

THE COUNCIL OF THE CITY OF NEW YORK

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Report of the Finance Division on the
Fiscal 2019 Preliminary Budget and the
Fiscal 2018 Preliminary Mayor's Management Report for the

New York City Housing Authority

March 14, 2018

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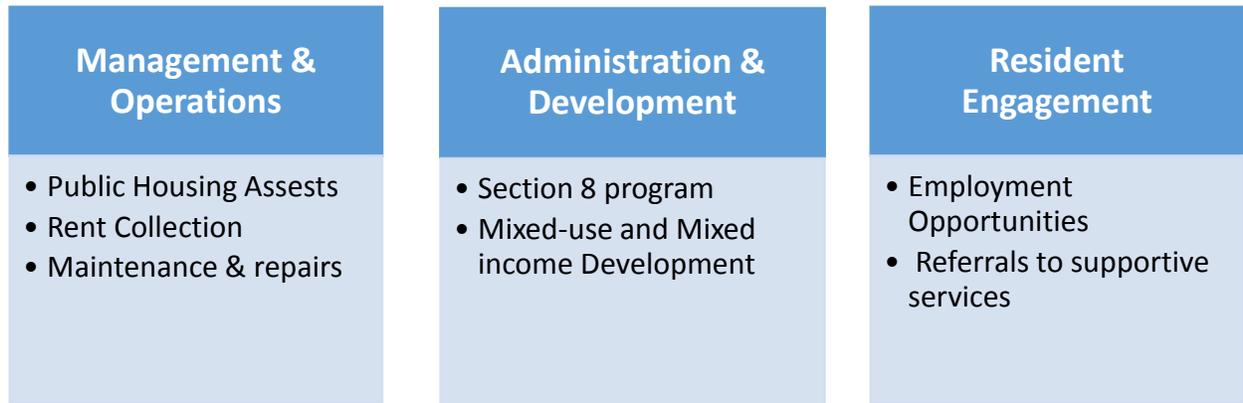
Contents

New York City Housing Authority	1
2017 Year-End Financial Plan Summary	2
Operating Budget Deficit Closing Actions.....	3
Headcount	4
2018 Operating Plan Summary.....	5
City-Funded Initiatives	6
Performance Indicators	7
Federal Funding & Risks.....	10
Federal Funding Summary.....	10
Federal Funding Risks	11
2018-2022 Capital Plan.....	12
Capital Program	13
Fiscal 2019 Preliminary Capital Budget and Commitment Plan for Fiscal 2018-2022	13
Capital Budget Structure	15
2019 Preliminary Capital Commitment Plan Highlights:	16
Appendices	17
A: 2018-2022 Operating Plan: All Funds.....	17
B: 2018-2022 Operating Plan: General Funds	18
C: 2018-2022 Operating Plan: Housing Choicer Voucher	19
D: 2018-2022 Operating Plan: Categorical Grants	20
E: Fiscal 2018 Mayor’s Management Report Performance Measures	21
F: Fiscal 2018 Mayor’s Management Report Performance Measures on the Mayor’s Action Plan for Neighborhood Safety (MAP).....	22
G: 2018-2022 Mayoral Investments for NYCHA Boilers	23
H: 2018 NYCHA Managed Senior Centers	24

New York City Housing Authority

The New York City Housing Authority (NYCHA or the Authority) provides affordable housing to nearly 400,000 low-and moderate income City residents by managing and maintaining 326 public housing developments comprised of 2,462 buildings that consist of 176,000 apartment units in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority assists over 86,000 families in locating and renting housing in privately owned buildings. In addition, the Authority facilitates access to critical social services to residents in their communities.

Mission & Service Areas



NYCHA’s activities include:

- Manages affordable housing assets comprised of 2,462 public housing buildings;
- Provides low and moderate income New Yorkers with safe and affordable housing;
- Facilitates access to social and community services;
- Pursues development opportunities to generate revenue;
- Implements a ten-year strategic action plan (“Next Generation NYCHA”);
- Administers affordable housing programs for over 86,000 low-income tenants;
- Performs inspections and resolves work orders for maintenance and repairs;
- Performs inspections and resolves emergency work orders;
- Provides employment opportunities for NYCHA residents;
- Preserves and rehabilitates quality affordable housing;
- Monitors and evaluates performance and operating service levels;
- Manages and performs infrastructure improvements of public housing units; and
- Conducts asset management and physical needs assessments.

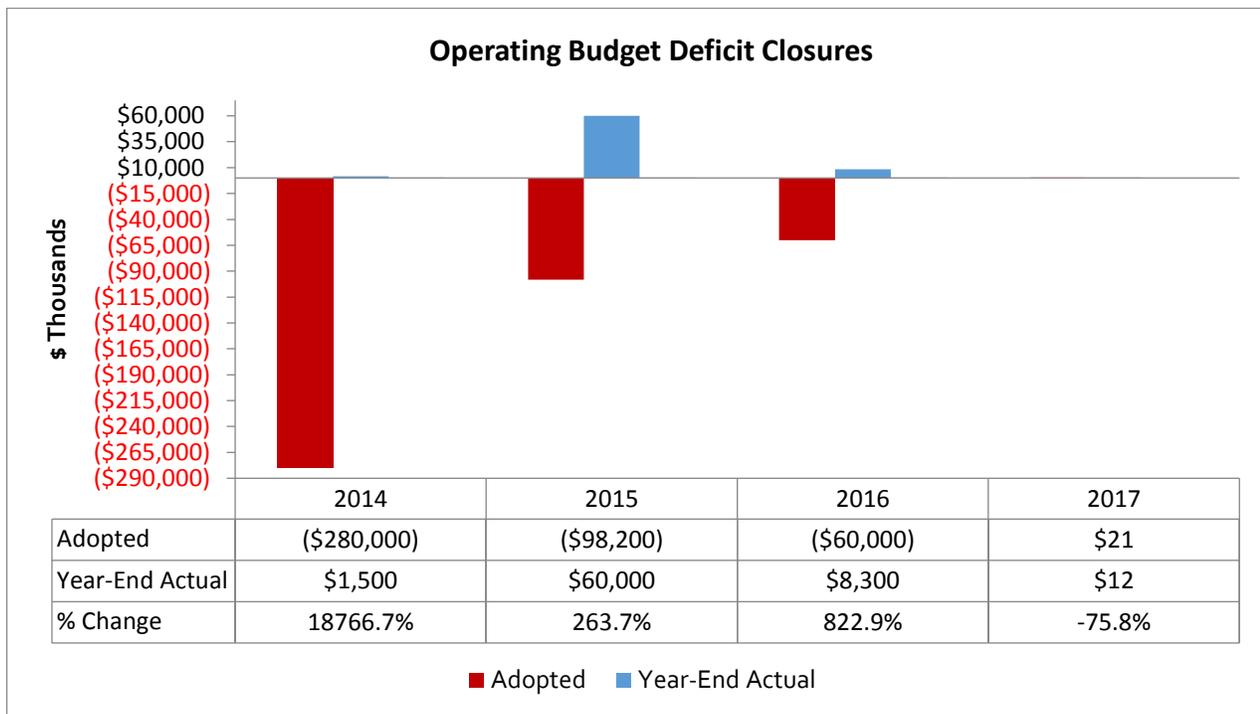
2017 Year-End Financial Plan Summary

The 2017 Year-End Operating Budget for NYCHA reflects an overall surplus of \$12.2 million for the last quarter in 2017, a decrease of approximately \$8.9 million from the \$21.1 million surplus originally projected in the 2017 Adopted Operating Budget. NYCHA's budget is not part of the City's budget and NYCHA's fiscal year follows the calendar year. On December 20, 2017, the NYCHA Board approved its five-year 2018-2022 Operating and Capital Plans, which for 2018 projects an overall surplus of \$12 million. The increase is attributable to several revenue generating strategies proposed as part of *NextGeneration NYCHA*, a ten-year strategic action plan that has introduced several new initiatives and actions intended to generate operating funds, reduce operating costs and structural deficits, pursue development opportunities, and improve property management service delivery.

