

THE COUNCIL OF THE CITY OF NEW YORK

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Hon. Vanessa Gibson
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Report of the Finance Division on the
Fiscal 2020 Preliminary Plan, Fiscal 2020-2029 Ten-Year Capital Strategy, Fiscal 2020
Preliminary Capital Budget, Fiscal 2020 Preliminary Capital Commitment Plan, and the
Fiscal 2019 Preliminary Mayor's Management Report for the

Department of Housing Preservation and Development

March 22, 2019

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Department of Housing Preservation and Development Overview

The Department of Housing Preservation and Development (HPD or the Department) works to maximize the production and preservation of affordable housing for low- and moderate-income families in New York City by enforcing housing quality standards, financing the development and preservation of affordable homes, and ensuring sound management of the City's affordable housing stock.

Program Areas

Housing Operations

Section 8 Programs
Emergency Housing
Management & Disposition



Administration & Development

Administration
Development
Administration Program



Preservation

Anti-Abandonment
Code Enforcement
Emergency Repair

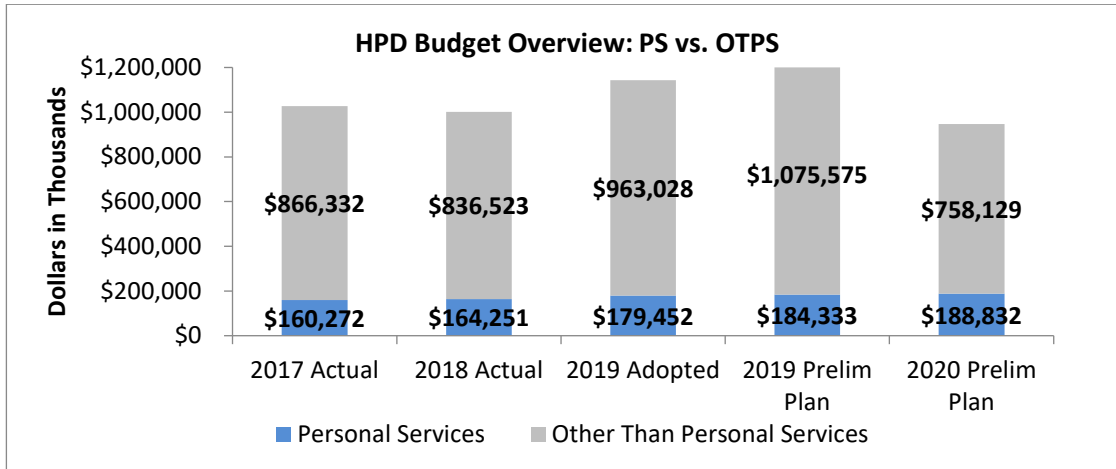


HPD's activities include:

- Enforces compliance with the City's Housing Maintenance Code;
- Resolves housing maintenance code violations;
- Preserves and creates quality affordable housing;
- Manages affordable housing assets including over 5,000 rental and co-op buildings;
- Administers affordable housing programs for over 39,000 low-income tenants;
- Performs inspections and emergency repairs; and
- Initiates cases in Housing Court and seeks legal remedies to correct hazardous conditions.

Fiscal 2020 Preliminary Budget Highlights

The Fiscal 2020 Preliminary Budget for the Department of Housing Preservation and Development totals \$947 million, including \$188.8 million for Personal Services (PS) to support 2,595 full-time employees and \$758.1 million in Other Than Personal Services (OTPS) to support the Department’s affordable housing development pipeline and housing assistance programs.



Highlights of HPD’s Fiscal 2020 Preliminary Budget

The Fiscal 2020 Preliminary Budget includes \$8.5 million for new needs in Fiscal 2020 and a net increase of \$28.5 million in other adjustments. The changes reflected in HPD’s Fiscal 2020 Preliminary Budget are primarily due to: new staffing needs associated with recently launched citywide initiatives; recently enacted legislation; prior year adjustments; and administrative support. The Fiscal 2020 Preliminary Plan includes these key actions outlined below for HPD.

- Housing New York Staff.** City funds of \$2.2 million are added in Fiscal 2020 for the hiring of 30 positions to increase capacity across several programmatic areas related to the Housing New York plan, including 421-a tax exemption compliance and enforcement; post-construction review and conversion to permanent financing; legal staff for increased production volume and transaction complexity; data and analytics support for homeownership initiatives; and technical and planning capacity for special needs housing. The annualized cost of these 30 positions is approximately \$2 million which is baselined through Fiscal 2023.
- LeadFreeNYC.** City funds of \$4.3 million are added in Fiscal 2020 to support internal compliance and audit work related to the LeadFreeNYC citywide initiative. This initiative seeks to eliminate childhood lead exposure citywide by expanding mandates under Local Law 1 of 2004, reducing the amount of lead in paint and dust that triggers remediation and abatement; requiring annual inspections of apartments in one- and two-family homes previously excluded from the City’s lead paint remediation requirements; and increasing compliance and enforcement activities. This funding will support PS costs totaling \$198,000 for a compliance officer and a data analyst and \$4.1 million in OTPS costs related to field audit reviews. The annualized cost of expanding LeadFreeNYC compliance work and related personnel at HPD is \$1.5 million and two positions, which are baselined through Fiscal 2023. An additional 35 staff are dedicated to LeadFreeNYC enforcement and compliance work at HPD, and are supported through federal Community Development Block Grant (CDBG) funds.

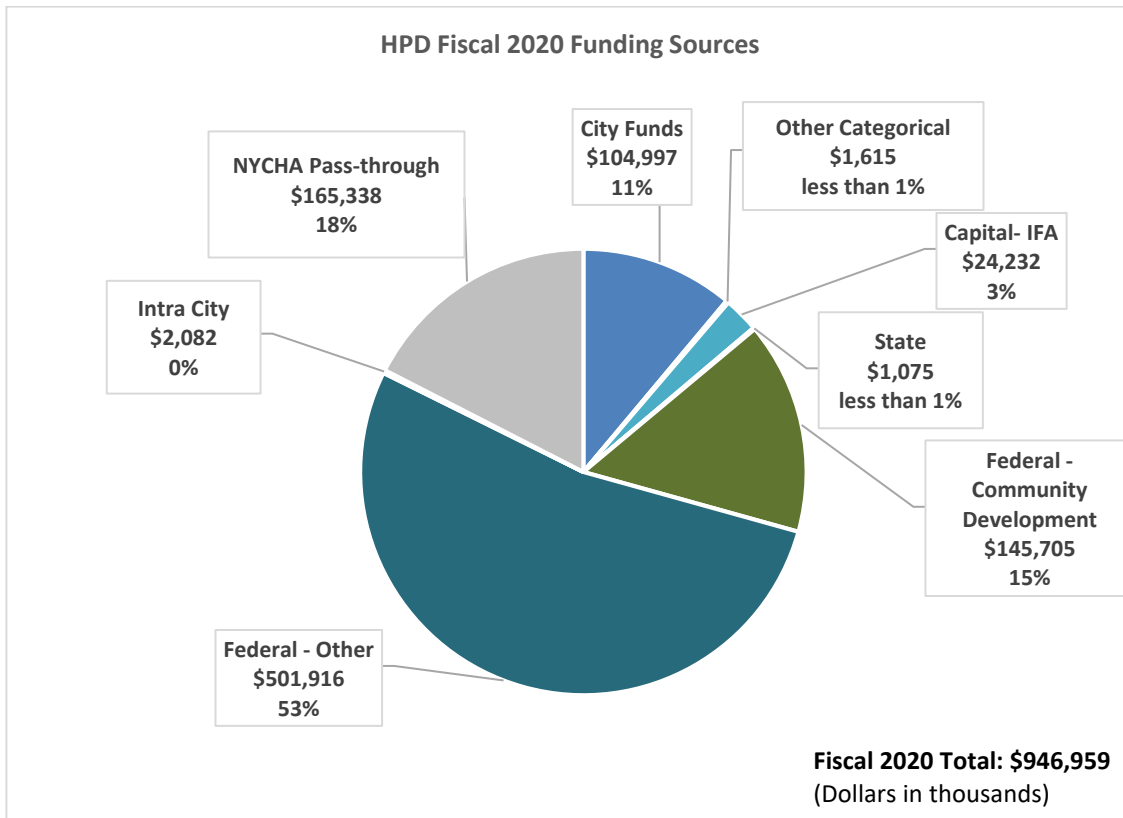
- **Allergens and Pest Staff (Local Law 55).** City funds of \$299,000 are added in Fiscal 2020 for the hiring of one construction project manager, a supervising inspector and a data analyst to support indoor allergen hazards and pest management compliance pursuant to Local Law 55 of 2018. Under the legislation, HPD may issue violations for indoor allergen hazards and dates of correction for such violations. The law also requires HPD to re-inspect new indoor allergen violations to verify the correction of hazardous and immediately hazardous violations. The annualized cost of expanding indoor allergens compliance, inspections and related personnel at HPD is \$299,000 and four positions, which are baselined through Fiscal 2023.
- **Housing Portal Staff (Local Law 64).** City funds of \$230,200 are added in Fiscal 2020 for the hiring of two project managers and one administrative support position to support the creation of an online affordable housing portal and database managed and administered by HPD, pursuant to Local Law 64 of 2018. The annualized cost of the creation of the housing portal and related personnel at HPD is \$230,200 and three positions, which are baselined through Fiscal 2023.
- **Neighborhood Rat Reduction.** City funds of \$3.5 million are added in Fiscal 2019 for OTPS costs related to a neighborhood rat reduction program at 10 NYCHA developments. These developments will receive dry-ice abatement treatments, full-time exterminators, trash bins for residents and new concrete floors. This effort is part of a larger, \$32 million, citywide initiative to reduce the rat population by up to 70 percent in the most infested neighborhoods, including: the Grand Concourse area, Chinatown/East Village/Lower East Side, and Bushwick/Bedford-Stuyvesant. Within the HPD's approximately \$947 million Fiscal 2020 Preliminary Budget, about \$165.3 million, or 18 percent, is set aside for NYCHA. As part of the Fiscal 2019 Adopted Budget a designated unit of appropriation was added to HPD's budget in order to more accurately detail the Department's administration of City tax-levy, State and federal funding to NYCHA.
- **Citywide Savings Program.** HPD will generate budget savings of \$5 million in Fiscal 2019 and \$4.2 million in Fiscal 2020 from additional revenue derived from one-time asset sales and City tax-levy savings related to the Three-Quarter Housing shelter program.
- **Program to Eliminate the Gap.** In addition to budget savings reflected in the Citywide Savings program, HPD will be required to identify and implement a savings target of \$2.1 million by the release of the Fiscal 2020 Executive Financial Plan pursuant to the Administration's recently announced Program to Eliminate the Gap (PEG). This represents about one percent of the agency's City-funded budget and less than one percent of the Administration's total proposed PEG target of \$544.6 million across all City agencies.
- **Capital Budget.** The Fiscal 2020 Preliminary Capital Commitment Plan includes \$6.1 billion in Fiscal 2019-2023 for HPD (including \$5.9 billion in City funds and \$162 million in Non-City funds). The Department's Preliminary Commitment Plan for Fiscal 2019-2023 is only \$2.1 million, or less than one percent, greater than the amount scheduled in the Adopted Capital Commitment Plan.
- **Preliminary Ten-Year Capital Strategy.** The Preliminary Ten-Year Capital Strategy provides \$9.9 billion for HPD in support of its capital program goals for Fiscal 2020-2029, including \$9.6 billion in City funds and \$320 million in Non-City funds. In addition to these funds, HPD leverages City capital resources to generate substantial private equity that does not flow through the City's budget.

