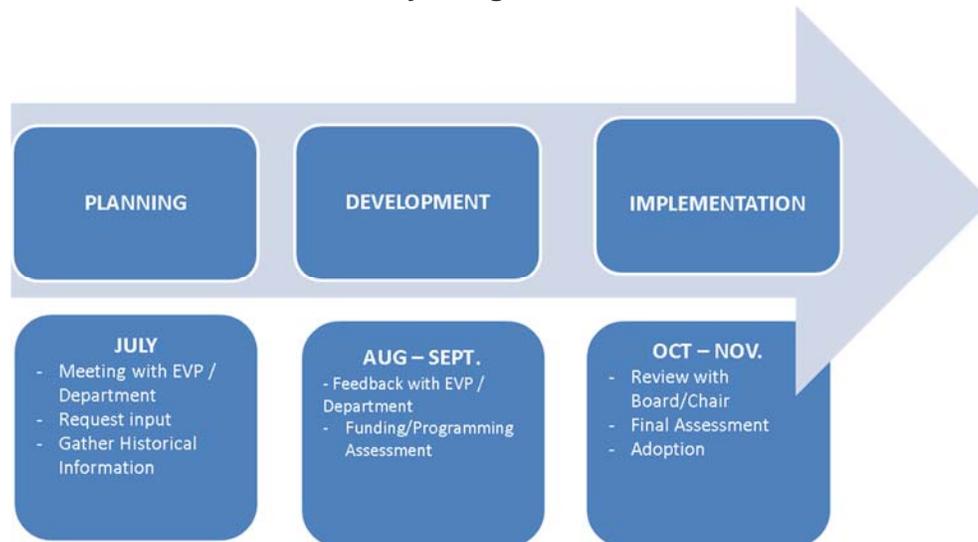
Budget Process

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, DFPA 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. Financial Planning & Analysis 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

DFPA, working with all Departments, is responsible for providing funding estimate for both the Capital and Operating plan for the Authority.

The planning process involves determining of available resources and providing vital/critical financial information to executive team who will then direct DFPA with planning guidance.

Planning phase consists of following processes:

- Determination of Available Resources; and
- Review of the Authority's Financial Condition & Executive Guidelines

Development

This phase of the process provides guidance on steps necessary in development & approval of the financial plan.

The development phase consists of following three processes:

- Development and distribution of instructions;
- Department preparation and submission of budgets; and
- Review of Department submissions and coordination of budget approval process.



Implementation, Management & Reporting

Once the Board approves the proposed plan, The Five Year Operating and Capital Plans will be “Adopted” and establishes as financial guideline all departments to follow. It is responsibilities of DFPA, in collaboration with departments, to manage and monitor NYCHA’s budget. Below is series of processes in which Adopted Plan is implemented and managed ensuring effective execution of the Board authorized “Adopted” financial plan.

Implementation

Upon approval from the Board, the Financial Planning & Analysis shall perform the following in coordination with Department of Communication

1. The plan becomes “Adopted” after the Board approved the plan.
2. Financial Plan Narrative, a summary document, is prepared by DFPA and is to be posted on NYCHA’s web site for public review.
3. “Budget Book”, comprehensive document which provides financial and programmatic details, is published on in the 1st Quarter of the following fiscal year. Updating systems such as Oracle and Hyperion and disseminating reports to BRGs

Management

Process consists of day-to-day activities 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 EVP/Directors/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 department. In the event the review identifies the need to make a modification or revision to the current budget, the Department Manager submits request for a modification/revision which will be reviewed by DFPA based on following revision protocols:

Reporting

To aid the BRG’s in the administration of financial resources, DFPA provides a variety of different reports

Daily, Biweekly and Monthly report in the Budget Web Portal

The budget Web Portal allows for free accessibility to financial information while adhering to all IT security protocols. Access to these reports can be obtained by submitting a Movaris request.

Monthly BRG’s Reports

These ad-hoc variance reports uniquely tailored to BRG’s needs with the objective measure performance

Quarterly EVPs and SVPs reports

These are executive level variance reports intended to identify and significant variances from the Board approved plan.

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 New York City Housing Development Corporation ("HDC"), borrowing approximately \$701 million of bond proceeds issued under the Capital Fund Grant Revenue Bond Program at a weighted average interest rate of 4.8%. The face amount of the bonds consisted of \$185,785,000 of Series 2013 A 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.

The Series 2013 A bonds proceeds were issued at a weighted average rate of 4.4% and were used together with other available funds from the prior Series 2005 A bond issuance as an advance refund of the remaining balance of the pre-existing Series 2005 A bonds and to defease the existing debt. The bond proceeds of the new Series 2013 A bonds were deposited in an irrevocable trust with an escrow agent to provide for all remaining debt service payments on the 2005 A 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% to fund acquisition, construction or rehabilitation, and to 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. The Authority has acknowledged its indebtedness for such loans by issuance of Certificates of Indebtedness. Debt service requirements are made from funds provided by the State of New York.



Mortgage Loans

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

The bond proceeds were used to provide financing in the form of mortgage loans to LLC I and LLC II. Of the seven different series of bonds issued as part of the mixed-finance transactions, three series were outstanding and four series were paid in full during 2013. Specifically, 2009 Series L-1, 2010 Series A-1, and 2010 Series A-2 were outstanding as of December 31, 2016, while 2009 Series L-2, 2010 Series B, 2011 Series A, and 2012 Series A were paid in full. In September 2013, the 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, NYCHA entered into a 13 year Equipment Purchase/Lease Agreement with Banc of America Public Capital Corp (“BAPCC”) in the amount of \$18,046,000 to finance an Energy Performance Contract (“EPC”). This financing agreement and EPC have enabled NYCHA to upgrade or repair boilers, instantaneous hot water heaters, apartment temperature sensors, and upgrade computerized heating automated systems at six developments, and upgrade an apartment convector at one of these six developments. The Equipment Purchase/Lease Agreement with BAPCC will mature in 2026. This EPC plan provides HUD-sponsored EPC funding for boiler replacement projects at these six developments, which were previously earmarked to be funded with Federal Capital subsidies, thereby enabling NYCHA to use its Federal Capital funds for other capital improvements pursuant to NYCHA’s Five Year Capital Plan.

2016 Equipment Purchase/Lease Agreement

In December 2016, NYCHA entered into a 20 year Equipment Purchase/Lease Agreement with Banc of America Public Capital Corp (“BAPCC”) in the amount of \$51,548,000 to finance an Energy Performance Contract (“EPC”). This financing agreement and EPC have enabled NYCHA to upgrade common area and apartment lighting at twenty-four (24) developments and to replace a boiler plant and upgrade a comprehensive heating system at one development. The Equipment Purchase/Lease Agreement with BAPCC will mature in June 2036. This EPC plan provides HUD-sponsored EPC funding at these twenty-four developments, thereby enabling NYCHA to use its Federal Capital funds for other capital improvements pursuant to NYCHA’s Five Year Capital.

2016 Unsecured Line of Credit /Loan Agreement

In December 2016, NYCHA enter into a Loan Agreement with the NY Green Bank, a division of New York State Energy Research and Development Authority providing NYCHA with an \$11 million unsecured line of credit. The term of the loan will be 12 months, with cumulative draws totaling approximately \$11 million, exclusive of interest and fees. The proceeds of this loan will be used to partially finance energy efficiency upgrades at up to 25 developments associated with two EPCs operated by HUD. This financing agreement will enable NYCHA to complete lighting installations that reduce the Authority’s electricity demand in the Brooklyn and Queens boroughs of New York. The installation and other associated work are scheduled to be completed and verified by May 2017. In addition, the Authority is eligible to receive funds from Con Edison in the amount of approximately \$8 million based on energy savings. This loan matures on December 2017.