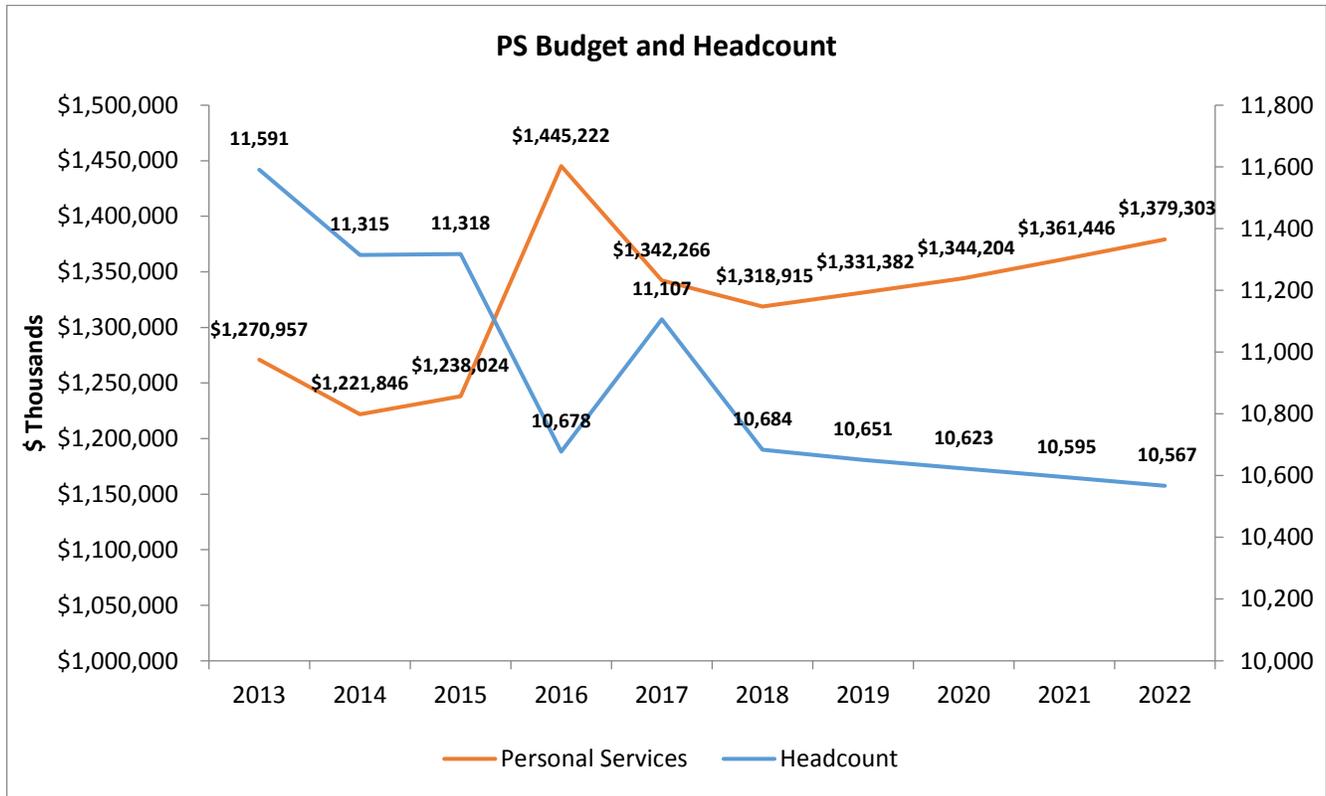
NYCHA Financial Plan Summary						
<i>Dollars in Millions</i>	2017 Year End	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan
Revenues						
Tenant Rental Revenue	\$ 1,031.2	\$ 1,074.4	\$ 1,087.3	\$ 1,097.2	\$ 1,106.7	\$ 1,116.0
Federal Subsidies	1,986.2	2,007.6	2,001.8	1,990.6	2,015.6	2,050.4
Other Revenue	279.7	256.7	223.7	238.3	211.3	200.6
Total Revenues	\$ 3,297.1	\$ 3,338.7	\$ 3,312.8	\$ 3,326.1	\$ 3,333.6	\$ 3,367.0
Expenditures						
Personal Service	\$ 1,296.6	\$ 1,318.9	\$ 1,331.4	\$ 1,344.2	\$ 1,361.4	\$ 1,379.3
Other Than Personal Service	1,988.3	2,007.8	2,010.2	2,010.9	1,999.9	2,002.7
Total Expenditures	\$ 3,284.9	\$ 3,326.7	\$ 3,341.6	\$ 3,355.1	\$ 3,361.3	\$ 3,382.0
Surplus/(Deficit)	\$ 12.2	\$ 12.0	\$ (28.7)	\$ (29.0)	\$ (27.7)	\$ (15.0)

Operating Budget Deficit Closing Actions

NYCHA’s long-term fiscal condition has improved significantly in recent years with the implementation of *NextGeneration* initiatives, which have diversified revenue streams and reduced expenses, mainly personal services costs. Most notably, in 2014 the Authority’s Adopted Operating budget projected a deficit of \$280 million, while the year- end actual reflected a \$1.5 million surplus. This represents about \$282 million in long-term savings and revenue from several *NextGeneration* strategies, including: \$159 million in revenue for a Project Based Section 8 recapitalization deal at six NYCHA developments; \$70 million from the forgiveness of payments to the New York Police Department (NYPD) for special patrols; \$33 million from the forgiveness of payments to the City for Payments in Lieu of Taxes (PILOT); and other actions. These deficit closing strategies have carried over into the current year, as the current operating plan projects a \$12 million surplus in 2018. However, the 2018- 2022 Operating Plan projects a deficit of \$28.7 million beginning in 2019 and the General Fund projects a deficit of \$54.3 million in 2018. For additional information on the 2018-2022 Operating Plan by fund type, see Appendices A-D.

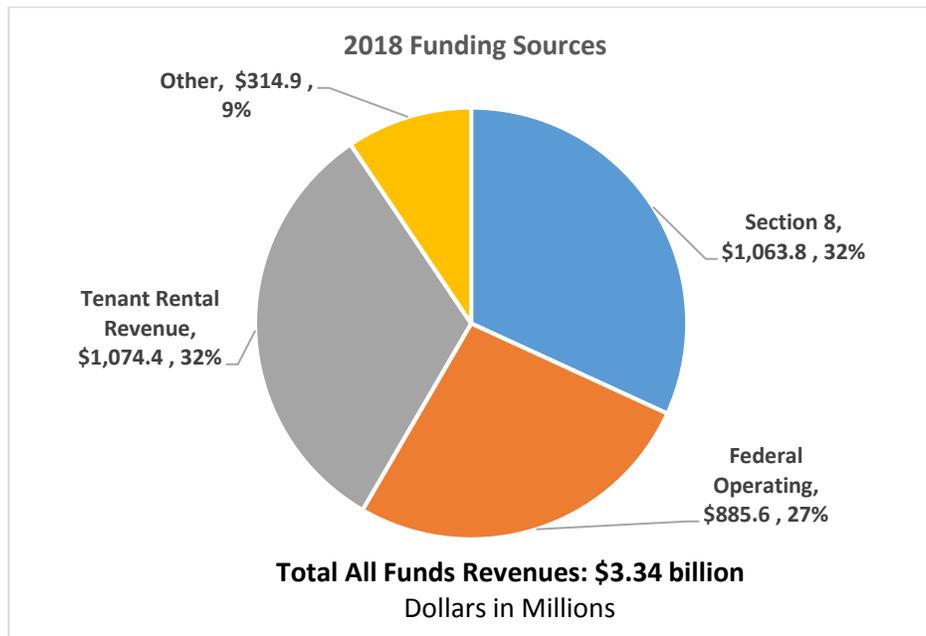


Headcount



The Authority’s 2018 Adopted Operating Plan supports a workforce of 10,684 positions, a decrease of 423 positions from the 2017 Adopted Plan. As of March 2018, the current financial headcount of 10,684 positions is comprised of about 5,245 administrative staff and 5,439 frontline staff, such as maintenance workers, caretakers, and skilled trade persons that provide essential services. By 2022, NYCHA headcount is expected to drop by 1,024 positions, or approximately nine percent, from 11,591 positions in 2013 to 10,567 positions in 2022. Over the same period of time, annual expenses are estimated to increase by about \$108.3 million, or by approximately nine percent, from \$1.27 billion in 2013 to \$1.38 billion in 2022. As such, NYCHA is pursuing strategies to cut expenses by continuing to reduce its central office workforce through attrition and through the integration of some operations and positions within NYCHA into other City agencies. In 2018, NYCHA estimates it will generate \$42 million in savings in personnel costs through reductions and the transition of central office staff to other City agencies.

2018 Operating Plan Summary

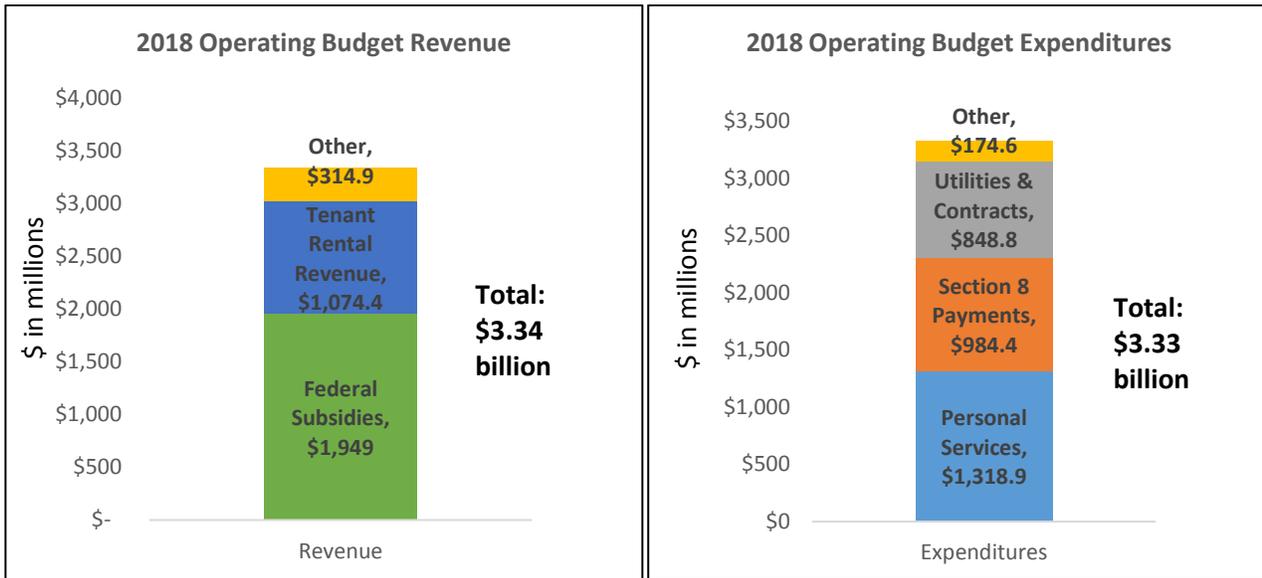


NYCHA's total revenues for 2018 are approximately \$3.34 billion. About \$1.95 billion, or 59 percent of the Authority's Operating Budget in 2018, is supported by federal assistance programs. One of the primary sources of revenue for the Authority is tenant rental revenues, which will total \$1.07 billion in 2018. From January 1 to January 31, 2018, NYCHA reported a 47 percent rent collection rate. However, tenant rental revenue is projected to increase to \$1.12 billion by 2022 due to several *NextGeneration* strategies proposed to increase rent collection rates. Revenue from the Section 8 Housing Choice Voucher program accounts for approximately \$1.1 billion, or 32 percent of NYCHA's total revenue. Under this program, NYCHA pays the U.S. Department of Housing and Urban Development (HUD) subsidies to participating landlords on behalf of eligible tenants. These tenants are currently paying rents generally equal to 30 percent of family adjusted income and the subsidies fill the gap between the contract rent and rental payments. NYCHA also earns a fee from HUD for administering the Section 8 program, which totals \$74.4 million in 2018. Federal operating subsidies account for 27 percent of the Authority's operating revenues, or \$885.6 million in 2018. Total other revenue is projected to be about \$314.9 million in 2018, which includes about \$146 million in City tax-levy funds.