Financial Plan Summary

HPD Financial Summary						
<i>Dollars in Thousands</i>						
	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19 - FY20
Spending						
Personal Services	\$160,272	\$164,251	\$179,452	\$184,333	\$188,832	\$9,380
Other Than Personal Services	866,332	836,523	963,028	1,075,575	758,129	(204,900)
TOTAL	\$1,026,604	\$1,000,774	\$1,142,480	\$1,259,908	\$946,960	(\$195,520)
Budget by Program Area						
Administration	\$50,148	\$46,085	\$48,690	\$50,017	\$49,990	\$1,300
Administration Program	53,488	35,180	286,878	333,386	186,530	(100,348)
Development	265,569	260,310	114,631	172,055	28,848	(85,783)
Housing Operations - Section 8 Programs	493,400	502,298	498,669	499,065	497,103	(1,566)
Housing Operations- Emergency Housing	35,895	31,129	35,707	41,181	31,451	(4,255)
Housing Operations- Mgmt & Disposition	24,734	25,290	33,451	34,777	31,184	(2,268)
Preservation - Anti-Abandonment	7,964	7,291	8,368	9,440	3,854	(4,515)
Preservation - Code Enforcement	32,161	32,446	36,604	38,903	36,503	(101)
Preservation - Emergency Repair	22,077	23,257	29,735	28,205	36,342	6,607
Preservation - Lead Paint	13,656	13,169	13,807	15,743	15,078	1,271
Preservation - Other Agency Services	27,512	24,319	35,940	37,137	30,078	(5,862)
TOTAL	\$1,026,604	\$1,000,774	\$1,142,480	\$1,259,908	\$946,960	(\$195,520)
Funding						
City Funds	\$122,012	\$66,469	\$245,184	\$230,532	\$219,253	(\$25,931)
Other Categorical	16,564	29,953	2,034	13,521	1,615	(420)
Capital- IFA	19,394	19,542	23,207	23,805	24,232	1,025
State	784	8,987	4,467	4,467	1,468	(2,999)
Federal - Community Development	354,568	358,903	360,293	463,260	196,394	(163,899)
Federal - Other	510,276	513,421	505,290	521,905	501,916	(3,375)
Intra-City	3,005	3,499	2,004	2,418	2,082	78
TOTAL	\$1,026,604	\$1,000,774	\$1,142,480	\$1,259,908	\$946,960	(\$195,520)
Budgeted Headcount						
Full-Time Positions - Civilian	2,252	2,273	2,548	2,601	2,595	47
TOTAL	2,252	2,273	2,548	2,601	2,595	47

**The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

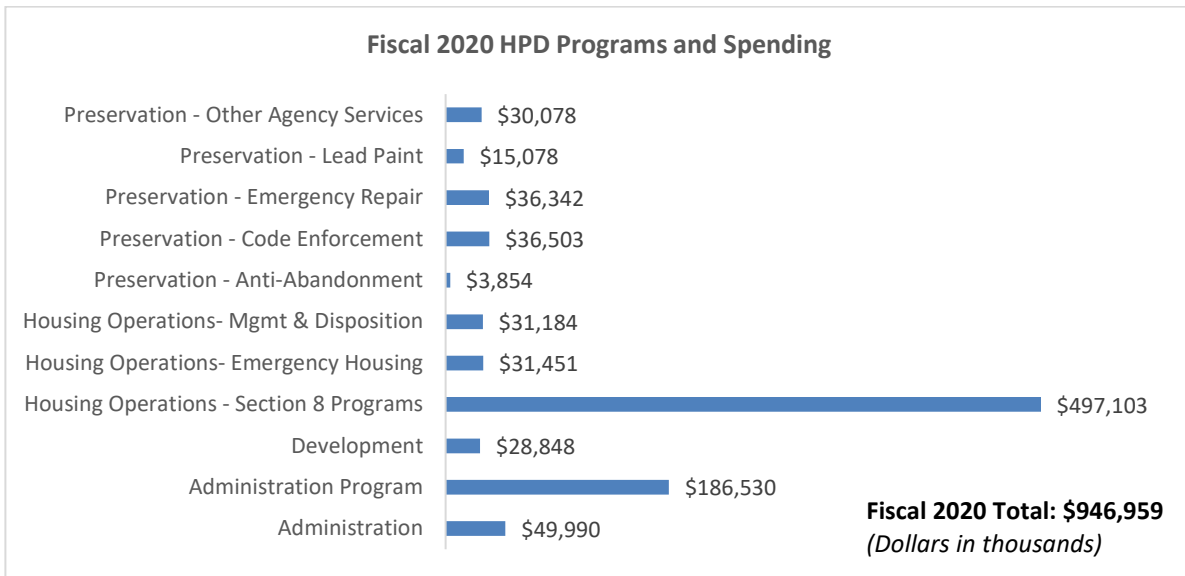
The Department's Fiscal 2020 Preliminary Budget totals approximately \$947 million (of which only \$219.3 million, or 23 percent, is comprised of City funds); this represents approximately one percent of the City's Budget totaling \$92.2 billion. The Department's Fiscal 2020 Preliminary Budget is \$195.5 million or 17 percent less than the Fiscal 2019 Adopted Budget of \$1.1 billion. Because the City's fiscal year and the state and federal fiscal years do not coincide, HPD reports only baseline funding and grants that it anticipates from the other two branches of government at the beginning of each year and makes adjustments as additional funds are received. Therefore, program areas that are primarily funded through non-City sources might align with amounts reflected in the Fiscal 2019 Adopted Budget once the agency can confirm these allocations.



HPD is primarily funded through federal grants and receives only about 15 percent of its total funding from City sources. This means that most of HPD’s funding comes with federal spending restrictions that limit the agency’s flexibility to make programmatic decisions and future funding levels are highly uncertain and dependent on the political climate in Washington. As shown in the chart above, federal funds totaling \$647.6 million comprise 68 percent of HPD’s total expense budget in Fiscal 2020. The Fiscal 2020 Preliminary Plan provides \$454 million to support the Section 8 program, the largest federally funded program administered by HPD. The second largest funding source, CDBG funds, are also federally sourced, and at \$145.7 million represents 15 percent of the agency’s budget for Fiscal 2020. Within HPD’s approximately \$947 million Fiscal 2020 Preliminary Budget, about \$165.3 million, or 18 percent, is set aside for NYCHA. The allocation for NYCHA includes several funding sources, including: \$114.3 million in City tax-levy; \$50.7 million in federal CDBG funds, and \$393,000 in State funds. The remaining \$781.6 million is for HPD programs and operations.

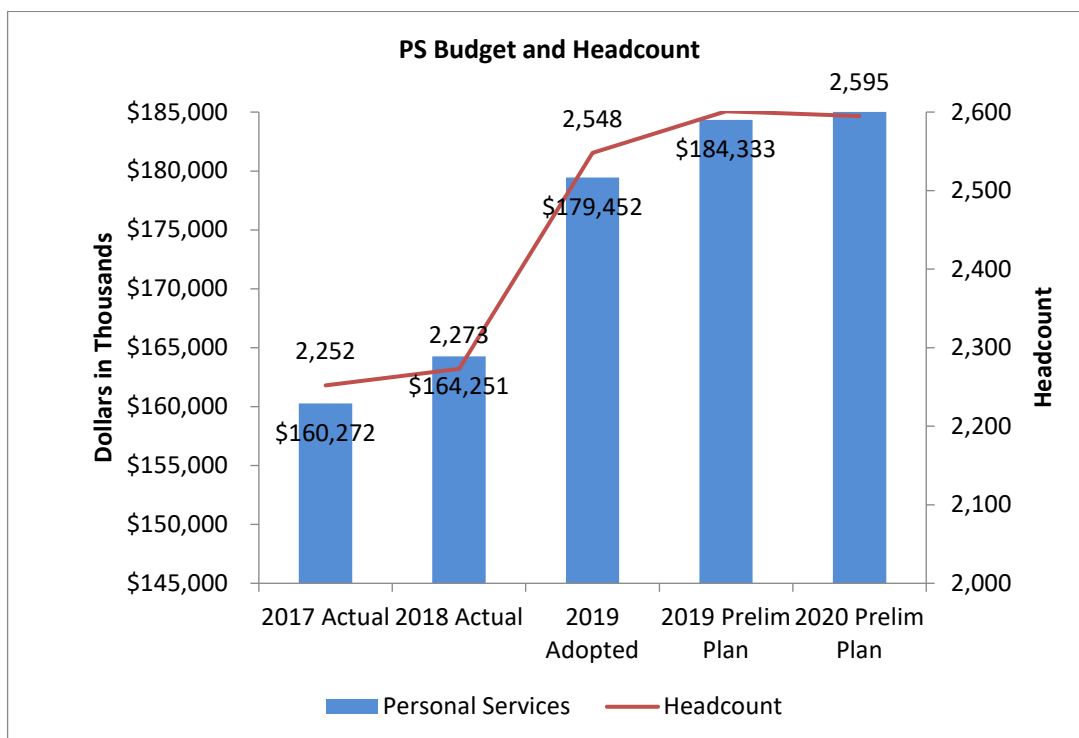
Programs and Spending

The following chart displays the budgets for the 11 program areas as a percentage or portion of HPD’s Fiscal 2020 Preliminary Budget. Each program area is a portion of HPD’s budget that includes all of the funding and headcount related to a particular program, function, or fund type. The program area budget is intended to provide a more accurate view of the types of services that HPD provides rather than the way it is presented in the City’s Budget, which categorizes the Department’s budget into eight generic units of appropriation.