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, 2016	Proceeds	Payments & Amortization	Dec. 31, 2016	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.	\$ 13,014	\$ -	\$ (2,225)	\$ 10,789	\$ 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.	1,886	-	(244)	1,642	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.	163,790	-	(13,235)	150,555	13,740
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.	325,985	-	(15,825)	310,160	16,625
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 - 2013 Equipment Lease/Purchase Agreement with BAPCC for Energy Performance Contract (\$18,045,580) at an interest rate of 1.98% per annum, maturing January 19, 2026.	16,408	-	(1,268)	15,140	1,329
Loan Payable - 2016 Equipment Lease/Purchase Agreement with BAPCC for Energy Performance Contract (\$51,548,356) at an interest rate of 3.27% per annum, maturing June 28, 2036.	-	51,548	-	51,548	-
Loan Payable - NY Green Bank multi-draw term loan facility in the amount of (\$11,000,000) with the rate of 3.5% per annum on the used portion and of 0.50% per annum on the unused portion, maturing December 31, 2017.	-	94	-	94	94
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.	22,949	-	(315)	22,634	336
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.	24,352	-	(469)	23,883	494
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.	2,885	-	(56)	2,829	58
Long Term Debt (before Premium)	693,439	51,642	(33,637)	711,444	35,145
Add Premium on HDC Revenue Bond Loan Agreements	29,603	-	(5,705)	23,898	-
TOTAL LONG TERM DEBT	\$ 723,042	\$ 51,642	\$ (39,342)	\$ 735,342	\$ 35,145



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. Total principal and interest paid for 2016 and 2015, by the Authority was \$59,517,000 and \$59,343,000, respectively. As of December 31, 2016, total principal and interest remaining on the combined debt for Series 2013 A, B-1, and B-2 are \$582,885,000 and \$263,397,000, respectively, with annual debt service ranging from \$59,529,000 in 2017 to \$38,792,000 in 2033.

2013 Equipment Purchase/Lease Agreement - As security for the Equipment Purchase/Lease Agreement with Banc of America Public Capital Corp, 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. Total principal and interest paid for 2016 and 2015, by the Authority was \$1,586,000 and \$1,197,000 respectively. As of December 31, 2016, total principal and interest remaining on the Equipment Purchase/Lease Agreement are \$15,140,000 and \$1,578,000, with annual debt service ranging from \$1,622,000 in 2017 to \$853,000 in the final year, 2026.

2016 Equipment Purchase/Lease Agreement - As security for the Equipment Purchase/Lease Agreement with Banc of America Public Capital Corp, 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 2036. 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, 2016, total principal and interest remaining on the Equipment Purchase/Lease Agreement are \$51,548,000 and \$21,892,000, with no annual debt service payments due during 2017 to \$2,439,000 in the final year, 2036. Debt service payments will begin in December 2018.



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, 2016 are payable as follows (\$ in thousands):

	<u>Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Current portion	2017	\$ 35,145	\$ 34,282	\$ 69,427
Long-term portion:				
	2018	35,803	32,684	68,487
	2019	37,478	30,983	68,461
	2020	41,201	29,134	70,335
	2021	43,223	27,198	70,421
	2022-2026	222,002	104,028	326,030
	2027-2031	175,963	57,259	233,222
	2032-2036	103,007	13,974	116,981
	2037-2041	14,726	3,070	17,796
	2042-2043	2,896	170	3,066
Total long-term portion		<u>676,299</u>	<u>298,500</u>	<u>974,799</u>
Total payments		<u>\$ 711,444</u>	<u>\$ 332,782</u>	<u>\$ 1,044,226</u>

Interest rates on outstanding debt range from 1.98 percent to 6.30 percent. During 2016 and 2015, principal repayments totaled \$33,637,000 and \$32,942,000, respectively.

Deposits

At December 31, 2016, the Authority's deposits had a carrying amount of \$523,325,000 and a bank balance of \$518,520,000. 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, 2016 and 2015 (\$ in thousands):

<u>Unrestricted</u>	<u>Bank Balance</u>	
	<u>2016</u>	<u>2015</u>
FDIC insured	\$ 1,792	\$ 1,640
Collateralized	<u>115,407</u>	<u>407,996</u>
Subtotal	<u>117,199</u>	<u>409,636</u>
<u>Restricted</u>		
FDIC insured	43,031	44,803
Collateralized	<u>358,290</u>	<u>326,827</u>
Subtotal	<u>401,321</u>	<u>371,630</u>
Total Deposits	<u>\$ 518,520</u>	<u>\$ 781,266</u>



Unrestricted deposits totaling \$117,199,000 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 \$959,634,000.

At December 31, 2016, restricted deposits totaling \$401,321,000 include funds held in depository accounts on behalf of Sandy Recovery and escrowed vendor retention, federalization mixed-finance funds held with the Authority, Certificates of Deposit for tenant security payments, and funds held with fiscal agents related to the federalization mixed-finance transaction. The Certificates of Deposits for tenant security maturing on March 31, 2017 are reinvested for one year through March 30, 2018. The liability related to these deposits is included in unearned revenues and other current liabilities (see Note 12).

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), as 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, 2016 and 2015, all of NYCHA's long-term investment holdings were in U.S. agency bonds and GASB 72 requires their fair market value be 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 \$1,785,000 and \$1,987,000 at December 31, 2016 and 2015.

Unrestricted investments stated at fair value, consist of the following at December 31, 2016 and 2015 (\$ in thousands):

Unrestricted	2016	2015
U.S. Government Agency Securities	\$ 692,542	\$ 795,961
Repurchase Agreements	<u>438,500</u>	<u>-</u>
Total Unrestricted investments, including cash equivalents	1,131,042	795,961
Less amount reported as unrestricted cash equivalents	<u>438,500</u>	<u>-</u>
Total Unrestricted investments	<u>\$ 692,542</u>	<u>\$ 795,961</u>



Cash equivalents include investments in repurchase agreements. The maximum exposure of investments held in repurchase agreements during the year was \$448,000,000. At December 31, 2016, the Authority held \$438,500,000 in repurchase agreements yielding 0.40 percent. As of December 31, 2015 there were no holdings in repurchase agreements.

The maturities of the Authority's unrestricted investments at December 31, 2016 and 2015 are as follows (\$ in thousands):

Investment Maturities - December 31, 2016				
Investment Type	Total	<1 year	1-5 years	>5 years
U.S. Government Agency Securities	<u>\$ 692,542</u>	<u>\$ 198,972</u>	<u>\$405,377</u>	<u>\$ 88,193</u>

Investment Maturities - December 31, 2015				
Investment Type	Total	<1 year	1-5 years	>5 years
U.S. Government Agency Securities	<u>\$ 795,961</u>	<u>\$ 127,760</u>	<u>\$443,101</u>	<u>\$225,100</u>

At December 31, 2016 and 2015, the Authority's weighted average term to maturity for unrestricted investments is 2.94 years and 3.47 years, respectively. 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, 2016 and 2015, fair market value in the amount of \$591,277,000 and \$559,638,000, respectively, of the Authority's long-term investments was designated to fund amounts to be paid with respect to the Authority's self-insurance programs.

Restricted Investments

At December 31, 2016 and 2015, NYCHA's total restricted funds had a fair market value of \$37,796,000 and \$36,642,000, respectively. These funds were held by Trustees (fiscal agents) relating to both mixed-finance transactions and HDC loans. Restricted funds were comprised of \$31,342,000 in restricted investments and \$6,454,000 in restricted cash equivalents at December 31, 2016 and \$31,376,000 in restricted investments and \$5,266,000 in restricted cash equivalents at December 31, 2015.

Of the \$31,342,000 in restricted investments held with fiscal agents, \$29,824,000 represents debt service reserves for the 2013 Capital Fund Financing Program, and the remaining



\$1,518,000 represents debt service reserves for the 2010 mixed finance transaction. Accrued interest receivable on restricted investments was \$792,000 and \$463,000 at December 31, 2016 and 2015.