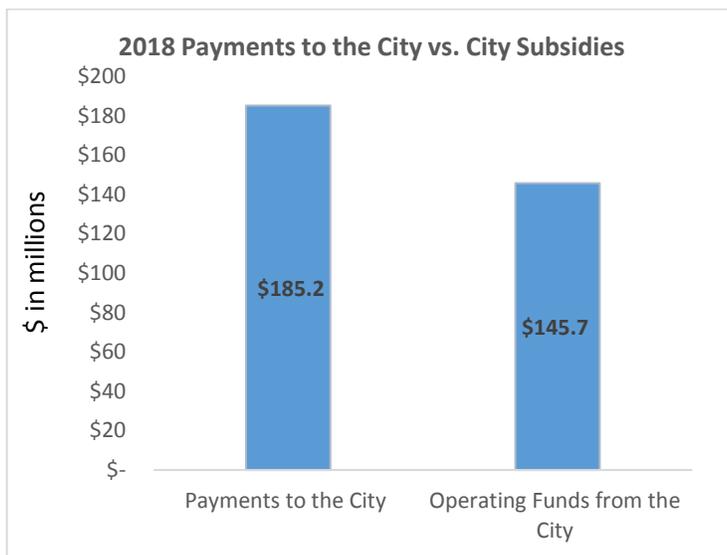
2018 Revenue and Expenditures

NYCHA's total revenues for 2018 are approximately \$3.34 billion. These sources include \$1.95 billion in federal subsidies for the Section 8 program and Public Housing Operating subsidies. About \$1.07 billion, or 32 percent, of NYCHA's Fiscal 2018 Budget is comprised of tenant rental revenue. NYCHA's total expenditures for 2018 are approximately \$3.33 billion. About \$1.3 billion, or 39 percent of NYCHA's Fiscal 2018 expenditures is comprised of Personal Services (PS), including salaries and fringe benefits. Section 8 Housing Assistance Payments account for 30 percent, or \$984.4 million of the total expenditures. Utilities and contract payments account for 25.5 percent of the Authority's operating expenditures, or \$848.8 million in 2018. Contracts include third-party services payments for painting, floor tiling, elevator maintenance, fire safety, environmental services, marshal fees, security services, energy contracts, automotive services, office equipment rentals, information technology software,

telecommunications services, and other professional services. Payments to the City of New York are budgeted in this line and are further discussed below.



NYCHA Payments to the City



Payments by NYCHA to the City for water costs and sanitation pickups are budgeted at \$185 million in 2018, this includes \$183.6 million to the Department of Environmental Protection and \$700,000 to the Department of Sanitation. Although the City has in recent years relieved NYCHA of several payments, including \$70 million to NYPD and \$33 million for PILOT payments, in 2018 NYCHA will still expend more in operating funds than it expects to receive from the City.

City-Funded Initiatives

Mayoral Initiatives

The Administration has relieved NYCHA from several City payments and provided funding for various initiatives in order to relieve NYCHA of certain obligations, so that money can be used for operations, repairs and maintenance. The City’s Fiscal 2019 Preliminary Budget provides an outlay of \$22.6 million in City Operating funds for the Fiscal 2018-2022 period for ongoing operating costs and other core services at NYCHA. In Fiscal 2018, the Preliminary Budget adds \$25.7 million for repairs and enhancements at the Adams Houses Senior Gardens, boiler and heating repairs and new interior garbage compactors as part of the Mayor’s Neighborhood Rat Reduction plan.

NYCHA Additions in the City's Fiscal 2019 Preliminary Budget							
Operating Funds (FY2018-FY2022)	Agency	FY2018	FY2019	FY2020	FY2021	FY2022	Five-Year Total
<i>New Needs</i>							
NYCHA Adams H. Senior Gardens	Misc	\$300	\$0	\$0	\$0	\$0	\$300
NYCHA Heating Fixes	Misc	3,900	0	0	0	0	3,900
NYCHA Interior Compactors	Misc	5,700	0	0	0	0	5,700
<i>subtotal</i>		\$ 9,900	\$ -	\$ -	\$ -	\$ -	\$ 9,900
<i>Adjustments</i>							
Collective Bargaining Transfer to NYCHA	Misc	(\$2,520)	(\$3,961)	(\$5,023)	(\$5,379)	(\$5,419)	(\$22,302)
NYCHA Collective Bargaining	Misc	2,520	3,961	5,023	5,379	5,419	\$22,302
LMDC NYCHA Rehab	HPD	12,680	0	0	0	0	\$12,680
NYCHA CDBGDR Jan Plan Realignment	HPD	3,120	(3,120)	0	0	0	(\$0)
<i>subtotal</i>		\$15,800	\$(3,120)	\$ -	\$ -	\$ -	\$ 12,680
Total		\$ 25,700	\$(3,120)	\$ -	\$ -	\$ -	\$ 22,580

Council Initiatives

In Fiscal 2018, the City Council provided \$881,239 to support NYCHA's annual operating budget. This funding was directly allocated by Council Members to support residential programming and community engagement activities at NYCHA developments citywide.

Fiscal 2018 Council Changes at Adoption	
<i>Dollars in Thousands</i>	
Council Initiatives	
Anti Poverty	\$43,500
Borowide	31,699
Diversity, Inclusion & Equity in Tech Initiative	90,000
Healthy Aging Initiative	15,490
Senior Centers, Programs, and Enhancements	30,000
Support Our Seniors	80,000
Subtotal	\$290,689
Local Initiatives	\$590,550
TOTAL	\$881,239

Performance Indicators

Maintenance and Repairs

In January 2013, NYCHA announced an Action Plan to expedite maintenance and repairs in order to improve its accountability and efficiency in responding to work orders. NYCHA estimates that the cost to complete deferred maintenance and repair to apartment interiors is approximately \$3,000 per unit. As of January 2018, there are 151,720 open work orders across NYCHA's portfolio; this is larger than the Authority's manageable workload of about 90,000 work orders. The indicators below measure efficiencies and effectiveness of maintenance and repairs at NYCHA.

PMMR Highlights

NYCHA Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Average time to resolve emergency service requests (hours)	14.7	13.1	12.1	24	24	11.6	9
Average time to resolve non-emergency service requests (days)	14	14.7	17.5	15	15	17.3	18.8
Average time to resolve heat service requests (hours)	19	17.3	14.9	24	24	17.9	18.7
Average time to resolve elevator outages (hours)	6.5	8.7	9.6	10	10	10.8	9.7
Average outage per elevator per month	0.99	1.13	1.06	1.01	1.01	1.17	1.13
Elevator service uptime	99.0%	98.6%	98.6%	97.0%	97.0%	98.3%	98.5%
Alleged elevator injuries reported to DOB	17	20	11	DOWN	DOWN	6	3
Elevator related fatalities	1	2	0	DOWN	DOWN	0	0
Management cost per dwelling unit (\$)	\$ 893	\$ 875	\$ 950	\$ 875	\$ 875	\$ 863	\$ 903

- The average time to resolve non-emergency service requests in the first four months of Fiscal 2018 increased to 18.8 days, compared to 17.3 days during the Fiscal 2017 reporting period.
- At the same time, the average time to resolve emergency service requests, which includes heat complaints, improved by 22 percent, from 11.6 hours in the first four months of Fiscal 2017 to 9 hours in the same period during Fiscal 2018, and well below the target of 24 hours.
- The management cost per dwelling unit increased by \$40 in the first four months of Fiscal 2018 compared to the first four months of Fiscal 2017.

Applicants Placed in Housing

Approximately 5,000 apartments become available each year inside developments run by NYCHA. As of March 2017, there are 257,143 families on the public housing waitlist. In 2017, the Authority dedicated 1,500 public housing units per year for homeless families referred by the New York City Department of Homeless Services (DHS). In 2018, NYCHA will dedicate an additional 750 apartments in public housing to homeless families. In exchange for these set-asides, the City will provide NYCHA with about \$12,000 in operating subsidy per homeless family placed in NYCHA housing, which is the same level of subsidy it provides to private landlords to house homeless families. A total of 1,500 units will be dedicated to house homeless families annually through 2024. The indicators below measure efficiencies and effectiveness of NYCHA's placements of public housing and homeless applicants.