HPD’s program areas can be categorized into three major buckets: Preservation; Administration & Development; and Housing Operations. Of these categories, Housing Operations, which includes federal funding for the Section 8 program, accounts for 59 percent of the Department’s total Fiscal 2020 Budget. This federally funded program assists low-income families in obtaining affordable housing in the private market by providing rental subsidies to landlords on behalf of eligible participants. As of December 2018, HPD administers approximately 39,623 Section 8 vouchers and the average subsidy per voucher holder totals \$1,036 per month. The Administration program area is the second largest program area and accounts for 20 percent of HPD’s total Fiscal 2020 Budget. The majority of this funding is dedicated primarily to administrative functions and not service related.

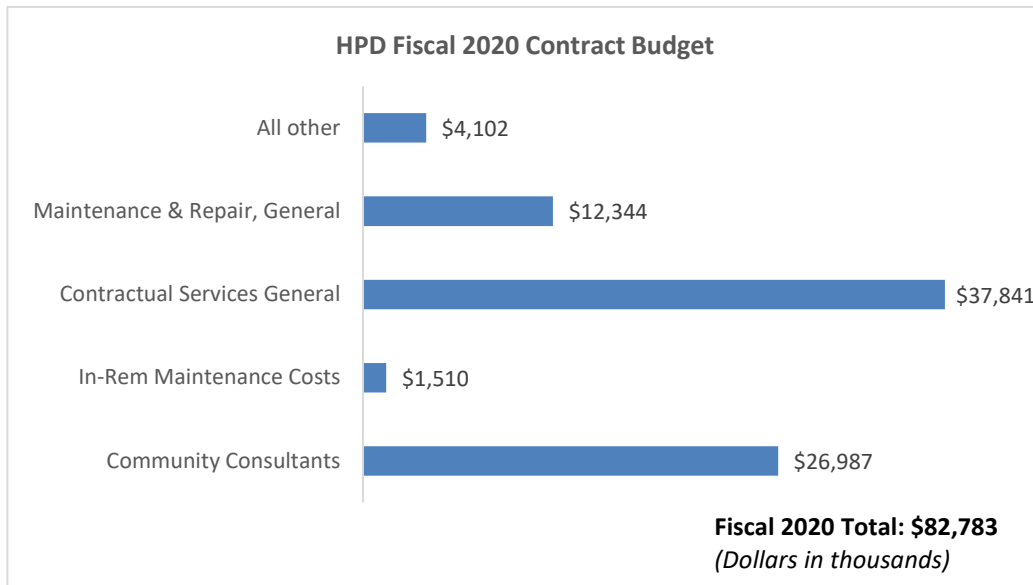
Headcount



The Department’s Fiscal 2020 Preliminary Budget provides for 2,595 full-time positions across its 11 program areas. As of December 2018, the Department was operating with a 10 percent staff vacancy rate. The Administration Division is the largest with 492 budgeted positions, which comprise 19 percent of the Department’s entire staff. Budgeted headcount is impacted by multiple financial plan actions including, new needs, inter-fund agreements, functional transfers, PEGs, and technical adjustments that eliminate vacant budgeted positions while maintaining funding levels.

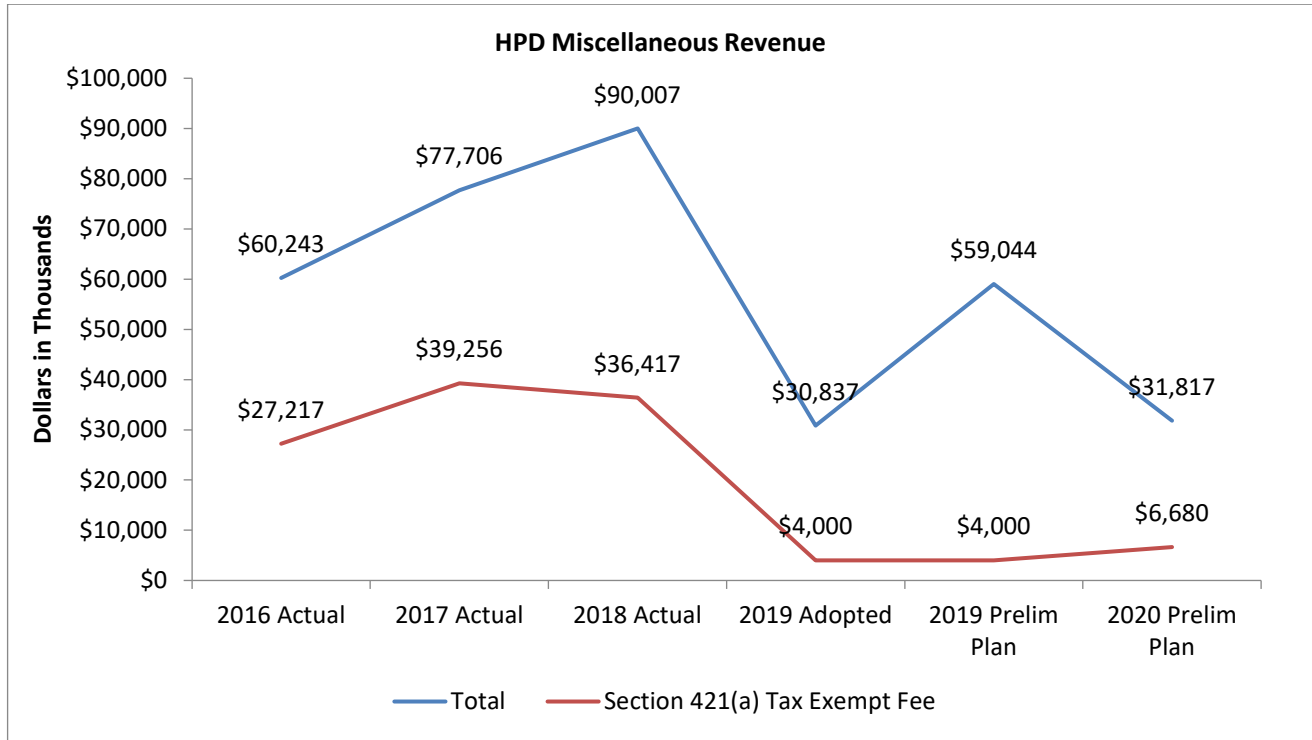
Contract Budget

The New York City Charter mandates the preparation of a Contract Budget to identify expenditures for contractual services, which are defined as any technical, consultant or personnel service provided to the City by means of a contract. The Contract Budget is actually a subset of the OTPS portion of the City’s Expense Budget. The Administration prepares a Contract Budget twice each fiscal year. The Fiscal 2020 Preliminary Contract Budget totals \$15.9 billion for procurement expenditures across all City agencies, a decrease of \$708.5 million when compared to the Fiscal 2019 Adopted Budget of \$16.6 billion.



HPD’s Fiscal 2020 Contract Budget totals \$82.8 million comprised of 208 contracts accounting for 11 percent of the Department’s OTPS budget. Contracts for general services comprise a substantial portion (46 percent) of the Department’s total contract budget, which support citywide housing and development programs including: emergency housing repair and maintenance; code enforcement; and management of City-owned properties. Contracts related to Council-funded Community Consultant Contracts total approximately \$27 million across 82 contracts.

Miscellaneous Revenue

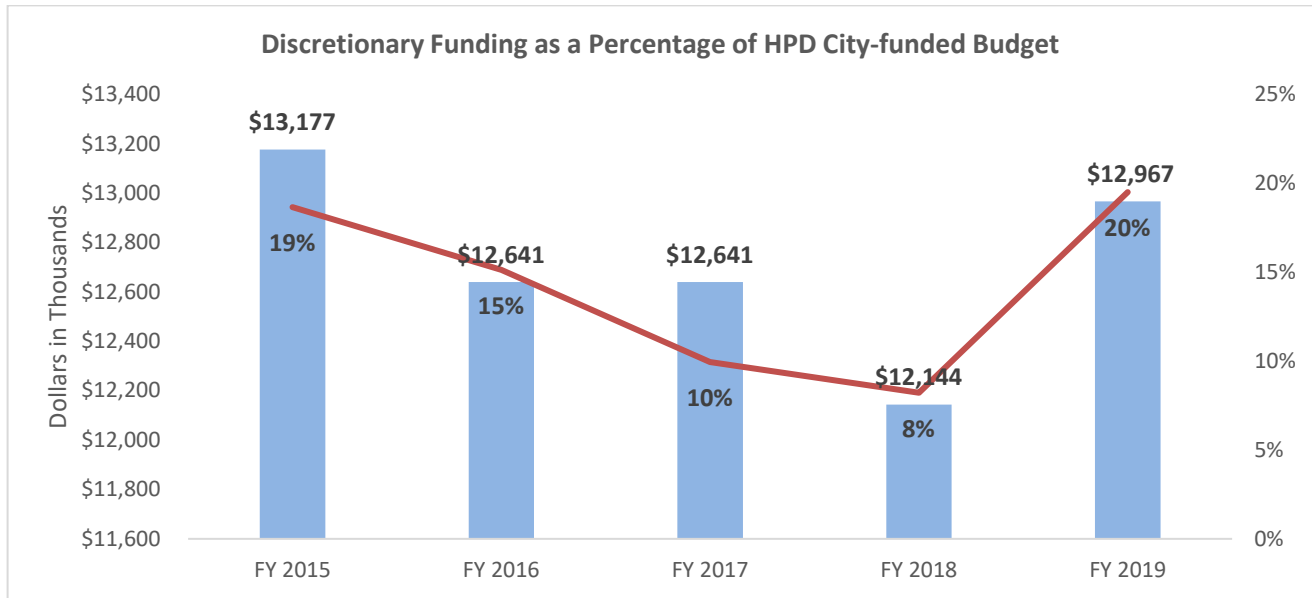


HPD collects revenue from the issuance of licenses and permits, charges for services such as tax exemption fees, inspection fees, tax credit fees; and from fines from housing court and heat and hot water violations. The chart above shows the Department’s major miscellaneous revenue sources. In 2018, revenue generated from the Section 421(a) Tax Exempt Fee totaled \$36.4 million, or 40 percent of the Department’s total miscellaneous revenue. The Fiscal 2020 Preliminary Budget projects that the Department will generate Miscellaneous Revenue totaling \$31.8 million in Fiscal 2020, which is significantly lower than actual collection rates from 2016 to 2018. Because revenue generated from fees collected from the Section 421(a) tax exemption is non-reoccurring revenue, amounts can vary significantly from year to year. Miscellaneous revenue generated by the Department contributes to the City’s General Fund and therefore is not a dedicated funding source for the Department.