Restricted investments stated at fair value, consist of the following at December 31, 2016 and 2015 (\$ in thousands):

Restricted	2016	2015
Forward Delivery Agreement	\$ 29,824	\$ 29,824
Repurchase Agreements	6,454	5,266
NYC Revenue Bonds	1,518	-
U.S. Government Agency Securities	-	1,552
Total Restricted investments, including cash equivalents	37,796	36,642
Less amount reported as restricted cash equivalents	6,454	5,266
Total Restricted investments	<u>\$ 31,342</u>	<u>\$ 31,376</u>

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

Investment Maturities - December 31, 2016		
Investment Type	Total	>5 years
Forward Delivery Agreement	\$ 29,824	\$ 29,824
NYC Revenue Bonds	1,518	1,518
Total	<u>\$ 31,342</u>	<u>\$ 31,342</u>

Investment Maturities - December 31, 2015				
Investment Type	Total	<1 year	1 to 5 years	>5 years
Forward Delivery Agreement	\$ 29,824	\$ -	\$ -	\$ 29,824
Repurchase Agreements	5,266	5,266	-	-
U.S. Agency Securities	1,552	-	1,552	-
Total	<u>\$ 36,642</u>	<u>\$ 5,266</u>	<u>\$ 1,552</u>	<u>\$ 29,824</u>

At December 31, 2016 and 2015, the Authority's weighted average term to maturity for restricted investments is 15.94 years and 14.37 years, respectively. The Fiscal Agents determine 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 institutions, 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’s investment policy requires that the cash flows of the selected investments are fixed upon the purchase of the securities and will not fluctuate with changes in interest rates. Further, the investment policy requires the Authority to hold all investments until maturity, thereby mitigating the impact that changes in interest rates will have on the value of securities will increase or decrease with changes in interest rates.

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 (“S&P”) 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 and non-interest bearing (if required) bank accounts. Consequently, the Authority does not limit deposits to any one bank. Nonetheless, the Authority strives to diversify holdings in investments, 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 by 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

Risk Management. 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. Risk Finance and The Office of Safety & Security work collaboratively to create and implement a multi-faceted safety strategy through its efforts with stakeholders both inside and outside the Authority. Mitigation of hazards is addressed through proper identification of high injury rate locations. Focus Groups and safety committees help address safe work practices and ensure safe conditions within the workplace. The 1,746 reported employee claims in 2016 was the lowest since Risk Finance began tracking this statistic in 1995, when there were 3,520 claims. In 2016, the Authority finished the year with 895 injuries. The 2016 injury rate of 6.7 cases per 200,000 hours worked represents a 26% decrease from 2015. Except for one significant snowstorm, the 2016 winter season was much milder than the prior year. Furthermore, the Authority revised its snow removal policies and procedures in 2015. There were fewer injuries in 2016 during snow removal operations. Additionally, increases in resident recycling efforts in 2016 reduced the amount of glass in the waste stream. Lacerations from broken glass are a frequent source of injuries to the Authority's Caretakers.

The Authority continues to enhance its Transitional Return to Work Program ("TRTW"). The goals of the TRTW Program include accelerating an employee's ability to return to work by focusing on post-accident capabilities, facilitating transition from a temporary or a modified job



assignment back to pre-accident work abilities, increasing productivity by decreasing the number of lost workdays, increasing employee morale by allowing the employee to return and remain at work, and decreasing overall workers' compensation costs. At the end of 2016, 33 employees have participated in this program, thus saving 2,757 days.

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 2016 - FY 2018. Going into FY 2018, NYCHA has a \$12 million surplus.

Table 1 lists headcounts associated by funding sources from FY 2018- FY 2022.

Table 2 shows the beginning and ending cash flows from FY 2016 -2018.

Table 3 -7 list FY 2018 through FY 2022 by line item for each major funding source.

**Table 1: FY 2018 –FY 2022 Head Count
By Funding**

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
General Funds	10,192	10,159	10,131	10,103	10,075
Section 8 Funds	469	469	469	469	469
Grants	23	23	23	23	23
Total	10,684	10,651	10,623	10,595	10,567



**Table 2: FY 2016 –FY 2018 Comparison
(\$000)**

	FY 2016	FY 2017	FY 2018	Variance
Expenditures	YTD Actual	Cur. Mod. Budget	Budget	FY 17 vs. FY 18
<u>Personnel Services:</u>				
Salary F/T	630,081	659,040	658,428	(612)
Salary P/T	1,822	1,670	1,409	(261)
Seasonal	2,929	-	6,010	6,010
Overtime	89,106	77,420	66,743	(10,677)
Retro	11,793	227	292	65
Shift Differential	1,026	978	1,070	93
Fringe	535,907	588,890	571,884	(17,006)
Other Salary	12,670	14,042	13,079	(962)
Subtotal Personnel Services	1,285,333	1,342,266	1,318,915	(23,351)
<u>Other Than Personnel Services:</u>				
Leases	40,012	41,632	42,422	790
Supplies	76,885	69,820	66,167	(3,653)
Utilities	520,476	529,868	543,748	13,880
Equipment	20,948	16,077	18,000	1,923
Contracts	178,090	216,720	305,073	88,353
Insurance	81,938	40,513	24,604	(15,909)
Housing Assistance Payments	940,722	966,221	984,375	18,153
Debt Services	701	653	534	(120)
OTPS Other	30,314	18,286	22,839	4,553
Subtotal Other Than Personnel Services	1,890,086	1,899,791	2,007,762	107,971
Total Expenses	3,175,419	3,242,057	3,326,677	84,620
<u>Revenues</u>				
<u>Revenues from Operations:</u>				
Tenant Rental Revenue	1,023,170	1,053,094	1,074,404	21,310
Other Revenue from Operations	18,028	17,495	21,977	4,482
Subtotal Revenues from Operations	1,041,199	1,070,589	1,096,381	25,792
<u>Other Revenues:</u>				
Federal Subsidies	912,057	821,986	885,598	63,611
Debt Services Subsidy	342	360	283	(77)
Section 8 Phased Conversion	52,328	56,325	58,120	1,795
Capital Fund Reimbursements	6,986	12,697	4,697	(8,000)
Interest on Investments	3,208	4,726	7,954	3,228
Other	77,430	166,994	74,958	(92,037)
Categorical Grants	9,048	1,377	3,838	2,461
Section 8 Subsidy	944,360	941,043	975,549	34,506
Section 8 Admin	75,732	76,406	74,408	(1,997)
City Funds	61,025	81,927	142,985	61,058
Subtotal Other Revenues	2,142,516	2,163,842	2,228,390	64,548
Total Revenues	3,183,715	3,234,431	3,324,771	90,340
Surplus /(Deficit) before Reserves	8,295	(7,626)	(1,906)	5,720
HAP Reserve (HUD-HELD)	-	25,178	8,825	(16,353)
Section 8 Admin Reserve	-	3,569	5,057	1,487
Surplus/(Deficit) net of Reserves	8,295	21,122	11,975	(9,146)



**Table 3: All Funds FY 2018–FY 2022
(\$000)**

	2018	2019	2020	2021	2022
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Expenditures					
<u>Personnel Services:</u>					
Salary F/T	658,428	653,661	647,590	645,425	643,584
Salary P/T	1,409	918	810	170	21
Seasonal	6,010	6,010	6,010	6,010	6,010
Overtime	66,743	66,688	66,685	66,666	66,647
Retro	292	292	292	292	292
Shift Differential	1,070	1,070	1,070	1,070	1,070
Fringe	571,884	590,117	609,130	629,203	649,077
Other Salary	13,079	12,626	12,617	12,609	12,601
Subtotal Personnel Services	1,318,915	1,331,382	1,344,204	1,361,446	1,379,303
<u>Other Than Personnel Services:</u>					
Leases	42,422	43,143	45,740	46,461	47,502
Supplies	66,167	65,150	65,150	64,660	64,170
Utilities	543,748	551,212	560,639	564,538	564,868
Equipment	18,000	13,318	12,185	12,145	12,349
Contracts	305,073	281,496	265,875	248,264	248,351
Insurance	24,604	56,487	59,900	63,536	67,620
Housing Assistance Payments	984,375	980,517	982,635	981,674	979,469
Debt Services	534	455	376	296	214
OTPS Other	22,839	18,407	18,417	18,287	18,134
Subtotal Other Than Personnel Services	2,007,762	2,010,185	2,010,917	1,999,861	2,002,676
Total Expenses	3,326,677	3,341,567	3,355,122	3,361,307	3,381,979
Revenues					
<u>Revenues from Operations:</u>					
Tenant Rental Revenue	1,074,404	1,087,285	1,097,197	1,106,650	1,116,026
Other Revenue from Operations	21,977	21,977	21,977	21,977	21,977
Subtotal Revenues from Operations	1,096,381	1,109,262	1,119,173	1,128,626	1,138,003
<u>Other Revenues:</u>					
Federal Subsidies	885,598	885,598	888,025	910,629	937,538
Debt Services Subsidy	283	230	180	131	81
Section 8 Phased Conversion	58,120	56,377	58,811	61,245	63,680
Section 8 Management Fees	-	-	-	-	-
Capital Fund Reimbursements	4,697	4,697	4,697	4,697	4,697
Interest on Investments	7,954	9,280	9,280	9,280	10,606
Other	74,958	68,493	73,852	57,624	58,738
Categorical Grants	3,838	1,186	788	288	288
Section 8 Subsidy	975,549	978,886	973,187	975,357	983,420
Section 8 Admin	74,408	72,256	70,580	68,384	65,737
City Funds	142,985	117,842	127,522	117,315	104,226
Subtotal Other Revenues	2,228,390	2,194,845	2,206,923	2,204,950	2,229,010
Total Revenues	3,324,771	3,304,107	3,326,096	3,333,576	3,367,012
Surplus / (Deficit) before Reserves	(1,906)	(37,460)	(29,026)	(27,731)	(14,966)
HAP Reserve (HUD-HELD)	8,825	1,631	-	-	-
Section 8 Admin Reserve	5,057	7,093	-	-	-
Surplus / (Deficit) net of Reserves	11,975	(28,736)	(29,026)	(27,731)	(14,966)