PMMR Highlights

NYCHA Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Applicants placed in public housing	4,939	4,211	3,834	*	*	1,215	1,389
Homeless applicants placed in housing	NA	2,868	2,841	*	*	1,031	813

- The number of public housing applicants placed in NYCHA housing increased 14 percent during the first four months of Fiscal 2018, from 11,215 in Fiscal 2017 to 1,389.
- During the reporting period, NYCHA prioritized the placement of 813 homeless families into public housing as a part of Mayor de Blasio's initiative to end homelessness.

Section 8 Placements

The Section 8 program assists low-income families in obtaining affordable housing in the private market by providing rental subsidies to landlords on behalf of eligible participants through housing assistance payments (HAP). NYCHA administers the largest Section 8 program in the nation, serving over 86,000 eligible families through a network of over 28,000 landlords. As of October 2017, there were 149,000 families on the Section 8 waitlist. The indicators below measure efficiencies and effectiveness of NYCHA's placements of Section 8 applicants.

PMMR Highlights

NYCHA Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Section 8	NA	1,448	913	*	*	376	198
Families on Section 8 waiting list ('000)	121	119	148	*	*	150	149
Maximum allowable Section 8 vouchers	99,288	99,621	99,838	*	*	99,861	99,861
Funded Section 8 vouchers	87,332	86,221	85,209	*	*	86,393	85,271
Utilization rate for funded Section 8 vouchers (%)	NA	99%	100%	97%	97%	98%	99%
Funding utilization for Section 8 vouchers (%)	NA	98%	101%	*	*	100%	102%
Section 8 occupied units (vouchers)	86,167	85,224	85,175	87,000	87,000	84,638	84,761
Annual Section 8 inspections	89%	78%	80%	*	*	83%	84%
Annual Section 8 recertifications	97%	98%	98%	*	*	98%	98%
Applicants placed through Section 8 vouchers	892	1,706	2,758	*	*	546	458

- The number of housing applicants placed through Section 8 vouchers decreased 47 percent from 376 during the first four months of 2017 to 198 over the same four-month period in Fiscal 2018.
- Relatedly, the amount of funded Section 8 vouchers also decreased by 1.2 percent from 86,393 during the first four months of 2017 to 85,271 over the same four-month period in Fiscal 2018.

Senior Centers

In total, 255 community and senior centers (comprised of 126 community centers and 129 senior centers) operate on NYCHA's property across the five boroughs providing recreational, social, educational and cultural programming for residents and community members. These centers are operated by NYCHA, the Department of Youth and Community Development (DYCD), the Department for the Aging (DFTA), and a variety of community-based organizations at a total annual operating cost ranging from \$200,000 to \$520,000 per center. As part of NYCHA's efforts to eliminate its structural operating deficit, in recent years NYCHA has transitioned the management of most of these centers to DYCD and DFTA. As such, as of January 24, 2017, only 14 senior centers remain under NYCHA management (see Appendix H for a list of centers). The City's Fiscal 2018 Executive Plan included \$2.8 million in funding for the ongoing operating support for the remaining 14 centers until June 30, 2018. The Fiscal 2019 Preliminary Plan does not provide funding that would sustain these services past Fiscal 2018. The indicators below measure efficiencies and effectiveness of senior services at NYCHA.

NYCHA Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Referrals to supportive social services rendered to senior residents	70,824	53,763	18,317	*	*	4,384	9,101
NYCHA-operated senior centers	32	15	14	*	*	14	14
Utilization of senior centers (%) ages 60+	145%	116%	160%	85%	85%	131%	137%

- The number of referrals to supportive services rendered to senior residents increased 108 percent from 4,384 during the Fiscal 2017 reporting period to 9,101 in Fiscal 2018.
- Relatedly, the utilization of senior centers by NYCHA residents and community members over the age of 60 also increased from 131 percent in Fiscal 2017 to 137 percent in Fiscal 2018.

Mayor's Action Plan for Neighborhood Safety

In July 2014, the Administration announced The Mayor's Plan for Neighborhood Safety (MAP), a \$210.5 million investment and multi-agency effort to address public safety concerns and promote crime reduction in 15 housing developments that drive 20 percent of NYCHA's violent crime. The indicators below measure the effectiveness of various security measures as part of MAP.

Crime Statistics in the 15 MAP Developments				
	FY17 Actual	July- Oct 2016 (FY17 Actual)	July- Oct 2017 (FY18 Actual)	% Change
Violent crime	544	208	195	(-6%)
Shootings	26	9	5	(-44%)
Total index crimes	756	292	281	(-4%)

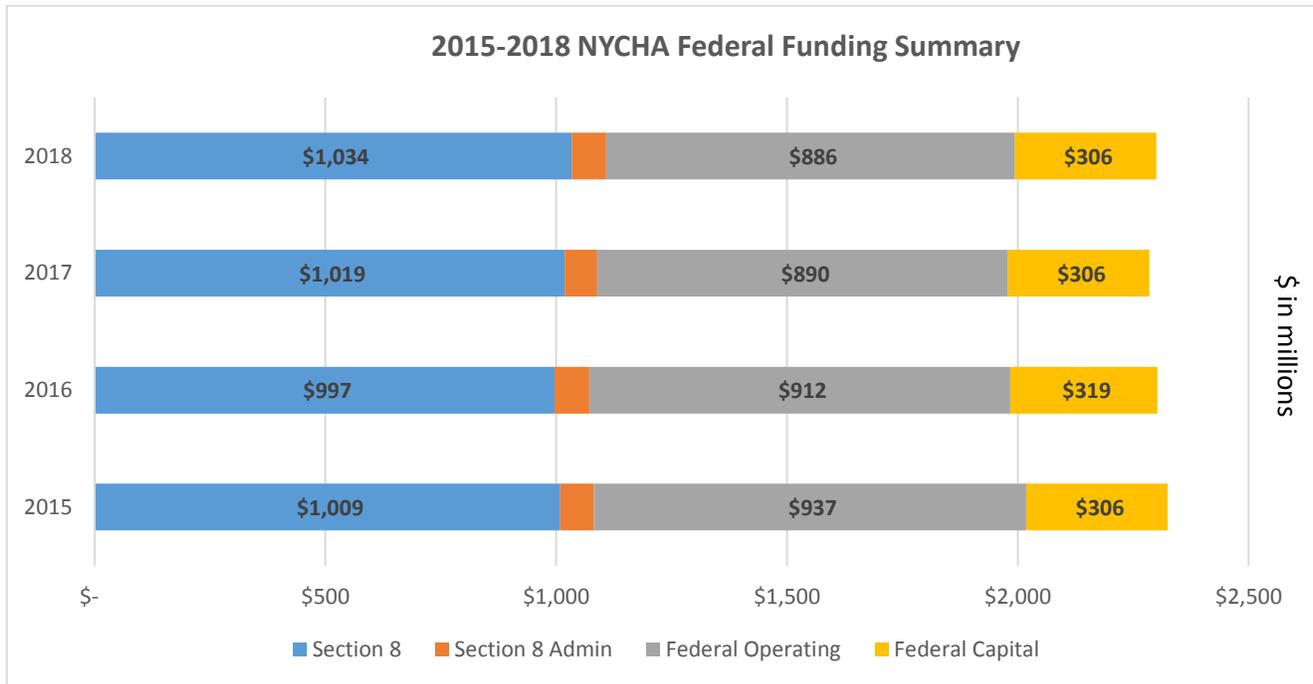
- The number of shootings decreased by 44 percent from nine during the Fiscal 2017 reporting period to five in Fiscal 2018.
- The number of incidents related to violent crime also decreased marginally from 208 during the Fiscal 2017 reporting period to 195 in Fiscal 2018.

For additional information on performance indicators, see Appendices E and F.

Federal Funding & Risks

Federal Funding Summary

NYCHA receives both operating and capital subsidies directly from HUD, based on an eligibility formula, which is subject to Congressional appropriation. These funds do not flow through the City's budget. 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, as demonstrated in the chart below. Based on estimated 2017 Housing Assistance Payment (HAP) expenditures of \$1.02 billion, NYCHA expects HAP renewal funding of \$1.03 billion in 2018 at 97 percent proration for the Section 8 program and \$74 million in Section 8 Administrative fees currently budgeted at 77 percent proration. As the federal government is currently funded under continuing resolutions, this has so far spared the City the cuts proposed in the President's Fiscal 2018 and Fiscal 2019 budget requests during this federal session. The current continuing resolution is scheduled to expire on March 23, 2018, as such, any changes to the proration amounts assumed in the 2018 Operating Plan are yet to be determined.



*2018 figures based on annual appropriations or renewal funding.