Council Initiatives

In Fiscal 2019, the City Council provided approximately \$13 million to HPD’s annual operating budget. Most of this funding, about \$12 million is allocated to local community-based organizations which are tasked with carrying out the goals of the Council’s housing initiatives, including tenant advocacy and education, code enforcement advocacy, housing court assistance, and other housing-related public education. The remaining amount of \$195,000 was allocated directly to HPD to support a recently created financial empowerment program for New Yorkers looking to rent housing, and about \$804,500 was allocated to the New York City Housing Authority (NYCHA) for various residential programs. Since 2015, on average, Council discretionary funds have comprised about 14 percent of HPD’s City tax-levy budget. Because HPD is primarily funded through federal grants, most of HPD’s funding comes with federal spending restrictions that limit the agency’s flexibility to make programmatic decisions. As such, Council funds provide additional support for HPD operations and programs. The chart below provides a breakdown of Council discretionary funding as a portion of

HPD’s City-funded budget from Fiscal 2015 to Fiscal 2019. Council funding includes citywide housing initiatives, as well as local discretionary funding.



Federal & State Issues

Federal Funding Outlook

The Fiscal 2020 Preliminary Plan provides \$647.6 million in federal funds for HPD administered programs, which comprises 68 percent of the agency’s budget. The Federal Fiscal Year 2019 spending bill for the U.S. Department of Housing and Urban Development (HUD), increased funding for housing programs nationwide by \$1.5 billion compared to the previous year and provides level funding for HPD administered programs, including Section 8, CDBG, and HOME funding. Although, future federal funding levels remain uncertain, on March 11, 2019, the White House Office of Management and Budget released the President’s Federal Fiscal Year 2020 Budget Request. This budget request includes \$44.1 billion for HUD, which reflects a 16.4 percent decrease in funding for housing programs nationwide compared to current funding levels. Several housing programs administered by HPD would be significantly reduced or eliminated, including the CDBG Program (\$150 million) and HOME funding (\$7.8 million). In addition, funding for the Section 8 program would be reduced by \$354 million. However, 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 September 30, 2019, as such, any negative funding impacts to New York City’s housing programs are not yet known.

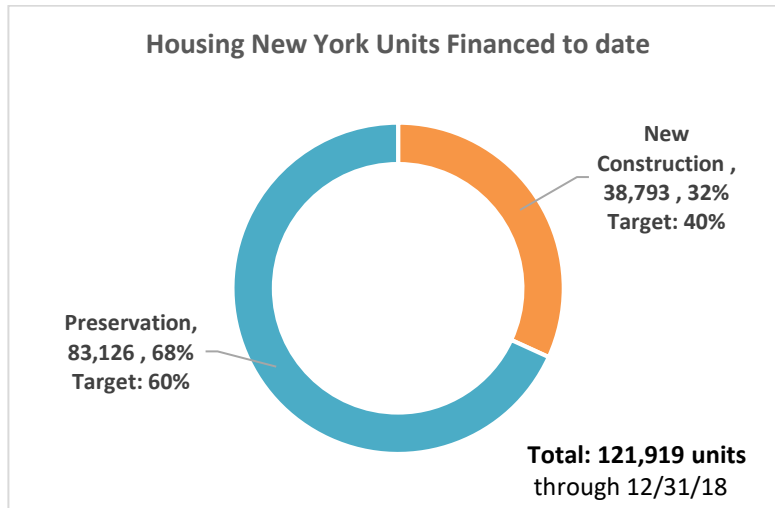
State Budget Proposals

The Fiscal 2020 State Executive Budget, released on January 15, 2019, introduced several housing related proposals, including major rent regulation reforms, eliminating vacancy decontrol, repealing preferential rent, and limiting building and apartment improvement charges, limiting security deposits to a maximum of one month’s rent, among other initiatives. If these proposals are passed in the current State legislative session, they would have a discernable impact on the administration of housing programs citywide, although these impacts are not yet known.

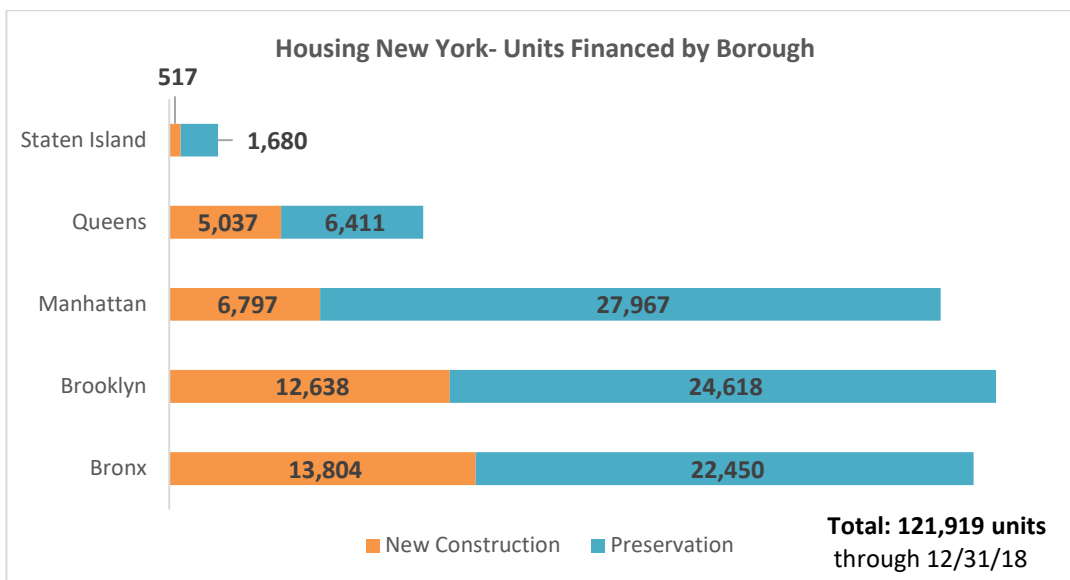
Other Issues

Housing New York Update

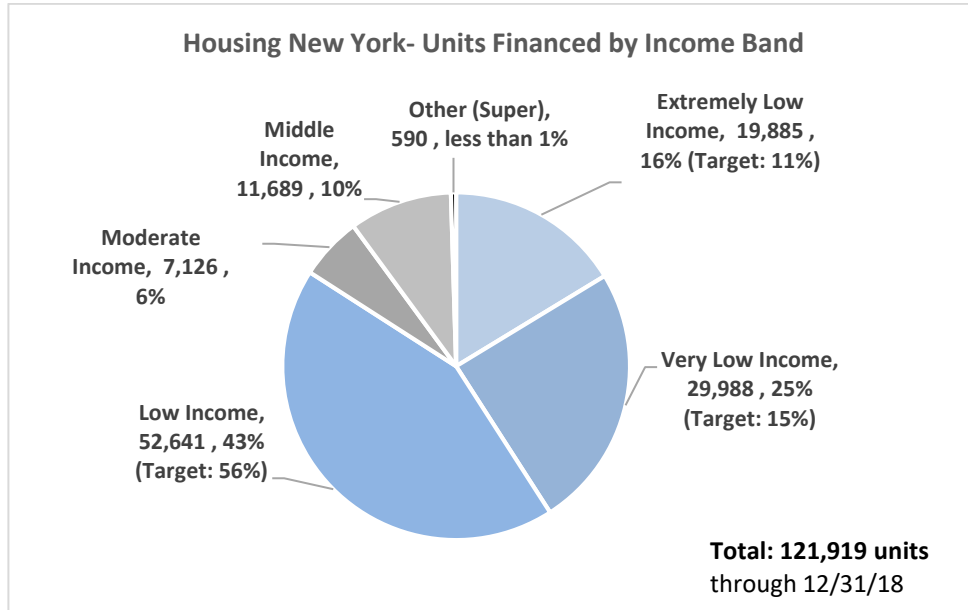
From January 1, 2014 to December 31, 2018, the City financed the creation or preservation of 121,919 affordable housing units across New York City, including 38,793 newly constructed units and the preservation of over 83,125 units. The total development costs for all units financed between January 2014 and December 2018 was \$28.1 billion, including \$5.1 billion in city subsidies, \$2.1 billion in other public subsidies and about \$21 billion in private sources. As of December 2018, the number of preservation starts under the Housing New York (HNY) plan has exceeded the target of 60 percent of all housing units financed under the plan, while the number of newly constructed units has fallen short of the plan’s 40 percent target.