Table 4: General Funds FY 2018 –FY 2022
(\$000)

	2018	2019	2020	2021	2022
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Expenditures					
<u>Personnel Services:</u>					
Salary F/T	626,570	622,588	616,513	614,357	612,525
Salary P/T	753	619	512	21	21
Seasonal	6,000	6,000	6,000	6,000	6,000
Overtime	66,042	66,038	66,035	66,031	66,028
Retro	292	292	292	292	292
Shift Differential	1,070	1,070	1,070	1,070	1,070
Fringe	547,396	565,135	583,253	602,406	621,369
Other Salary	12,033	12,023	12,014	12,005	11,997
Subtotal Personnel Services	1,260,156	1,273,765	1,285,688	1,302,184	1,319,302
<u>Other Than Personnel Services:</u>					
Leases	37,331	37,966	40,252	40,886	41,802
Supplies	63,950	63,949	63,949	63,949	63,949
Utilities	543,547	551,009	560,434	564,332	564,663
Equipment	15,004	10,810	9,812	9,776	9,959
Contracts	295,121	275,447	259,796	243,260	244,044
Insurance	24,550	56,430	59,841	63,475	67,555
Housing Assistance Payments	-	-	-	-	-
Debt Services	267	216	166	116	67
OTPS Other	14,692	14,045	14,067	14,089	14,089
Subtotal Other Than Personnel Services	994,463	1,009,872	1,008,317	999,884	1,006,128
Total Expenses	2,254,619	2,283,637	2,294,005	2,302,068	2,325,431
Revenues					
<u>Revenues from Operations:</u>					
Tenant Rental Revenue	1,074,404	1,087,285	1,097,197	1,106,650	1,116,026
Other Revenue from Operations	21,977	21,977	21,977	21,977	21,977
Subtotal Revenues from Operations	1,096,381	1,109,262	1,119,173	1,128,626	1,138,003
<u>Other Revenues:</u>					
Federal Subsidies	881,649	881,775	884,221	906,856	933,796
Debt Services Subsidy	283	230	180	131	81
Section 8 Phased Conversion	58,120	56,377	58,811	61,245	63,680
Section 8 Management Fees	12,960	12,529	12,194	11,755	11,225
Capital Fund Reimbursements	4,697	4,697	4,697	4,697	4,697
Interest on Investments	7,954	9,280	9,280	9,280	10,606
Other	73,550	67,085	72,444	56,216	57,330
Categorical Grants	-	-	-	-	-
Section 8 Subsidy	-	-	-	-	-
Section 8 Admin	-	-	-	-	-
City Funds	64,697	73,566	75,169	75,550	73,820
Subtotal Other Revenues	1,103,910	1,105,539	1,116,997	1,125,730	1,155,235
Total Revenues	2,200,290	2,214,801	2,236,170	2,254,356	2,293,238
Surplus /(Deficit)	(54,329)	(68,836)	(57,835)	(47,711)	(32,193)



Table 5: Section 8 FY 2018 –FY 2022
(\$000)

	2018	2019	2020	2021	2022
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Expenditures					
<u>Personnel Services:</u>					
Salary F/T	29,149	29,149	29,149	29,149	29,149
Salary P/T	-	-	-	-	-
Seasonal	10	10	10	10	10
Overtime	598	598	598	598	598
Retro	-	-	-	-	-
Shift Differential	-	-	-	-	-
Fringe	23,108	23,987	24,858	25,772	26,679
Other Salary	604	604	604	604	604
Subtotal Personnel Services	53,468	54,348	55,219	56,133	57,040
<u>Other Than Personnel Services:</u>					
Leases	5,091	5,177	5,489	5,575	5,700
Supplies	76	76	76	76	76
Utilities	201	203	205	205	205
Equipment	2,996	2,509	2,373	2,369	2,390
Contracts	16,960	16,501	16,298	15,934	15,464
Insurance	54	56	59	61	64
Housing Assistance Payments	1,042,494	1,036,894	1,041,446	1,042,920	1,043,149
Debt Services	-	-	-	-	-
OTPS Other	2,027	1,887	1,887	1,887	1,887
Subtotal Other Than Personnel Services	1,069,899	1,063,303	1,067,833	1,069,027	1,068,935
Total Expenses	1,123,367	1,117,651	1,123,052	1,125,160	1,125,975
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	1,408	1,408	1,408	1,408	1,408
Categorical Grants	-	-	-	-	-
Section 8 Subsidy	1,033,669	1,035,263	1,031,998	1,036,603	1,047,099
Section 8 Admin	74,408	72,256	70,580	68,384	65,737
City Funds	-	-	-	-	-
Subtotal Other Revenues	1,109,485	1,108,927	1,103,986	1,106,395	1,114,244
Total Revenues	1,109,485	1,108,927	1,103,986	1,106,395	1,114,244
Surplus /(Deficit) before Reserves	(13,882)	(8,724)	(19,066)	(18,766)	(11,731)
HAP Reserve (HUD-HELD)	8,825	1,631	-	-	-
Section 8 Admin Reserve	5,057	7,093	-	-	-
Surplus/(Deficit) net of Reserves			(19,066)	(18,766)	(11,731)



**Table 6: Grants FY 2018 –FY 2022
(\$000)**

	2018	2019	2020	2021	2022
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Expenditures					
<u>Personnel Services:</u>					
Salary F/T	2,709	1,924	1,928	1,919	1,911
Salary P/T	656	298	298	149	-
Seasonal	-	-	-	-	-
Overtime	103	52	52	36	20
Retro	-	-	-	-	-
Shift Differential	-	-	-	-	-
Fringe	1,380	995	1,019	1,024	1,030
Other Salary	443	-	-	-	-
Subtotal Personnel Services	5,291	3,269	3,297	3,129	2,961
<u>Other Than Personnel Services:</u>					
Leases	-	-	-	-	-
Supplies	2,141	1,125	1,125	635	145
Utilities	-	-	-	-	-
Equipment	-	-	-	-	-
Contracts	5,951	2,077	1,974	825	68
Insurance	-	-	-	-	-
Housing Assistance Payments	-	-	-	-	-
Debt Services	267	239	210	179	147
OTPS Other	6,121	2,475	2,463	2,310	2,158
Subtotal Other Than Personnel Services	14,480	5,916	5,772	3,950	2,518
Total Expenses	19,770	9,185	9,070	7,079	5,478
Revenues					
<u>Revenues from Operations:</u>					
Tenant Rental Revenue	-	-	-	-	-
Other Revenue from Operations	-	-	-	-	-
Subtotal Revenues from Operations	-	-	-	-	-
<u>Other Revenues:</u>					
Federal Subsidies	3,949	3,823	3,804	3,773	3,741
Debt Services Subsidy	-	-	-	-	-
Section 8 Phased Conversion	-	-	-	-	-
Section 8 Management Fees	-	-	-	-	-
Capital Fund Reimbursements	-	-	-	-	-
Interest on Investments	-	-	-	-	-
Other	-	-	-	-	-
Categorical Grants	3,838	1,186	788	288	288
Section 8 Subsidy	-	-	-	-	-
Section 8 Admin	-	-	-	-	-
City Funds	78,288	44,276	52,353	41,764	30,406
Subtotal Other Revenues	86,075	49,285	56,945	45,825	34,435
Total Revenues	86,075	49,285	56,945	45,825	34,435
Surplus /(Deficit)	66,304	40,100	47,875	38,747	28,957