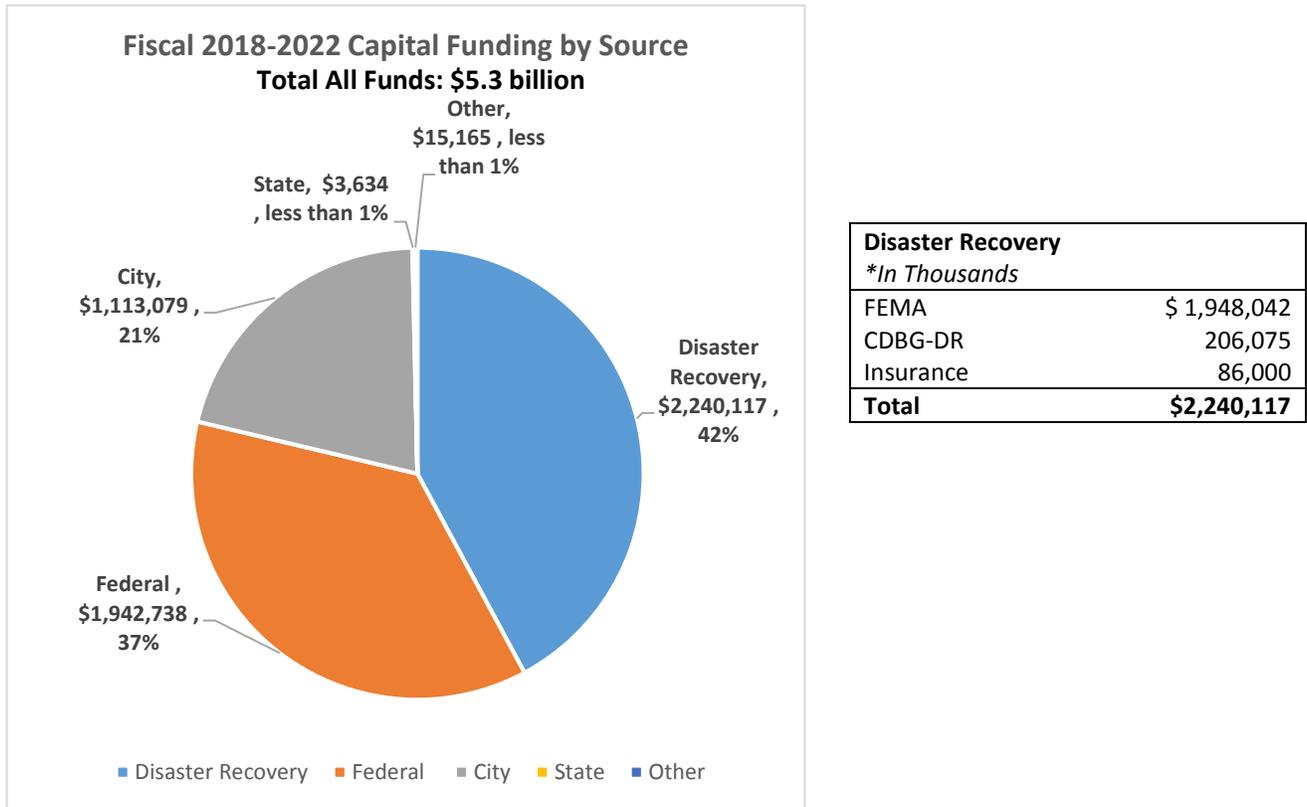
Federal Funding Risks

The 2018 Operating Plan assumes \$1.95 billion in federal operating subsidies and \$306 million in federal capital funds, which comprises 59 percent of the Authority’s operating budget and 22 percent of the Authority’s capital budget in the current year. Though future federal funding levels remain uncertain, the President’s Federal Fiscal Year 2019 Budget Proposal requests \$39.2 billion for HUD, which reflects an \$8.8 billion reduction or 18.3 percent decrease in funding for housing programs nationwide. This proposal represents a major shift in the federal government's role in subsidized housing. A number of federally-funded housing programs are slated for elimination or deep cuts, which would significantly impact funding to New York City. Several housing programs administered by NYCHA would be significantly reduced or eliminated, including the Public Housing Capital Fund (\$346 million) and Public Housing Operating Fund (\$330 million to \$466 million). In addition, funding for the Section 8 program would be reduced by 10 percent, and the budget proposal requests legislative reforms, which would increase tenant rent contributions and impose work requirements for Section 8 voucher holders. The table below summarizes the potential impacts of the Federal Fiscal Year 2019 Budget Proposal to NYCHA programs and operations.

Fiscal 2019 POTUS Request- Potential Funding Impacts			
Program	FY17 Enacted Funding	POTUS FY19 Request	NYCHA Revenue Loss
Public Housing Capital Fund	\$1.9 billion	\$0	\$346 million
Public Housing Operating Fund	\$4.25 billion	\$2.68 billion	\$330-466 million
Housing Choice Voucher (Section 8) Program	\$20.3 billion (\$18.4 billion for renewals)	\$20.5 billion (\$18.7 billion for renewals)	Loss of 9,853 vouchers due to insufficient funding for renewals (\$124.4 million annual shortfall)

2018-2022 Capital Plan

NYCHA’s 2018-2022 Capital Plan provides approximately \$5.3 billion in planned commitments for infrastructure improvements, major modernization, systemic upgrades, repair, resiliency, and fortification of developments damaged by Superstorm Sandy. The Plan is based on the current federal capital funding outlook, and relies on the near-term implementation of NYCHA initiatives.

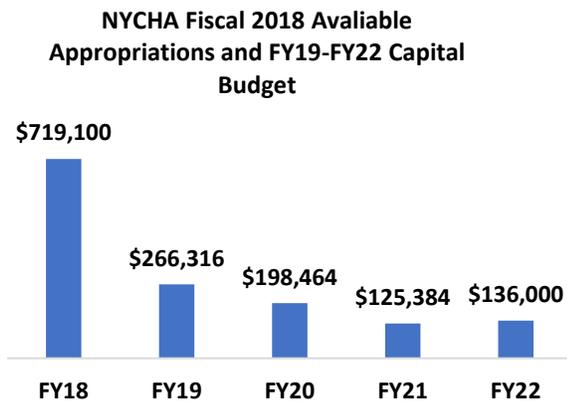


The Plan includes \$2.2 billion in expected one-time disaster recovery funds to address the continued impacts of Superstorm Sandy. Overall, of the \$5.3 billion included in this Plan, 42 percent is from funds related to disaster recovery, including \$1.9 billion from FEMA, \$206.1 million from federal Community Development Block Grant Disaster Recovery (CDBG-DR) funds, and \$86 million from insurance proceeds. The plan includes \$1.9 billion from federal capital grant funding over the five-year period. The Capital Plan also includes \$14.8 million in State Asset Forfeiture funds, and \$3.6 million from the State. The Plan reflects an increase of \$400 million over the 2017-2021 Adopted Capital Plan mostly due to the addition of City funds and an increase of \$131.9 million in federal capital funds. Overall, 70 percent of the Capital Plan, or about \$3.7 billion will provide for structural improvements and exterior capital work.

Capital Program

Fiscal 2019 Preliminary Capital Budget and Commitment Plan for Fiscal 2018-2022

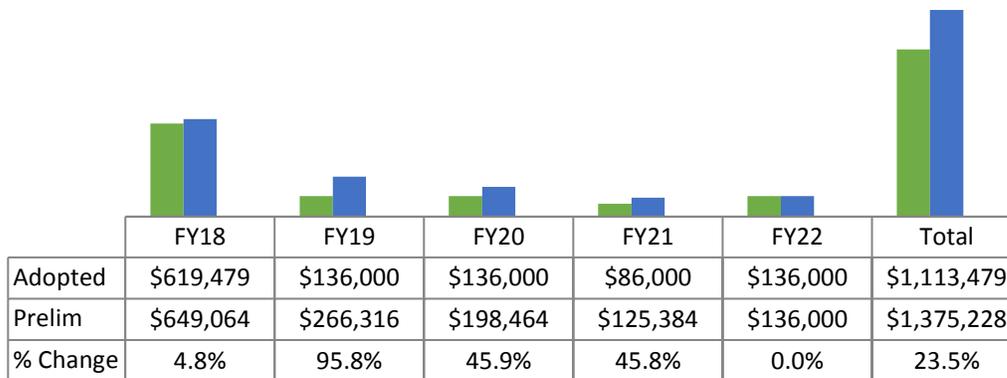
The Capital Budget provides the requested appropriations for Fiscal 2019 and planned appropriations for the subsequent three-year capital program. Appropriations represent the legal authority to spend capital dollars and are what the Council votes on at budget adoption. The Commitment Plan, which is a five-year spending plan, is the plan to spend those appropriations. The Capital Budget is significantly less than the Capital Commitment Plan because it does not include the current appropriations for Fiscal 2018 or the amount of funding that may be reappropriated or rolled into Fiscal 2019 in the Executive and Adopted Budget.



As shown in the chart at left, NYCHA’s Fiscal 2019 Preliminary Capital Budget includes \$726.2 million in Fiscal 2019-2022. This represents approximately two percent of the City’s total \$45.9 billion Capital Budget for 2019-2022. Available appropriations for Fiscal 2018 total \$719.1 million. This includes \$945 million in reauthorized prior appropriations and \$211.4 million in authorized Fiscal 2018 appropriations, less actual commitments in the current fiscal year.

NYCHA’s Preliminary Commitment Plan includes \$1.4 billion in Fiscal 2018-2022. This represents approximately two percent of the City’s total \$79.6 billion Preliminary Commitment Plan.