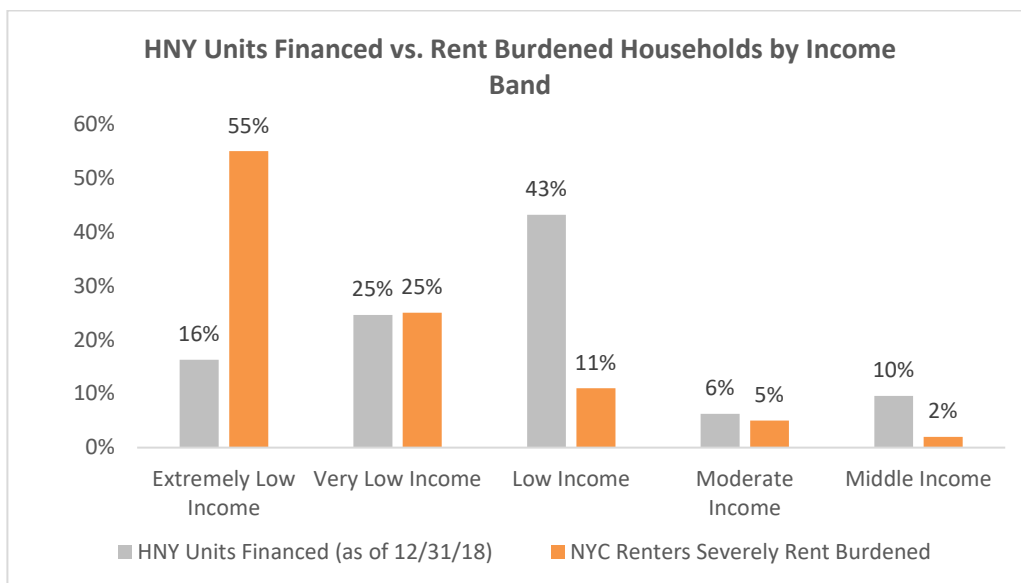
Of the 121,919 affordable housing units preserved or constructed to date, about 37,250 units, or 31 percent, are located in Brooklyn, about 36,250 units, or 30 percent, are located in the Bronx, about 34,750 units, or 29 percent, are located in Manhattan, and the remaining 11 percent of units are located in Queens and Staten Island.



Of the 121,919 affordable housing units preserved or constructed to date, 19,885 units, or 16 percent, are provided for extremely low-income households earning up to 30 percent of the area median income (AMI) or about \$28,170 annually; this is more than the Administration’s target of 10.5 percent for this category of units over the life of the housing plan. About 30,000 units, or 25 percent, of the units financed to date are provided for very low-income households earning up to \$46,950 annually; this is more than the Administration’s target of 15 percent for this category of units over the life of the housing plan. About 52,640 units, or 43 percent, of the units financed to date are provided for low income households earning up to \$75,120 annually; this is below the Administration’s target of 56 percent for this category of units over the life of the housing plan.

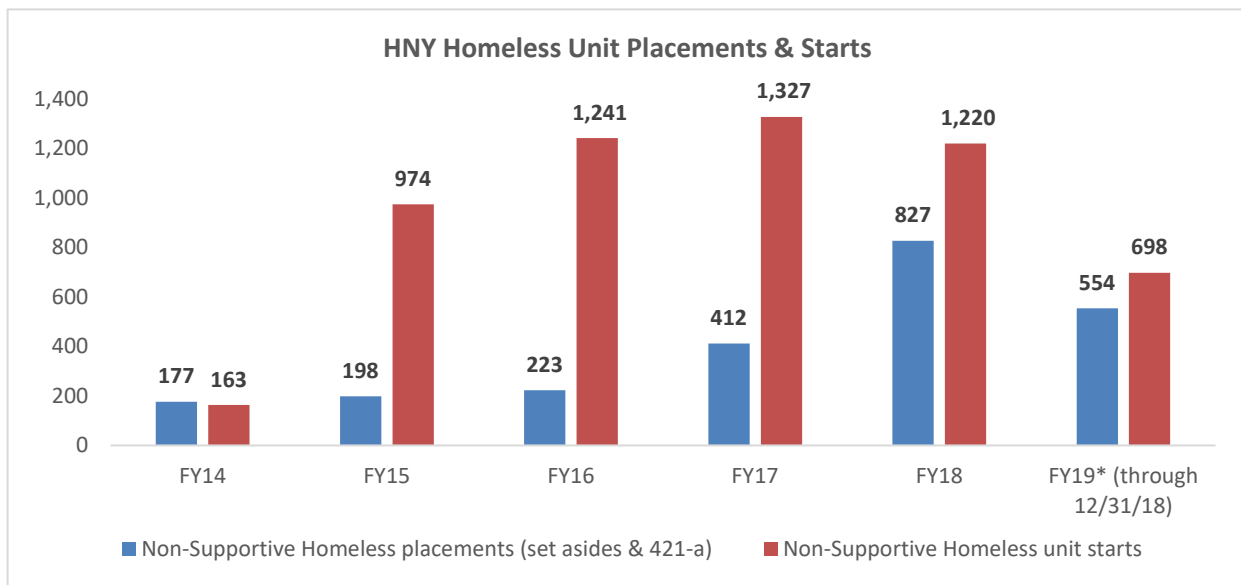


Although the Administration is currently exceeding its current housing production targets for units affordable to extremely low income and very low income households, recent data from the American Community Survey demonstrates that these targets are not aligned with the percentage of New York City renters that are severely rent burdened, defined as households that pay at least 50 percent of income in rent.



Housing New York- Homeless Placements

As the City’s spending on shelter continues its sharp rise, the Council has continuously pushed the Administration to prioritize permanent housing solutions over homeless shelter spending. Of the 300,000 housing units the Administration is aiming to create or preserve under Housing New York by 2026, just five percent, or 15,000 units, of the overall goal will be made available for homeless households. Currently, 60,500 men, women, and children sleep in a homeless shelter each night. The shelter population has hovered at unprecedented levels for the past several years due to a chronic shortage of affordable housing, rising rents, stagnant wage growth, and other economic factors and market forces. From January 2014 to December 2018, the City financed the preservation and creation of 5,623 non-supportive homeless units, including the construction of 1,904 non-supportive homeless units and the preservation of 3,719 units. During this same timeframe, the City placed 2,391 homeless households in housing, including homeless set asides and 421-a homeless preference units.



HPD Homeless Starts- Primary Financing Programs	Homeless Unit Starts (FY14-19)
HUD Multi-Family Program	1,441
LIHTC Year 15	1,399
Extremely Low & Low-Income Affordability (ELLA)	862
Participation Loan Program	522
Senior Affordable Rental Apartments (SARA)	421
Multi-family Rental- Mix and Match	260
Housing Preservation Opportunities	165
Supportive Housing - New Construction	156
Low Income Rental	134
Other Programs	263
Total Units	5,623

Most of HPD’s development programs either require or financially incentivize the construction and preservation of homeless set aside units as part of the development project. Of the 5,623 non-supportive homeless units financed to date, 2,840 units, or about 50 percent, were financed using the HUD Multi-Family program or LIHTC Year 15 term sheets. Additional financing programs are outlined in the table to the left.

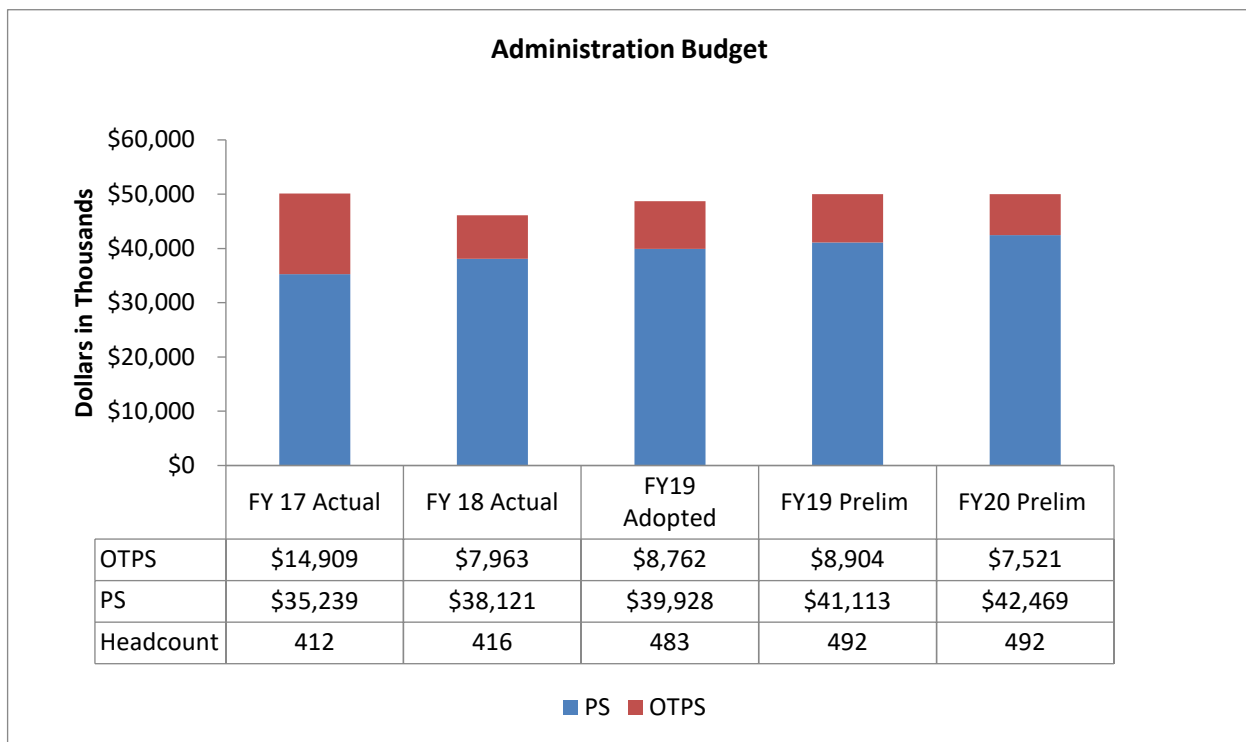
Program Areas

The following figures display the budgets for each of the 11 program areas for the Department from Fiscal 2017 actual spending through the Fiscal 2020 Preliminary Budget followed by funding source summaries. Each program area is a portion of HPD’s budget that includes all of the funding and headcount related to a particular program, function, or fund type. The program area budget is intended to provide a more accurate view of the HPD’s budget than is presented in the City’s Budget, which categorizes the Department’s budget into eight units of appropriation (U/As). Appendix D shows a crosswalk between the Program Budget and the units of appropriation.