Table 7: Eliminations FY 2018 –FY 2022

(\$000)

	2018	2019	2020	2021	2022
	<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	(12,960)	(12,529)	(12,194)	(11,755)	(11,225)
Insurance	-	-	-	-	-
Housing Assistance Payments	(58,120)	(56,377)	(58,811)	(61,245)	(63,680)
Debt Services	-	-	-	-	-
OTPS Other	-	-	-	-	-
Subtotal Other Than Personnel Services	(71,079)	(68,906)	(71,005)	(73,000)	(74,905)
Total Expenses	(71,079)	(68,906)	(71,005)	(73,000)	(74,905)
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	(58,120)	(56,377)	(58,811)	(61,245)	(63,680)
Section 8 Management Fees	(12,960)	(12,529)	(12,194)	(11,755)	(11,225)
Capital Fund Reimbursements	-	-	-	-	-
Interest on Investments	-	-	-	-	-
Other	-	-	-	-	-
Categorical Grants	-	-	-	-	-
Section 8 Subsidy	-	-	-	-	-
Section 8 Admin	-	-	-	-	-
City Funds	-	-	-	-	-
Subtotal Other Revenues	(71,079)	(68,906)	(71,005)	(73,000)	(74,905)
Total Revenues	(71,079)	(68,906)	(71,005)	(73,000)	(74,905)
Surplus /(Deficit)	-	-	-	-	-



NYCHA Fact Sheet

What is NYCHA?

The New York City Housing Authority (NYCHA), the largest public housing authority in North America, was created in 1935 to provide decent, affordable housing for low- and moderate-income New Yorkers.

NYCHA is home to 1 in 14 New Yorkers. Our residents are employed as teachers, police officers, nurses – people who provide services that are essential to the City. NYCHA “alumni” include Howard Schultz, the founder of Starbucks, Goldman Sachs Chair and CEO Lloyd Blankfein, Whoopi Goldberg, NASA aerospace engineer Aprille Ericsson, journalist Errol Louis, and Dr. Mary Bassett, New York City Health Commissioner.

Since 1998, when New York Governor George Pataki terminated operating subsidies to NYCHA, we’ve seen a steady decline in federal and State funding for both operations and capital projects. This disinvestment has resulted in the deterioration of our buildings, which now need \$17 billion in major repairs. Our 10-year strategic plan, NextGeneration NYCHA, released in May 2015, is protecting and preserving this priceless public resource for today’s residents and the next generation of New Yorkers.

Through our plan, we aim to achieve financial stability and diversify funding for the long term; operate as an efficient and effective landlord; repair public housing and build affordable housing stock; and connect residents to best-in-class social services and programming that enhance their quality of life.

NYCHA 2017

- 176,066 public housing apartments in 2,462 buildings in 326 developments throughout the five boroughs
- There are 3,286 elevators in NYCHA developments
- Public housing serves 174,282 families and 396,581 authorized residents, including 3,930 Section 8 households residing in former State- and City-funded developments.



Krymko Family at Queensbridge Houses

- NYCHA public housing represents 8.1 percent of the City’s rental apartments (2014 NYC Housing and Vacancy Survey) and houses 4.6 percent of the City’s population (July 2015 U.S. Census Estimate).
- 590,216 New Yorkers are served by NYCHA’s public housing and Section 8 programs together. (July 2015 U.S. Census Estimate)
- Together, NYCHA public housing residents and Section 8 voucher holders occupy 11.8 percent of the City’s rental apartments and comprise 6.9 percent of New York City’s population
- If NYCHA were a city, it would rank 32nd in population size in the United States, about the same size as Miami. New York City is ranked first. (July 2015 U.S. Census Estimate)

Conventional Public Housing

(as of March 1, 2017)

- Bronx: 89 developments with 44,293 apartments
- Brooklyn: 99 developments with 58,447 apartments
- Manhattan: 97 developments with 52,999 apartments

NYCHA 2017 Fact Sheet



Muhammad Family at
Johnson Houses

- Queens: 21 developments with 15,716 apartments
- Staten Island: 10 developments with 4,473 apartments
- 138 apartments located in 10 developments primarily in Queens comprise FHA Acquired Homes
- 41 seniors-only developments
- 15 seniors-only buildings exist within mixed-population developments
- 9,671 seniors-only designated apartments
- 7,486 retrofitted apartments for families with persons who are mobility impaired
- Largest public housing developments per borough:
 - Queens: Queensbridge (North and South) Houses (3,142 apartments), the largest development in the City, is also the largest in North America.
 - Brooklyn: Red Hook East and West (2,878 apartments)
 - Manhattan: Baruch Houses (2,391 apartments)
 - Bronx: Edenwald Houses (2,036 apartments)
 - Staten Island: Stapleton Houses (693 apartments)
- Age of NYCHA developments:
 - 70+ years: 14 developments
 - 60+ years: 60 developments
 - 50+ years: 75 developments
 - 40+ years: 89 developments
 - 30+ years: 52 developments
 - 290 out of 326 developments are 30 years or older
 - Oldest development: First Houses in Manhattan, dedicated in 1935

Section 8 Housing Choice Voucher Program

(as of January 1, 2017)

- 86,194 apartments rented as Section 8 units
- 204,049 tenants
- 26,297 participating private landlords
- 1,585 apartments, known as Portability Vouchers, located outside NYC
- NYCHA's Section 8 program is expanding through the Section 8 Project-Based Voucher (PBV) program.
- 4,350 PBV units, including 1,354 recently converted Ocean Bay-Bayside units
- NYCHA plans to add 3,341 PBV units by 2019

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

Affordability

(as of January 1, 2017)

- The average rent is 30 percent of the household's income; the U.S. Department of Housing and Urban Development subsidizes the remainder of the rent.
- Average public housing family income: \$24,336
- Average monthly rent: \$509
- 47.1 percent of NYCHA families are working.
- 13 percent of NYCHA families receive public assistance

NYCHA 2017 Fact Sheet



Forest Houses resident Marsha Robinson used computers in the Digital Van while earning her associate's degree

- Social Security, SSI, pensions, veteran's benefits, and other government programs support 39.9 percent of families
- 38 percent of households are headed by persons age 62 and older
- 19.9 percent of the NYCHA population is age 62 or older.
- 32.7 percent are younger than age 21 and 27 percent are under age 18.

Applying for Public Housing

(as of March 6, 2017)

- 257,143 families are on the waiting list for public housing
- 146,808 families are on the waiting list for Section 8 housing
- 15,096 applicants are on both waiting lists
- 2.6 percent turnover rate for public housing apartments in 2016
- 0.7 percent vacancy rate of apartments available for occupancy
- The computerized Tenant Selection and Assignment Plan (TSAP) randomly selects the next applicant for an apartment based on need priorities assigned to each applicant family, matching them to available vacancies as those apartments become available; TSAP guarantees impartial selection of applicants for vacant apartments based strictly on their needs.

Connecting Residents to Resources

- NYCHA's Office of Resident Economic Empowerment & Sustainability (REES) helps residents increase their income and assets through programs, policies, and partnerships involving employment and advancement, financial literacy and asset building, adult education and training, and resident business development
- NYCHA collaborates with public and private partners to offer additional innovative job training, educational and enrichment opportunities, health-related programs, violence prevention initiatives, and more
- NYCHA residents have access to a network of over 400 community centers, senior centers, health care centers, and day care and Head Start educational centers

Revised on April 13, 2017

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/>.

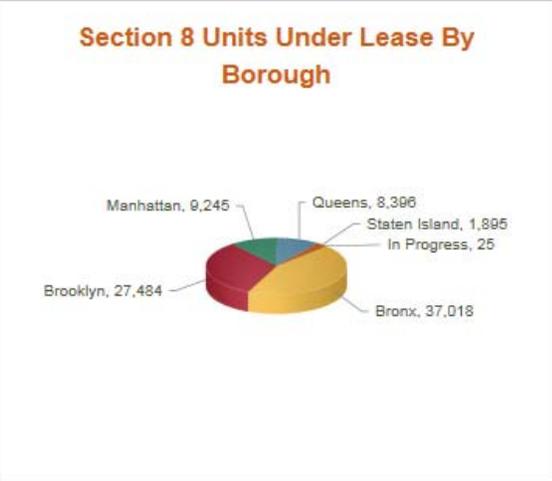
Here you will find information on many facets of NYCHA, such as work orders listed by public housing development, Section 8 occupancy, rent collection levels and more.