NYCHA FY18-FY22 Commitment Plan

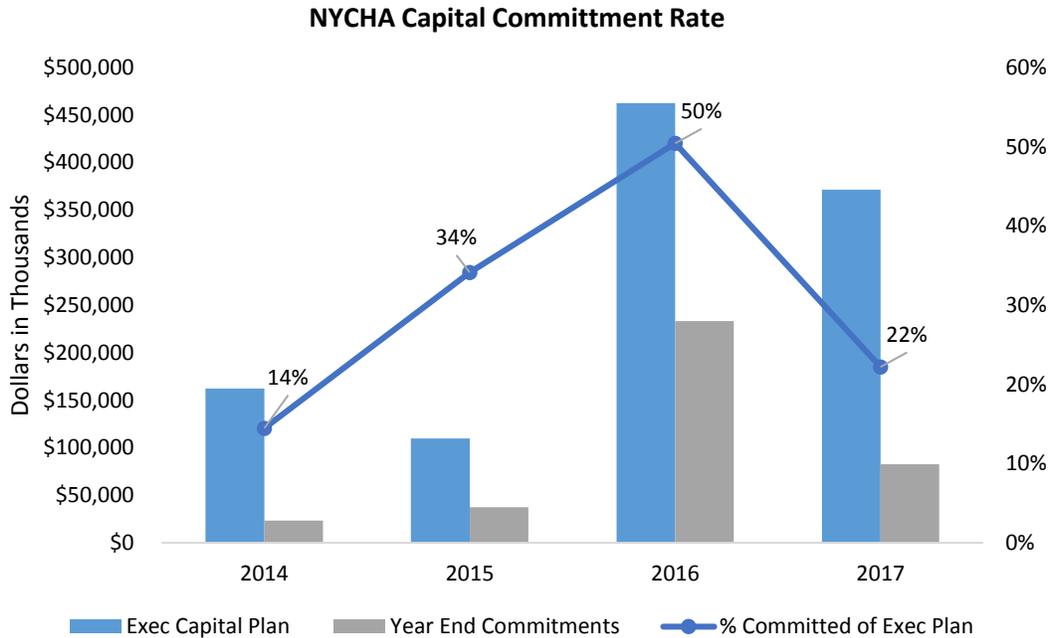


■ Adopted ■ Prelim

The total available appropriations for Fiscal 2018 are \$719.1 million against planned commitments totaling \$649.1 million. This excess balance of \$70 million in appropriations gives the Administration considerable flexibility within the capital plan. However, as the commitment of appropriations are legally bound to their budget line descriptions this flexibility is more limited than it appears from this variance alone.

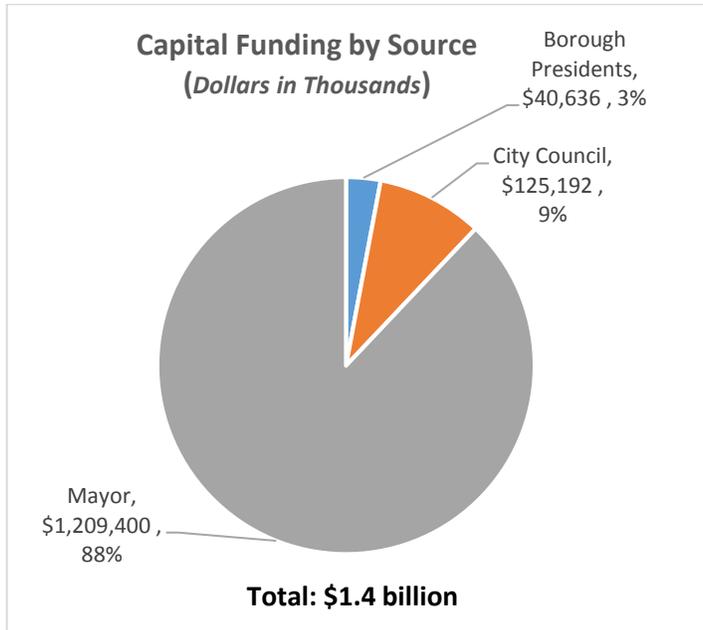
The Commitment Plan typically frontloads planned commitments for capital projects in the first year or two of the plan, and agencies rarely meet these targets. NYCHA’s Commitment Plan shows 22 percent of all commitments in the first year. Its history of commitments is shown below. Given this performance history, it is likely that NYCHA will end this year with unmet commitment targets and significant appropriations available to be rolled into Fiscal 2019 and the outyears.

The chart below displays the Authority’s capital commitment plan as of the Fiscal 2014-2017 Executive Budget and the actual commitments in the corresponding fiscal year. The chart also shows the capital commitment rate: the percentage of the capital plan committed per fiscal year.¹



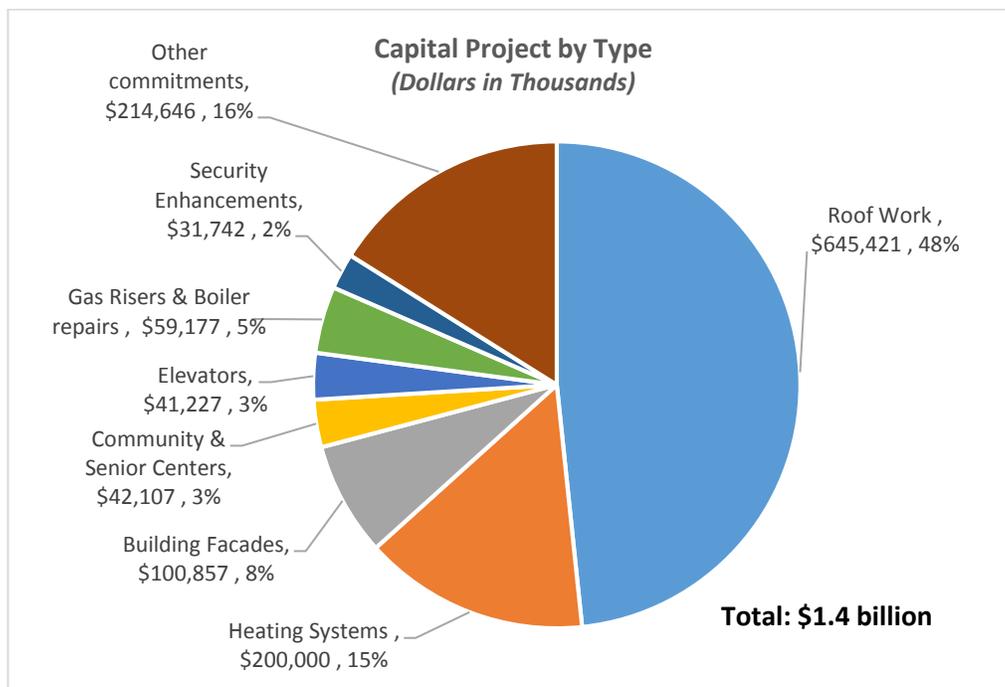
¹ Note planned commitments are higher than the agency’s “target commitments.” Target commitments are a management tool used by OMB; they are “the actual aggregate levels that the managing agencies are expected to commit and against which their performance will be measured at the end of the fiscal year,” and are not broken out between City and non-City funds.

Capital Budget Structure



The Fiscal 2019 Preliminary Capital Commitment Plan for NYCHA is comprised of 330 projects across seven budget lines totaling \$1.4 billion in Fiscal 2018-2022, comprised of all City funds. When consolidating the budget lines for the five borough presidents, NYCHA’s city capital budget can be further condensed into three main budget lines comprised of: \$1.2 billion in Mayoral allocations; \$125.2 million in City Council funds; and \$40.6 million from Borough Presidents, as demonstrated in the left chart.

The Authority’s \$1.4 billion Preliminary Capital Commitment Plan for Fiscal 2018-2022 is 24 percent greater than the \$1.1 billion scheduled in the Adopted Commitment Plan, an increase of about \$262 million. This increase is primarily due to a recently announced \$200 million investment for heating system improvements at 20 developments; this investment includes: \$90 million for 39 new boilers at 10 developments and \$110 million for hot water systems and heating controls at 20 developments. (For a complete list of developments, see Appendix G). Overall, the \$200 million investment in boilers and heating system improvements comprise about 15 percent of NYCHA’s Preliminary Capital Commitment Plan. About half of all commitments, or \$645.4 million, are allocated for a multi-phase roof repair program to address health related hazards at NYCHA. These investments are further detailed below.



2019 Preliminary Capital Commitment Plan Highlights

Some of the major capital projects included in the Preliminary Capital Commitment Plan for Fiscal 2018-2022 are highlighted below.

- Roof Replacement Program.** The Preliminary Capital Commitment Plan includes \$645.4 million for a multi-phase roof repair program at 952 NYCHA buildings. The first phase of roof repair work totals \$100 million and will provide for roof repair work at 67 buildings across five developments scheduled between May 2015 and March 2018. The second phase of roof repair work totals \$275.8 million and will include an additional seven developments scheduled between April 2017 and June 2019. In total, the existing scope of roof repair work encompasses 952 buildings and is budgeted at \$1.3 billion over a ten-year period. This program will impact approximately 175,478 NYCHA residents.
- Heating Systems and Boiler Replacements.** The Preliminary Capital Commitment Plan includes \$236.4 million for heating system improvements and boiler replacements at 20 developments. This investment will replace outdated boilers, and modernize heating system controls and hot water-making technology. Beginning in Fiscal 2019, this investment provides: \$90 million for 39 new boilers at 10 developments and \$110 million for the modernization of hot water systems at 12 developments and new heating controls at 15 developments. These renovations will be completed by Fiscal 2022, and will impact approximately 45,000 NYCHA residents. For a complete list of developments, see Appendix G.
- Building Façade Repairs.** The Preliminary Capital Commitment Plan includes \$100.9 million for building façade repair work mandated under Local Law 11 of 1998, which requires that owners of buildings greater than six stories have their buildings' exterior walls inspected once every five years and file a technical report to the Department of Buildings (DOB). The report details whether a certified architect or engineer found potentially dangerous deterioration on a building's exterior faces, and in the event deterioration is found, recommendations are outlined and building owners are required to schedule the necessary work in a timely manner. The current inspection cycle (Cycle 8) for Local Law 11 runs from February 21, 2015 through February 21, 2020. An August 2015 report by a DOB Inspector General found that hundreds of NYCHA building exteriors were classified as unsafe. However, the scope of this work does not entirely meet the requirements of Directive 10, and the City is therefore providing NYCHA with expense funding totaling \$93 million in Fiscal 2018 through Fiscal 2022 to complete the work. In total, the existing scope of building façade repair work encompasses 259 buildings at 31 developments and is estimated to cost about \$193.9 million through Fiscal 2022. A summary of the funding for façade work at NYCHA is provided below.