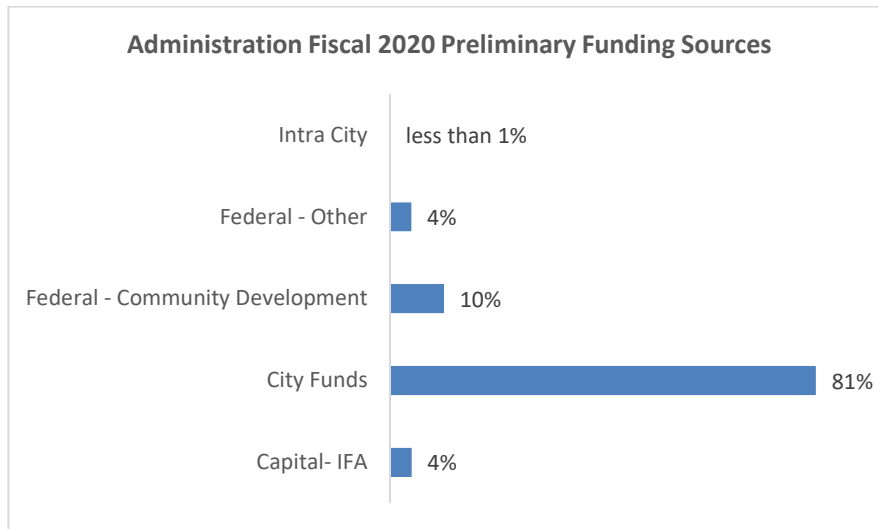
HPD is organizationally split into the following 11 Program Areas.

Administration

The Administration program area budget serves all the other agency program areas.



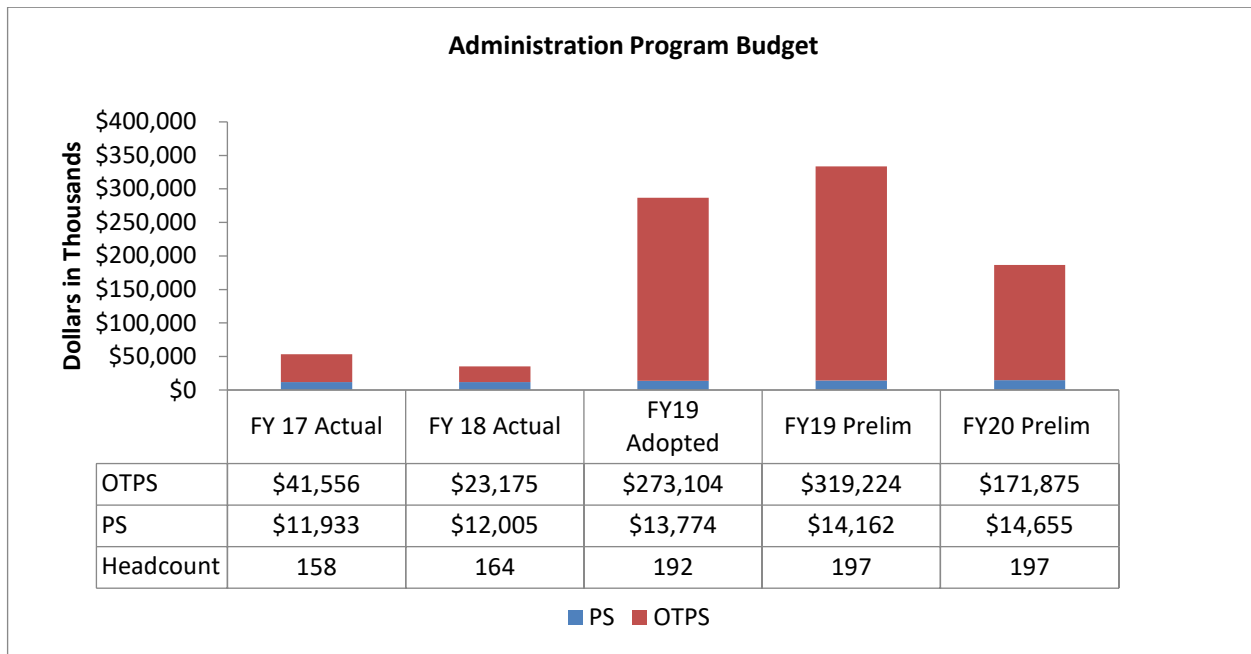
The Administration budget for Fiscal 2020 totals approximately \$50 million and includes \$42.5 million in Personal Services funding to support 492 full-time positions. Administration is the Department’s largest division accounting for about 19 percent of HPD’s entire staff. In the Fiscal 2020 Preliminary Budget, the Administration budget will increase by approximately \$1.3 million, from \$48.7 million in the Fiscal 2019 Adopted Budget to approximately \$50 million. This is primarily due to the budget realignment of OTPS expenses.



This program area is almost entirely funded by City tax-levy funds. As of the Fiscal 2020 Preliminary Budget, included for Administration was \$7.2 million in federal funding. Of this funding, \$5.2 million can be attributed to federal CDBG funds.

Administration Program

This program area budget covers agency functions which are primarily administrative and not service related.



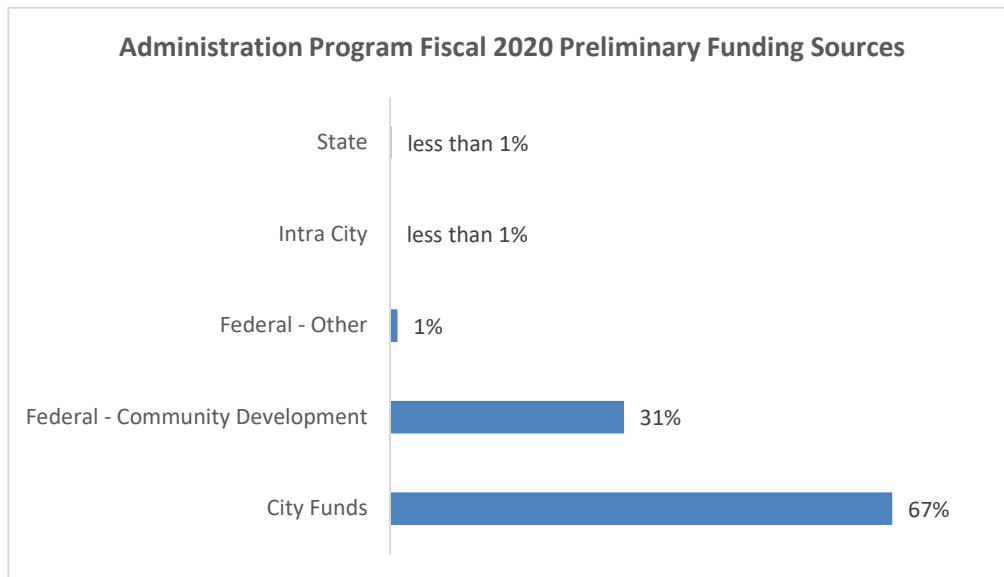
The Administration Program budget for Fiscal 2020 totals \$186.5 million and includes \$14.7 million in Personal Services funding to support 197 full-time positions. In the Fiscal 2020 Preliminary Budget, the Administration Program area budget will decrease by approximately \$100.3 million from \$286.9 million in the Fiscal 2019 Adopted Budget to \$186.5 million. This is primarily due to the budget realignment of OTPS expenses that are not yet baselined.

PMMR Highlights

The indicators below measure efficiencies and effectiveness of the Administration division at HPD.

Customer Service Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
E-mails responded to in 14 days (%)	55%	67%	67%	58%	58%	64%	52%
Letters responded to in 14 days (%)	53%	45%	49%	52%	52%	48%	36%
Average customer in-person wait time (minutes)	27	19	15	29	29	NA	NA
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	83%	89%	86%	95%	95%	NA	NA
Completed customer requests for interpretation	1,202	969	93	85	85	NA	NA
CORE customer experience rating (0-100)	97	98	93	85	85	NA	NA

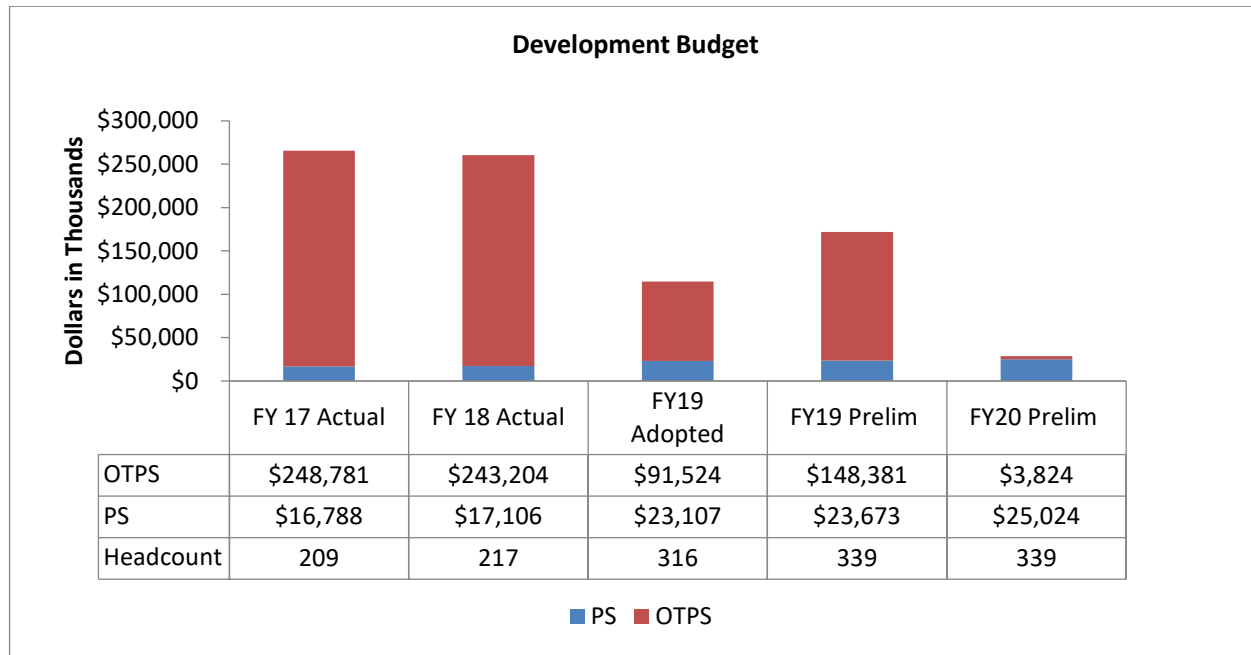
- The number of emails responded to decreased by about 12 percent in the first four months of Fiscal 2019, from 64 percent during the first four months of 2018 to 52 percent; this is below the agency’s performance target of 58 percent.
- The number of letters responded to decreased by eight percent in the first four months of Fiscal 2019 compared to the first four months of Fiscal 2018.
- While the budgeted headcount for the Administration program area budget has remained relatively flat, the Fiscal 2020 Preliminary Plan provides about \$880,000 in funds for five additional administrative support positions.