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	27	26	■
Carpenter	102	124	■
Electrician	54	67	■
Exterminator	7	12	■
Glazier	37	35	■
Maintenance	6	4	■
Painter	94	91	■
Plaster	112	119	■
Plumber	74	82	■
Roofer	22	55	■
Vendor	177	166	■
Welder	20	8	■

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	7	9	■
Door (All Public Space)	16	22	■
Intercom	24	37	■
Leak	15	10	■
Light (All Public Space)	8	6	■
Mildew	10	13	■
Roof Fan	20	91	■

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

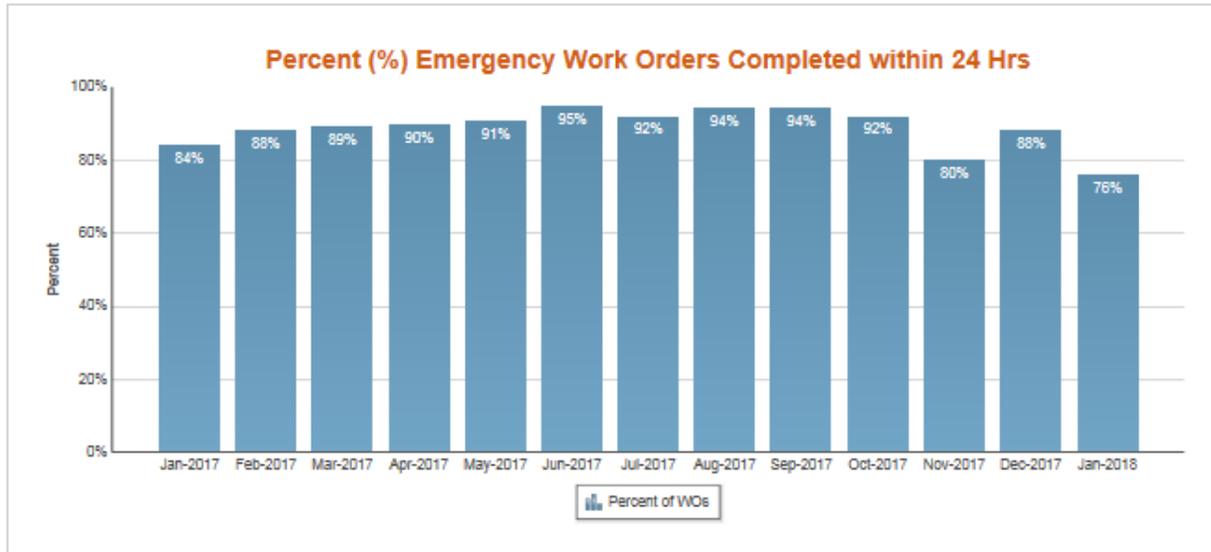
Repairs **Emergency Work Orders** Vacancies Transfers Rent Collection

Borough

All

Development

All



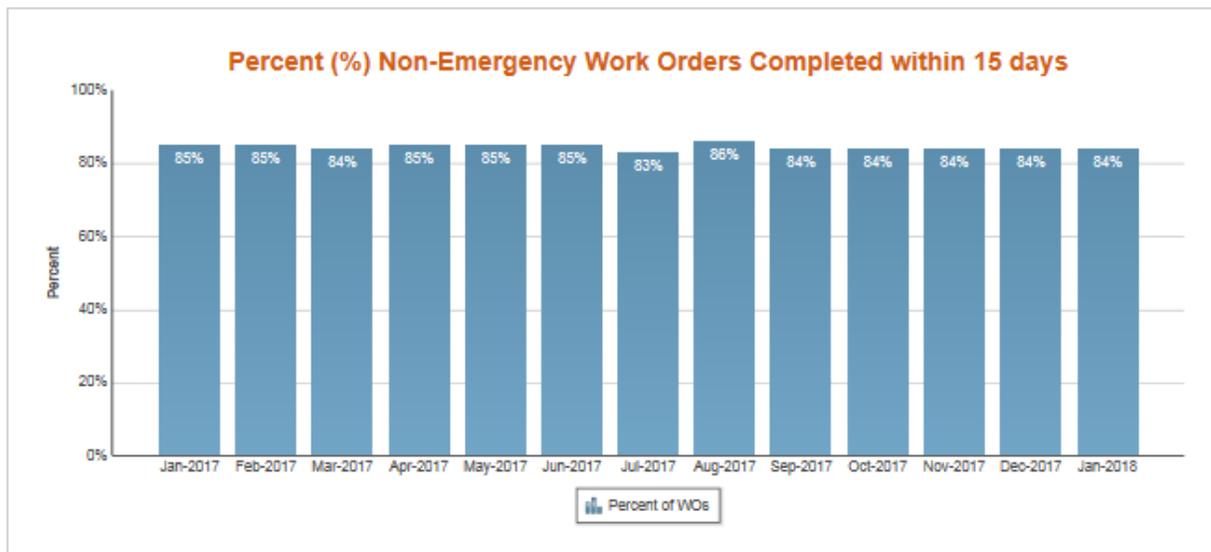
This chart shows the percentage of emergency repair requests (work orders) that are completed by NYCHA within 24 hours, which is the Housing Authority's service response goal.

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

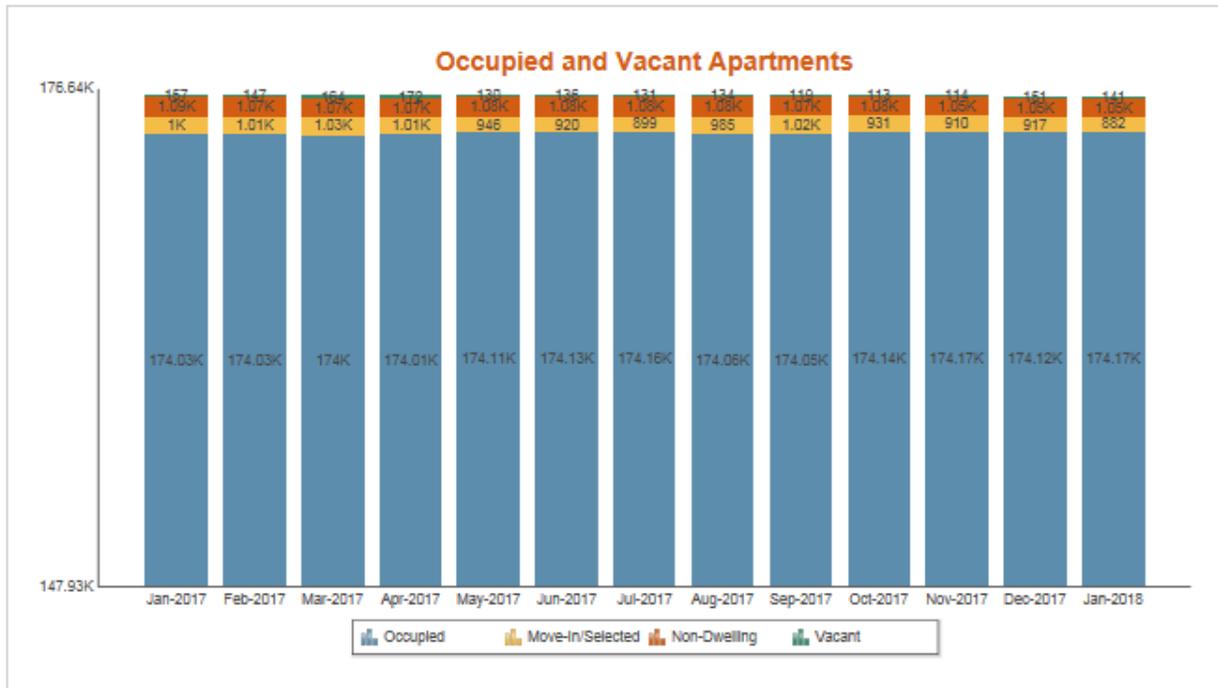
Repairs Emergency Work Orders **Vacancies** Transfers Rent Collection