NYCHA Façade Repairs Funding Summary							
<i>*Dollars in Thousands</i>	Agency	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
Operating Funds							
City Tax-Levy Funds	HPD	\$69,678	\$23,351	\$0	\$0	\$0	\$93,029
<i>subtotal</i>		\$69,678	\$23,351	\$0	\$0	\$0	\$93,029
Capital Funds	NYCHA	\$60,857	\$10,000	\$10,000	\$10,000	\$10,000	\$100,857
<i>subtotal</i>		\$60,857	\$10,000	\$10,000	\$10,000	\$10,000	\$100,857
FY18-FY22 Total		\$130,535	\$33,351	\$10,000	\$10,000	\$10,000	\$193,886

Appendices

A: 2018-2022 Operating Plan: All Funds

2018-2022 Operating Plan					
All Funds					
<i>(Dollars in Thousands)</i>					
	2018	2019	2020	2021	2022
Revenues					
Revenue from Operations:					
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
Total Revenue from Operations	1,096,381	1,109,262	1,119,173	1,128,626	1,138,003
Other Revenues					
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 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	989,431	987,610	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
Total 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
Expenditures					
Personnel Service:					
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
Shift Differential	1,070	1,070	1,070	1,070	1,070
Retro	292	292	292	292	292
Fringe	571,884	590,117	609,130	629,203	649,077
Other Salary	13,079	12,626	12,617	12,609	12,601
Total Personnel Service	\$ 1,318,915	\$ 1,331,382	\$ 1,344,204	\$ 1,361,446	\$ 1,379,303
Other Than Personnel Service:					
Leases	\$ 42,422	\$ 43,143	\$ 45,740	\$ 46,461	\$ 47,502
Supplies	66,167	65,150	65,150	64,660	64,170
Equipment	18,000	13,318	12,185	12,145	12,349
Utilities	543,748	551,212	560,639	564,538	564,868
Contracts	305,073	281,496	265,875	248,264	248,351
Debt Services	534	455	376	296	214
Insurance	24,604	56,487	59,900	63,536	67,620
OTPS Other	22,839	18,407	18,417	18,287	18,134
Housing Assistance Payments	984,375	980,517	982,635	981,674	979,469
Total Other Than Personnel Service	\$ 2,007,762	\$ 2,010,185	\$ 2,010,917	\$ 1,999,861	\$ 2,002,676
Total Expenditures	\$ 3,326,677	\$ 3,341,567	\$ 3,355,122	\$ 3,361,307	\$ 3,381,979
Surplus/(Deficit)	\$ 11,975	\$ (28,736)	\$ (29,026)	\$ (27,731)	\$ (14,966)

B: 2018-2022 Operating Plan: General Funds

2018-2022 Operating Plan					
General Funds					
<i>(Dollars in Thousands)</i>					
Revenues	2018	2019	2020	2021	2022
Revenue from Operations:					
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
Total Revenue from Operations	\$ 1,096,381	\$ 1,109,262	\$ 1,119,173	\$ 1,128,626	\$1,138,003
Other Revenues					
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
City Funds	64,697	73,566	75,169	75,550	73,820
Total 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
Expenditures					
Personnel Service:					
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
Shift Differential	1,070	1,070	1,070	1,070	1,070
Retro	292	292	292	292	292
Fringe	547,396	565,135	583,253	602,406	621,369
Other Salary	12,033	12,023	12,014	12,005	11,997
Total Personnel Service	\$ 1,260,156	\$ 1,273,765	\$ 1,285,688	\$ 1,302,184	\$1,319,302
Other Than Personnel Service:					
Leases	\$ 37,331	\$ 37,966	\$ 40,252	\$ 40,886	\$ 41,802
Supplies	63,950	63,949	63,949	63,949	63,949
Equipment	15,004	10,810	9,812	9,776	9,959
Utilities	543,547	551,009	560,434	564,332	564,663
Contracts	295,121	275,447	259,796	243,260	244,044
Debt Services	267	216	166	116	67
Insurance	24,550	56,430	59,841	63,475	67,555
OTPS Other	14,692	14,045	14,067	14,089	14,089
Total Other Than Personnel Service	\$ 994,463	\$ 1,009,872	\$ 1,008,317	\$ 999,884	\$1,006,128
Total Expenditures	\$ 2,254,619	\$ 2,283,637	\$ 2,294,005	\$ 2,302,068	\$2,325,431
Surplus/(Deficit)	\$ (54,329)	\$ (68,836)	\$ (57,835)	\$ (47,711)	\$ (32,193)

C: 2018-2022 Operating Plan: Housing Choicer Voucher

2018-2022 Operating Plan					
Housing Choice Voucher					
<i>(Dollars in Thousands)</i>					
Revenues	2018	2019	2020	2021	2022
Revenue from Operations:					
Tenant Rental Revenue	-	-	-	-	-
Other Revenue from Operations	-	-	-	-	-
Total Revenue from Operations	-	-	-	-	-
Other Revenues					
Other	1,408	1,408	1,408	1,408	1,408
Section 8 Subsidy	1,047,551	1,043,987	1,031,998	1,036,603	1,047,099
Section 8 Admin	74,408	72,256	70,580	68,384	65,737
Total Other Revenues	\$1,123,367	\$1,117,651	\$1,103,986	\$1,106,395	\$1,114,244
Total Revenues	\$1,123,367	\$1,117,651	\$1,103,986	\$1,106,395	\$1,114,244
Expenditures					
Personnel Service:					
Salary F/T	\$ 29,149	\$ 29,149	\$ 29,149	\$ 29,149	\$ 29,149
Seasonal	10	10	10	10	10
Overtime	598	598	598	598	598
Fringe	23,108	23,987	24,858	25,772	26,679
Other Salary	604	604	604	604	604
Total Personnel Service	\$ 53,468	\$ 54,348	\$ 55,219	\$ 56,133	\$ 57,040
Other Than Personnel Service:					
Leases	\$ 5,091	\$ 5,177	\$ 5,489	\$ 5,575	\$ 5,700
Supplies	76	76	76	76	76
Equipment	2,996	2,509	2,373	2,369	2,390
Utilities	201	203	205	205	205
Contracts	16,960	16,501	16,298	15,934	15,464
Insurance	54	56	59	61	64
OTPS Other	2,027	1,887	1,887	1,887	1,887
Housing Assistance Payments	1,042,494	1,036,894	1,041,446	1,042,920	1,043,149
Total Other Than Personnel Service	\$1,069,899	\$1,063,303	\$1,067,833	\$1,069,027	\$1,068,935
Total Expenditures	\$1,123,367	\$1,117,651	\$1,123,052	\$1,125,160	\$1,125,975
Surplus/(Deficit)	\$ -	\$ -	\$ (19,066)	\$ (18,766)	\$ (11,731)

D: 2018-2022 Operating Plan: Categorical Grants

2018-2022 Operating Plan					
Categorical Grants					
<i>(Dollars in Thousands)</i>					
Revenues	2018	2019	2020	2021	2022
Revenue from Operations:					
Tenant Rental Revenue	-	-	-	-	-
Other Revenue from Operations	-	-	-	-	-
Total Revenue from Operations	-	-	-	-	-
Other Revenues					
Federal Subsidies	\$ 3,949	\$ 3,823	\$ 3,804	\$ 3,773	\$ 3,741
Categorical Grants	3,838	1,186	788	288	288
City Funds	78,288	44,276	52,353	41,764	30,406
Total Other Revenues	\$86,075	\$49,285	\$56,945	\$45,825	\$34,435
Total Revenues	\$86,075	\$49,285	\$56,945	\$45,825	\$34,435
Expenditures					
Personnel Service:					
Salary F/T	\$ 2,709	\$ 1,924	\$ 1,928	\$ 1,919	\$ 1,911
Salary P/T	656	298	298	149	-
Overtime	103	52	52	36	20
Fringe	1,380	995	1,019	1,024	1,030
Other Salary	443	-	-	-	-
Total Personnel Service	\$ 5,291	\$ 3,269	\$ 3,297	\$ 3,129	\$ 2,961
Other Than Personnel Service:					
Supplies	2,141	1,125	1,125	635	145
Contracts	5,951	2,077	1,974	825	68
Debt Services	267	239	210	179	147
OTPS Other	6,121	2,475	2,463	2,310	2,158
Total Other Than Personnel Service	\$14,480	\$ 5,916	\$ 5,772	\$ 3,950	\$ 2,518
Total Expenditures	\$19,770	\$ 9,185	\$ 9,070	\$ 7,079	\$ 5,478
Surplus/(Deficit)	\$66,304	\$40,100	\$47,875	\$38,747	\$28,957