The Administration program area budget is largely supported by City tax-levy funds. As of the Fiscal 2020 Preliminary Budget, included for the Administration Program area was \$60.4 million in federal funding. Federal CDBG funds are the second largest support of operating funds for Administration Program comprising about \$58.5 million, or 31 percent of funding in the program area.

Development

This program area budget provides funding for development related initiatives in the production and/or rehabilitation of residential projects citywide. HPD works to identify privately-owned sites suitable for housing development, facilitates the procurement of funds for property acquisition, collaborates with other agencies with land and buildings suitable for housing development, and creates the appropriate programs and policies to facilitate housing development.



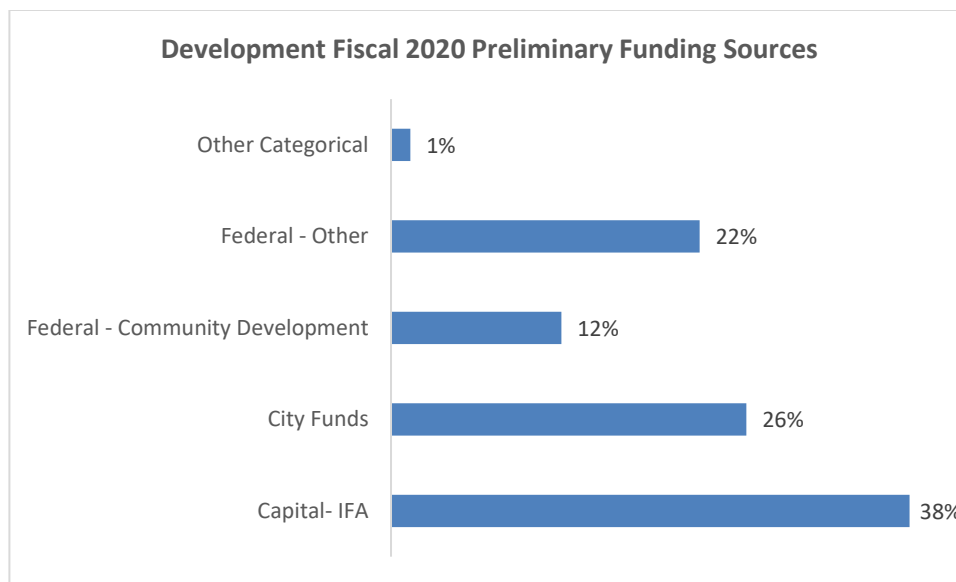
The Development program budget for Fiscal 2020 totals \$28.8 million, and includes \$25 million in Personal Services funding to support 339 full-time positions. In the Fiscal 2020 Preliminary Budget, the Development program area budget will decrease by approximately \$85.8 million from \$286.9 million in the Fiscal 2019 Adopted Budget to \$28.8 million. The decrease is largely due to the agency spending down the Community Development Block Grant Disaster Recovery (CDBG-DR) funds and a decrease in miscellaneous charges in the OTPS budget that are not baselined.

PMMR Highlights

The indicators below measure efficiencies and effectiveness of the Development division at HPD.

HPD Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Total housing starts under Housing New York (HNY) (units)	23,610	24,332	32,203	25,000	25,000	3,019	2,285
– New construction starts	6,297	7,744	9,227	10,000	10,000	375	924
– Preservation starts	17,313	16,588	22,976	15,000	15,000	2,644	1,361
HNY units started for homeless individuals and families	1,907	2,625	2,264	2,400	2,400	120	386
HNY units started for senior individuals and families	1,365	929	1,888	2,000	2,000	268	92
Total housing completions (New Housing Marketplace Plan and HNY) (units)	20,702	23,673	26,189	18,120	18,787	6,092	4,449
– New construction completions	4,483	5,713	5,857	5,500	5,900	2,122	2,900
– Preservation completions	16,219	17,960	20,332	12,620	12,887	3,970	1,549
Housing New York units started – Extremely low income (0-30% AMI)	3,885	4,014	6,126	*	*	326	659
Housing New York units started – Very low income (31%-50% AMI)	2,979	6,444	12,240	*	*	799	531

- The number of total housing starts under HNY decreased by 734 units from 3,019 to 2,285 during the Fiscal 2019 reporting period. Although, HPD exceeded its targeted housing starts by over 7,000 units in Fiscal 2018.
- The number of HNY units started for extremely low-income households increased by 333 during the Fiscal 2019 reporting period. While the number of HNY units started for very low-income households decreased by 268 during the Fiscal 2019 reporting period.
- The Fiscal 2020 Preliminary Plan provides about \$1.9 million City funds in Fiscal 2020 for the hiring of 20 positions within the Development program area to increase capacity across this program area in relation to the Housing New York Plan.



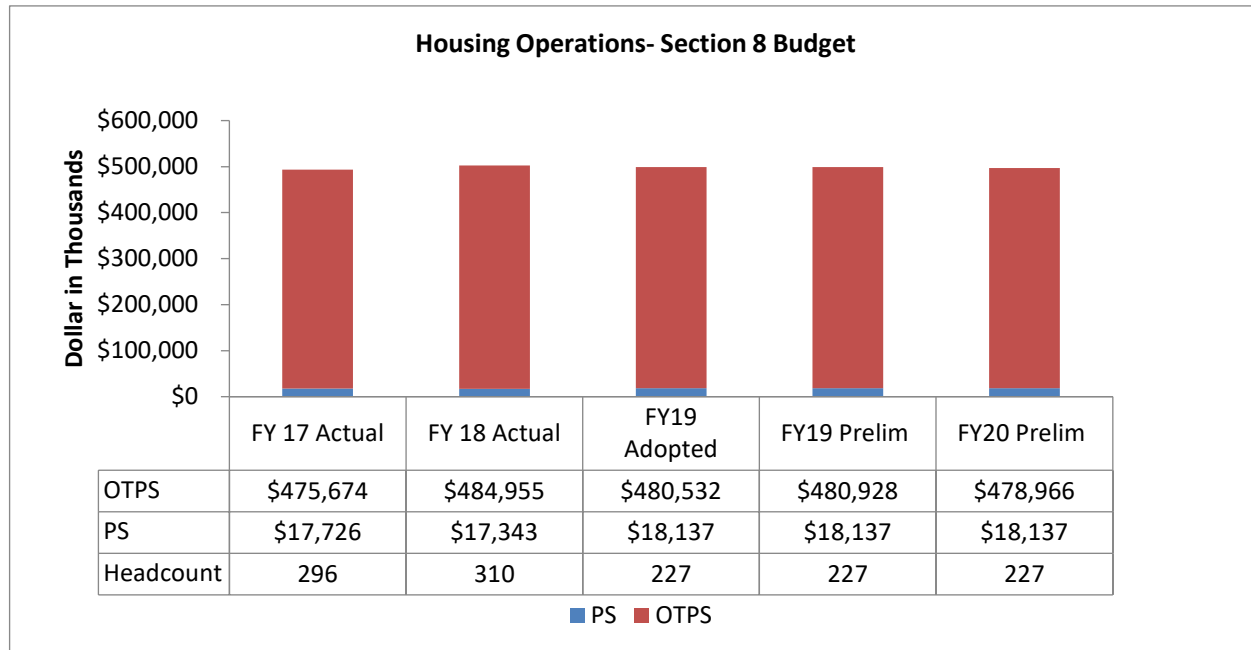
The primary source of funding for the Development program area budget is Capital-IFA funds, which comprises 38 percent of the program operations. City tax-levy funds are the second largest source of operating support for this program area comprising about \$7.5 million, or 26 percent of funding for management and disposition operations. As of the Fiscal 2020 Preliminary Budget, the Development program has recognized \$10 million in federal funding. Of this funding, \$6.5 million, or 22 percent, is comprised of federal categorical grants.

Housing Operations- Section 8 Programs

The Housing Operations- Section 8 Programs budget includes federal funding for the Section 8 program, which provides rental subsidies to low-income households. The bulk of the rental subsidies are Section 8 vouchers and project-based Section 8, although HPD also handles Shelter Plus Care funding and other rental subsidies targeted to homeless individuals and households. HPD generally targets its Section 8 assistance to specific categories of New Yorkers, including:

- Homeless households;
- Households that are residing in a building owned by the City which is in need of substantial renovation, in which case the voucher will be issued to allow the applicant to locate permanent, alternate housing; and
- Households residing in buildings that have been developed with financial assistance from HPD or buildings for which HPD maintains regulatory responsibility.

HPD also administers “enhanced vouchers,” which are given to tenants when building owners pre-pay federal loans to opt out of project-based subsidy programs, or opt not to renew project-based Section 8 contracts. The Rental Assistance program also includes some limited social service and asset accumulation initiatives for households receiving Section 8, in particular the Family Self Sufficiency Program.



The Housing Operations Section 8 program budget for Fiscal 2020 totals \$497.1 million, which includes approximately \$479 million for OTPS costs related to the administration of programmatic activities and \$18.1 million in Personal Services funding to support 227 full-time positions. In the Fiscal 2020 Preliminary Budget, the Housing Operations Section 8 program area budget will decrease by approximately \$1.6 million from \$498.7 million in the Fiscal 2019 Adopted Budget to \$497.1 million. This is primarily due to the budget realignment of OTPS expenses that are not yet baselined. Additionally, it is expected that this amount will be adjusted once HPD receives a Section 8 funding approval letter from HUD in the coming months.

PMMR Highlights

The indicators below measure efficiencies and effectiveness of the Housing Operations- Section 8 division at HPD.