Borough

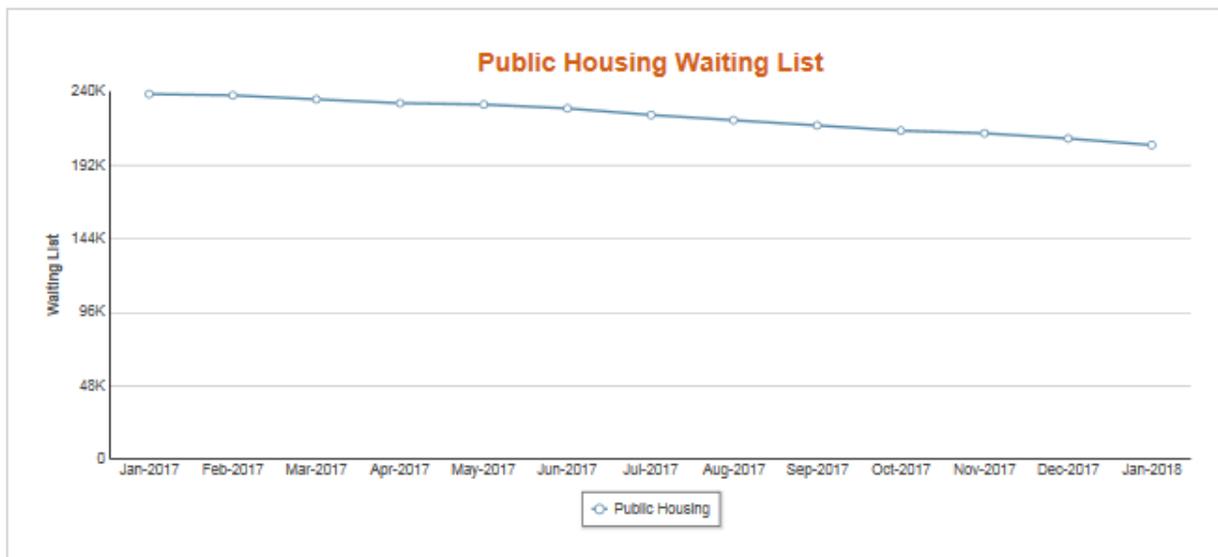
All

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).



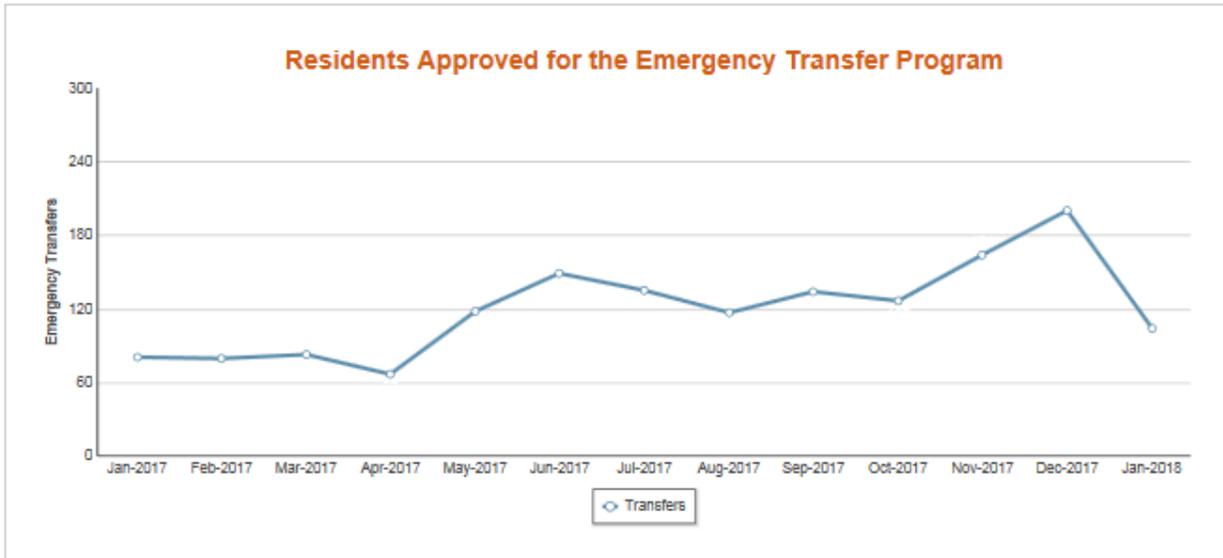
This chart shows how many people are on the waiting list for a NYCHA public housing apartment. You can compare how many were on the list each month of the past year.

Public Housing Charts

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

Borough

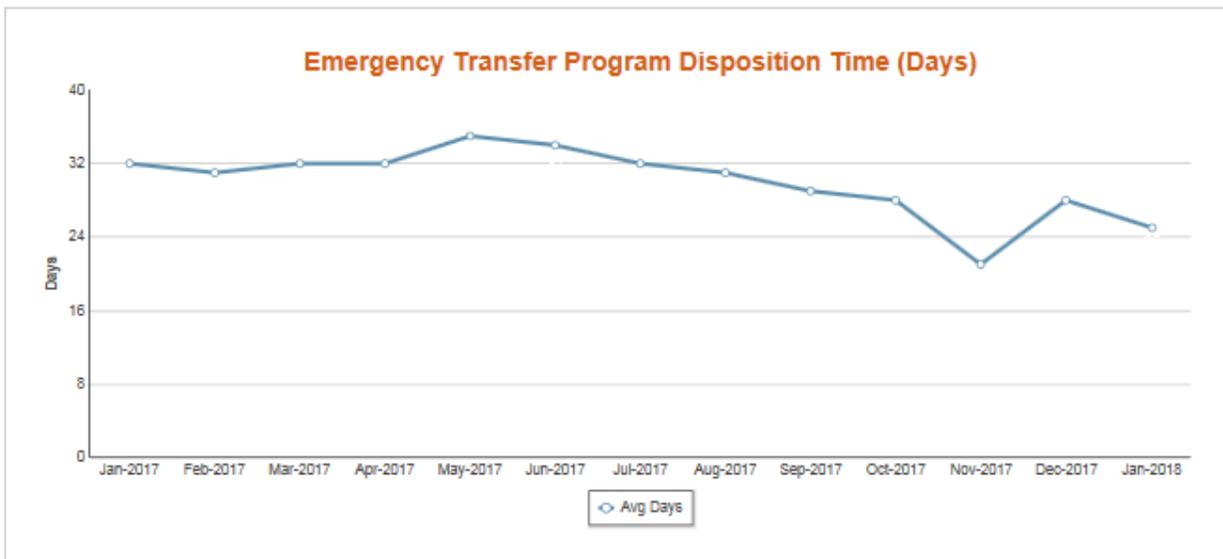
All



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



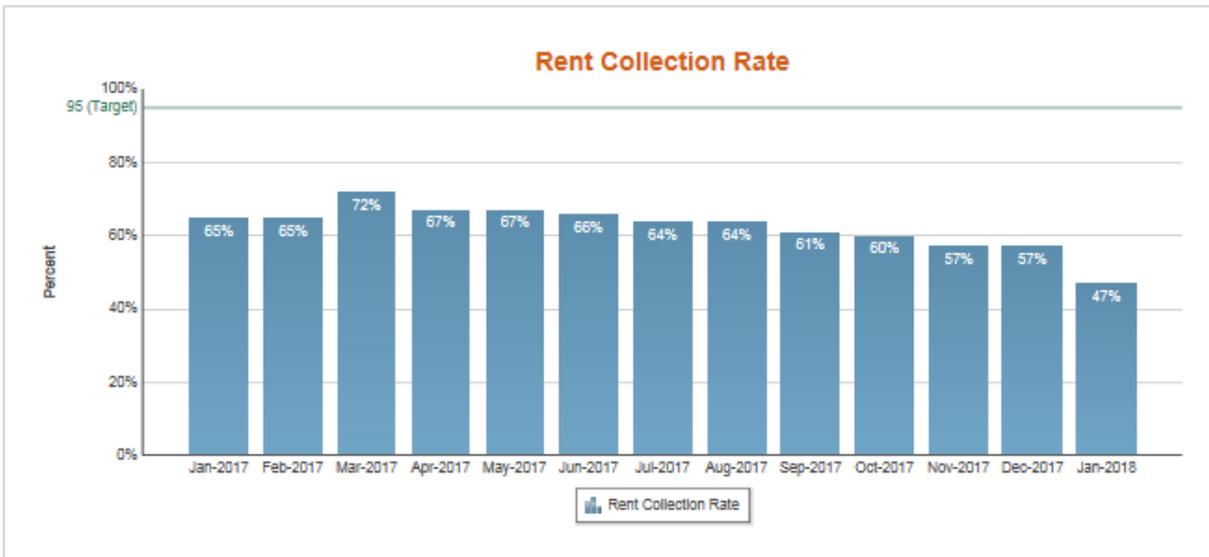
This chart shows how many days, on average, it takes to process the emergency transfer application from the date it is received by NYCHA to the date of the determination of eligibility for the program. You can compare how NYCHA is doing for each month of the past year.