E: Fiscal 2018 Mayor’s Management Report Performance Measures

NYCHA Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Rent collection (%)	94.9%	94.9%	93.7%	97.5%	97.5%	94.1%	92.6%
Rent delinquency rate (%)	NA	27.7%	30.0%	*	*	30.0%	32.4%
Average time to resolve emergency service requests (hours)	14.7	13.1	12.1	24	24	11.6	9
Average time to resolve non-emergency service requests (days)	14	14.7	17.5	15	15	17.3	18.8
Average time to resolve heat service requests (hours)	19	17.3	14.9	24	24	17.9	18.7
Average time to resolve elevator outages (hours)	6.5	8.7	9.6	10	10	10.8	9.7
Average outage per elevator per month	0.99	1.13	1.06	1.01	1.01	1.17	1.13
Elevator service uptime	99.0%	98.6%	98.6%	97.0%	97.0%	98.3%	98.5%
Alleged elevator injuries reported to DOB	17	20	11	DOWN	DOWN	6	3
Elevator related fatalities	1	2	0	DOWN	DOWN	0	0
Management cost per dwelling unit (\$)	\$ 893	\$ 875	\$ 950	\$ 875	\$ 875	\$ 863	\$ 903
Average time to prepare vacant apartments (days)	38.2	40.7	45.2	20	20	40.8	44.5
Average turnaround days for vacant apartments	58.1	50	55.1	30	30	49.9	51.6
Crime Rate Year To Date	12	13.2	12.7	*	*	4.5	4.3
Major felony crimes in public housing developments	4,858	5,205	5,084	DOWN	DOWN	1,864	1,739
Active capital projects on schedule (%)	24%	64%	69%	29%	29%	75%	78%
Active capital projects in construction phase on schedule (%)	55%	94%	87%	91%	91%	93%	91%
Apartments vacated	3.9%	4.1%	3.9%	*	*	NA	NA
Occupancy rate (%)	99.5%	99.5%	99.4%	99.2%	99.2%	99.4%	99.4%
Applicants placed in public housing	4,939	4,211	3,834	*	*	1,215	1,389
Homeless applicants placed in housing - Total	NA	2,868	2,841	*	*	1,031	813
NYCHA housing	NA	1,420	1,928	*	*	655	615
Section 8	NA	1,448	913	*	*	376	198
Working families residing in public housing (cumulative) (%)	0	0	0	*	*	NA	NA
Families on Section 8 waiting list ('000)	121	119	148	*	*	150	149
Maximum allowable Section 8 vouchers	99,288	99,621	99,838	*	*	99,861	99,861
Funded Section 8 vouchers	87,332	86,221	85,209	*	*	86,393	85,271
Utilization rate for funded Section 8 vouchers (%)	NA	99%	100%	97%	97%	98%	99%
Funding utilization for Section 8 vouchers (%)	NA	98%	101%	*	*	100%	102%
Section 8 occupied units (vouchers)	86,167	85,224	85,175	87,000	87,000	84,638	84,761
Annual Section 8 inspections	89%	78%	80%	*	*	83%	84%
Annual Section 8 recertifications	97%	98%	98%	*	*	98%	98%
Applicants placed through Section 8 vouchers	892	1,706	2,758	*	*	546	458
Apartments ('000)	178	178	176	*	*	178	176
Number of developments	328	328	326	*	*	328	325
Number of buildings	2,553	2,528	2,442	*	*	2,500	2,440
Residents approved for the Emergency Transfer Program	815	931	1,070	*	*	334	512
Emergency Transfer Program disposition time (days)	48	40	33	45	45	33	30
Initial social service tenant contacts conducted within five days of referral (%)	80%	86%	72%	76%	76%	72%	77%
Referrals to supportive social services rendered to senior residents	70,824	53,763	18,317	*	*	4,384	9,101
NYCHA-operated senior centers	32	15	14	*	*	14	14
Utilization of senior centers (%) ages 60+	145%	116%	160%	85%	85%	131%	137%
Resident job placements - Total	1,084	1,410	3,835	UP	UP	1,476	868
Direct placements	1,084	1,410	2,099	1,593	1,593	781	527
Program and partner placements	NA	NA	1,736	*	*	695	341
Job training programs - ratio of job placements to program graduates (current period)	69%	63%	91%	*	*	NA	NA
Youth placed in jobs through youth employment programs	918	888	1,005	*	*	NA	NA
Completed requests for interpretation	187,871	196,996	189,243	*	*	55,457	45,628
Letters responded to in 14 days (%)	79%	85%	84%	*	*	82%	90%
E-mails responded to in 14 days (%)	88%	83%	78%	*	*	74%	89%
Average wait time to speak with a customer service agent (minutes)	15	13	18	*	*	16	21
CORE facility rating	93	92	95	*	*	NA	NA
Calls answered in 30 seconds (%)	72%	64%	46%	*	*	49%	64%
Number of agency customers surveyed for overall customer satisfaction	33,843	25,764	34,886	*	*	NA	NA
Customers rating service good or better (%) (As applicable)	68%	79%	81%	71%	71%	NA	NA

F: Fiscal 2018 Mayor’s Management Report Performance Measures on the Mayor’s Action Plan for Neighborhood Safety (MAP)

Managing Agency	Performance Indicator	FY16 Actuals	FY17 Actuals	July- Oct 2016 (FY17 Actual)	July- Oct 2017 (FY18 Actual)	FY18 Target
Community Engagement & Programming						
DOP	Participants enrolled in the NextSTEPS youth mentorship program	208	243	279	89	240
DOP	Participants who positively exit the NextSTEPS program	208	147	52	48	144
DYCD	MAP Summer Youth Employment Program (SYEP) participants	1,706	1,816	1,816	2,826	850
CEO	NYCHA youth enrolled in Work Progress Program (WPP)	380	348	71	16	NA
HRA	Individuals connected to benefits	1,459	1,111	425	542	1,000
HRA	Appointments to connect individuals with benefits	2,378	1,798	695	895	2,000
DPR	Kids in Motion program participants across MAP sites	53,597	58,002	58,002	52,301	65,000
DYCD & NYCHA Community Centers	ShapeUp participants across MAP sites	3,781	3,299	731	4,251	3,000
Improved Infrastructure						
NYCHA	Temporary Lights installed	149	55	184	25	15
NYCHA	Permanent lights installed	1,412	3,479	1,603	310	600
NYCHA	Layered access projects completed (repairing and adding additional security to development entry and access points) (# bldgs)	NA	28	22	55	30
NYCHA	Cameras installed (closed circuit television)	988	226	0	200	39
NYCHA	Non-construction scaffolding and shedding removed (feet)	7,104	1,138	223	712	3,896
Networks						
OCDV	Healthy Relationship Academy workshops held	130	180	30	37	100
OCDV	Community outreach events	486	417	139	150	480
DFTA	Grandparent support group participation	923	336	117	234	325
DFTA	Seniors engaged at public events	8,971	10,508	1,983	3,055	6,500
DFTA	Intake meetings to connect senior residents with information, assistance and referrals	79	70	34	51	150

Crime Statistics in the 15 MAP Developments				
	FY17 Actual	July- Oct 2016 (FY17 Actual)	July- Oct 2017 (FY18 Actual)	% Change
Violent crime	544	208	195	(-6%)
Shootings	26	9	5	(-44%)
Total index crimes	756	292	281	(-4%)

G: 2018-2022 Mayoral Investments for NYCHA Boilers

NYCHA FY2018-2022 Boiler Investment			
Boilers			
Number of Developments	Development Name	Funding Source	
1	Morris I	Capital	City
2	Morris II	Capital	City
3	Taft	Capital	City
4	Cypress Hills	Capital	City
5	Farragut	Capital	City
6	Sotomayor Houses	Capital	City
7	Rangel	Capital	City
8	Fiorentino Plaza	Capital	City
9	Long Island Baptist Houses	Capital	City
10	Robinson	Capital	City
Subtotal		\$90,000,000	
Hot Water Systems & Heating Controls		Funding Source	
Number of Developments	Development Name	Funding Source	
1	Morris I	Capital	City
2	Morris II	Capital	City
3	Taft	Capital	City
4	Cypress Hills	Capital	City
5	Farragut	Capital	City
6	Sotomayor Houses	Capital	City
7	Rangel	Capital	City
8	Fiorentino Plaza	Capital	City
9	Long Island Baptist Houses	Capital	City
10	Robinson	Capital	City
11	Astoria	Capital	Federal
12	Baruch Houses Addition	Capital	Federal
13	Baruch	Capital	Federal
14	McKinley	Capital	Federal
15	Melrose	Capital	Federal
16	Pelham Parkway	Capital	Federal
17	Pomonok	Capital	Federal
18	Rutland Towers	Capital	Federal
19	Soundview	Capital	Federal
20	South Beach	Capital	Federal
Subtotal		\$110,000,000	
TOTAL		\$200,000,000	

H: 2018 NYCHA Managed Senior Centers

NYCHA Managed Senior Centers			
Number of Centers	Borough	Development	Council Member
1	Bronx	Highbridge Gardens	Gibson
2	Bronx	Sedgwick	Gibson
3	Bronx	Soundview	Diaz
4	Brooklyn	Brownsville	Ampry-Samuel
5	Brooklyn	Cypress Hills	Barron
6	Brooklyn	Glenmore Plaza	Espinal
7	Brooklyn	Hughes Apartments	Ampry-Samuel
8	Brooklyn	Sumner	Cornegy
9	Manhattan	Lincoln	Ayala
10	Manhattan	Taft	Perkins
11	Manhattan	Wagner	Ayala
12	Queens	Astoria	Constantinides
13	Queens	Baisley Park	Adams
14	Queens	Bland	Koo