Public Housing Charts

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

Borough

All



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

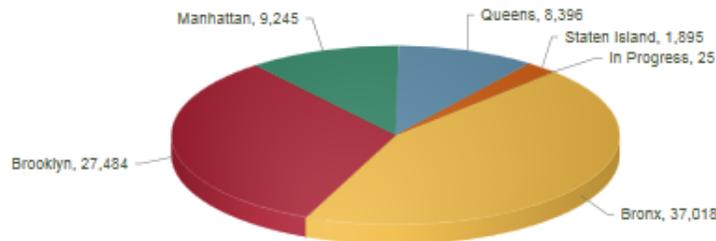
Section 8 Charts

Units Metrics

Owners Metrics

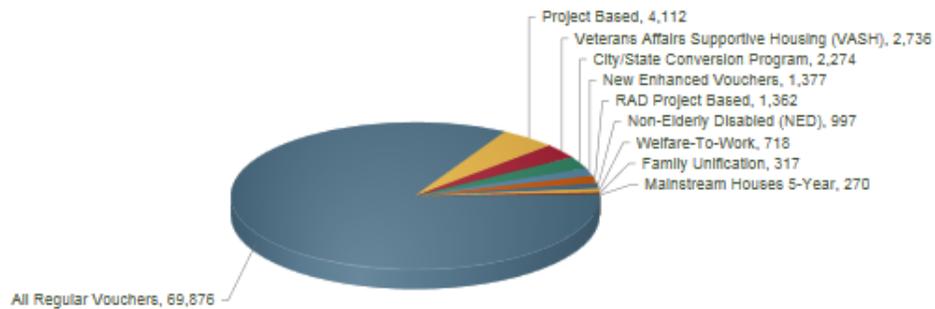
VASH Metrics

Section 8 Units Under Lease By Borough



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

Section 8 Units Under Lease By Voucher Type



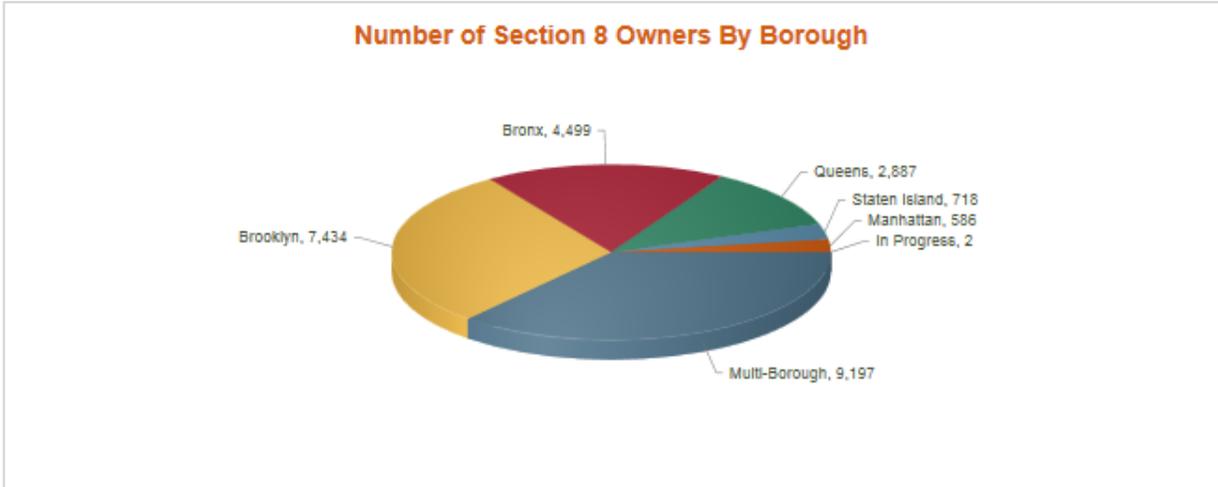
This chart shows how many apartments are rented by families with Section 8 vouchers, by the type of voucher they have.

Section 8 Charts

Units Metrics

Owners Metrics

VASH Metrics



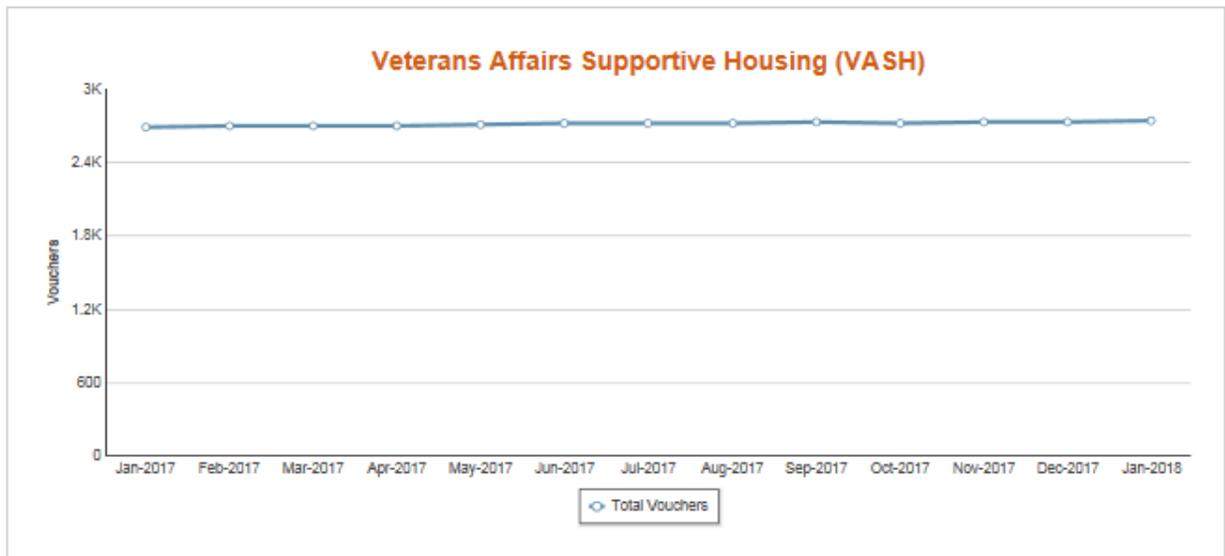
This chart shows how many landlords in each borough have at least one tenant using a Section 8 voucher, including how many operate in more than one borough.

Section 8 Charts

Units Metrics

Owners Metrics

VASH Metrics



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



Glossary of Terms

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Department of Financial Planning and Analysis (DFPA) - The Department of Financial Planning & Analysis serves as an Authority-wide resource in providing functional and technical guidance on wide-ranges of matters relating to budget planning, development and management. DFPA 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 DFPA 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 Personnel Services (OTPS) - The OTPS budget pays for the non-personnel costs of running the Authority, including payments for utilities such as water, electricity, heating fuels, and cooking gas for NYCHA residents, payments to outside contractors who provide painting, elevator maintenance, fire safety, plumbing and heating services, all insurance costs, consulting services, the purchase of machines and equipment used by development staff to maintain the buildings and grounds, and payments to private landlords participating in the Section 8/Housing Choice Voucher Program.

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

GF01	3240000	164000300	Budget
GF01	3240000	990400300	Encumbrances & Actual
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.

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

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

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

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

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

Revision - The 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.