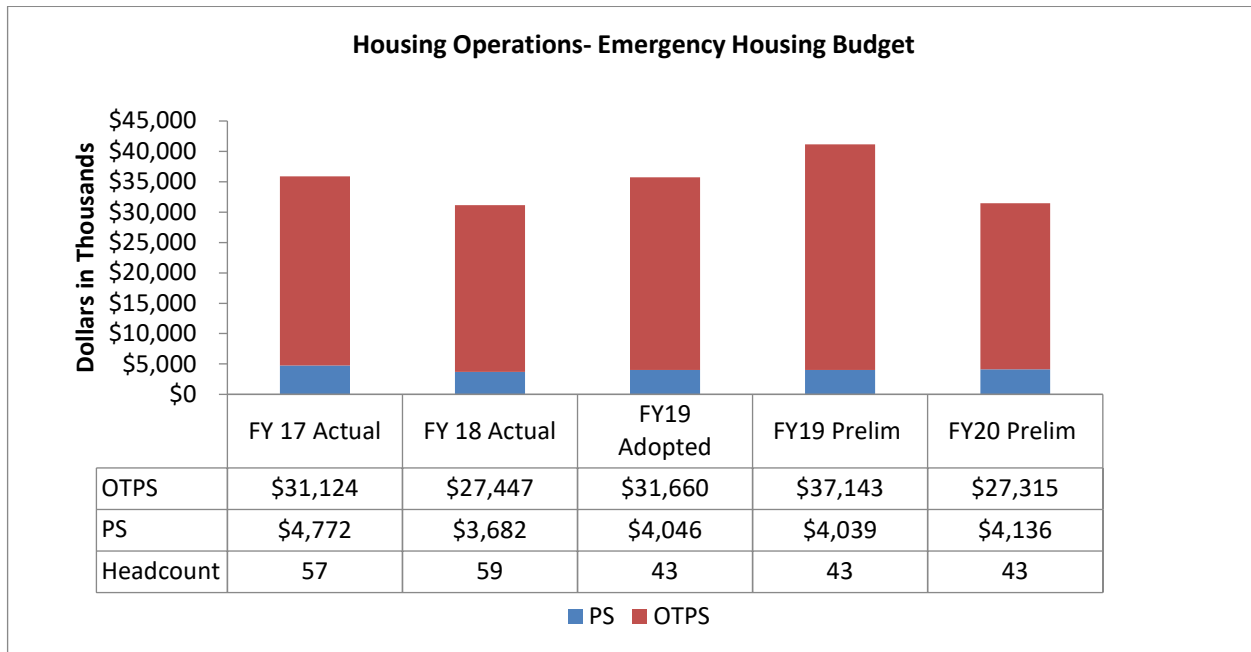
HPD Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Section 8 - Voucher utilization rate	94.5%	96.6%	96.4%	98.0%	98.0%	96.9%	96.3%
- Vouchers issued	2,999	2,334	1,679	*	*	545	1,112
- Households assisted	39,058	39,694	39,526	*	*	39,771	39,472

- The Section 8 voucher utilization rate remained steady during the Fiscal 2019 reporting period and the number of vouchers issued increased by 567 compared to the first four months of Fiscal 2018 because of increased funding from HUD in Federal Fiscal Year 2019.
- The number of households assisted decreased during the reporting period, from 39,771 in Fiscal 2018 to 39,472 households in Fiscal 2019.

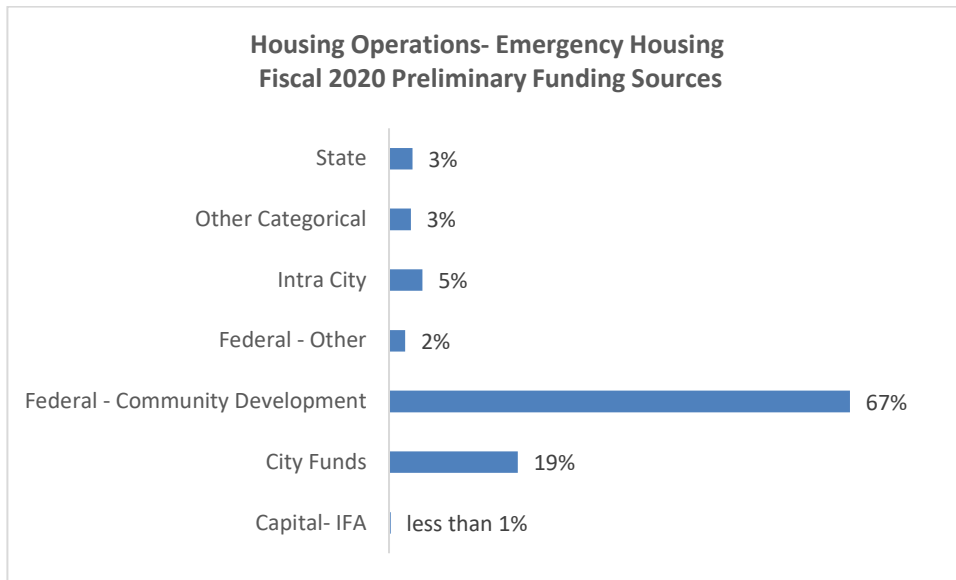
The Housing Operations Section 8 program area budget is almost entirely funded with federal funds. As of the Fiscal 2020 Preliminary Budget, the Housing Operations Section 8 program area has recognized \$489.3 million in federal funding. Of this funding, \$490 million, or 98 percent, is comprised of federal Housing Choice Voucher (Section 8) funds.

Housing Operations- Emergency Housing

The Housing Operations- Emergency Housing program area’s budget includes funding for programs that provide emergency shelter to distressed households who suffer hardships from situations such as fires or vacate orders.



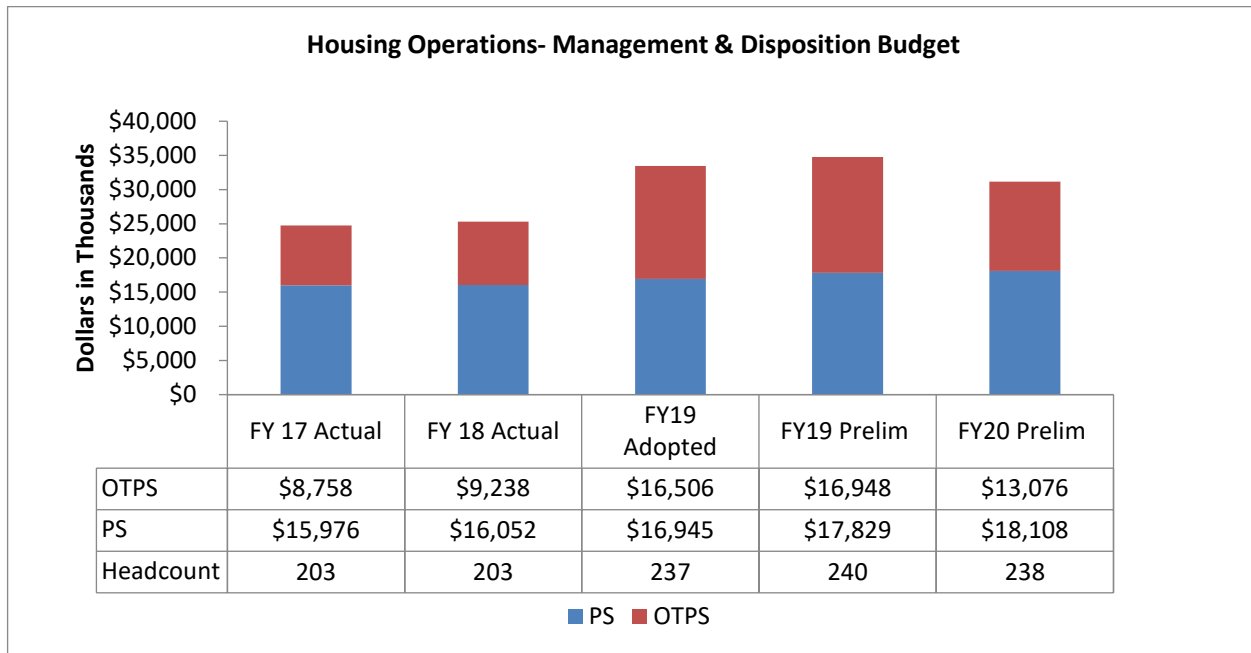
The Housing Operations Emergency Housing program budget for Fiscal 2020 totals \$31.5 million, which includes \$27.3 million for OTPS costs related to the administration of programmatic activities and \$4.1 million in Personal Services funding to support 43 full-time positions. In the Fiscal 2020 Preliminary Budget, the Housing Operations Emergency Housing program area budget will decrease by approximately \$4.3 million from \$35.7 million in the Fiscal 2019 Adopted Budget to \$31.5 million. This is primarily due to federal CDBG funds that are not baselined. The baseline funding for the Emergency Housing program area budget will likely be adjusted in the Fiscal 2020 Adopted Budget.



The Housing Operations Emergency Housing program area budget is primarily supported by federal CDBG funds. As of the Fiscal 2020 Preliminary Budget, the Housing Operations Emergency Housing program area has recognized \$21.9 million in federal funding, and \$21.1 million, or 67 percent, is comprised of federal CDBG funds. City tax-levy funds are the second largest support of operating funds for the program area comprising about \$5.9 million, or 19 percent of funding for emergency housing operations.

Housing Operations- Management & Disposition

The Housing Operations- Management & Disposition program area budget includes funding for managing, operating and disposing of City-owned dwelling units. In recent years, HPD has made it a priority to dispose of these properties to the private market by initiating programs that target occupied and vacant City-owned buildings for rehabilitation and sale to community-based owners, such as local entrepreneurs, neighborhood nonprofit housing organizations, or qualified tenant groups. The programs that comprise the disposition programs include: the Neighborhood Entrepreneurs Program (NEP); the Neighborhood Redevelopment Program (NRP); the Tenant Interim Lease Apartment Purchase Program (TIL); the Tenant Interim Lease II Apartment Purchase Program; the Tenant Ownership Program; the Asset Sales Building Purchase Program; and the Neighborhood Homes Program. In addition, the Division of Alternative Management Program (DAMP) includes staff for the 7A Program.



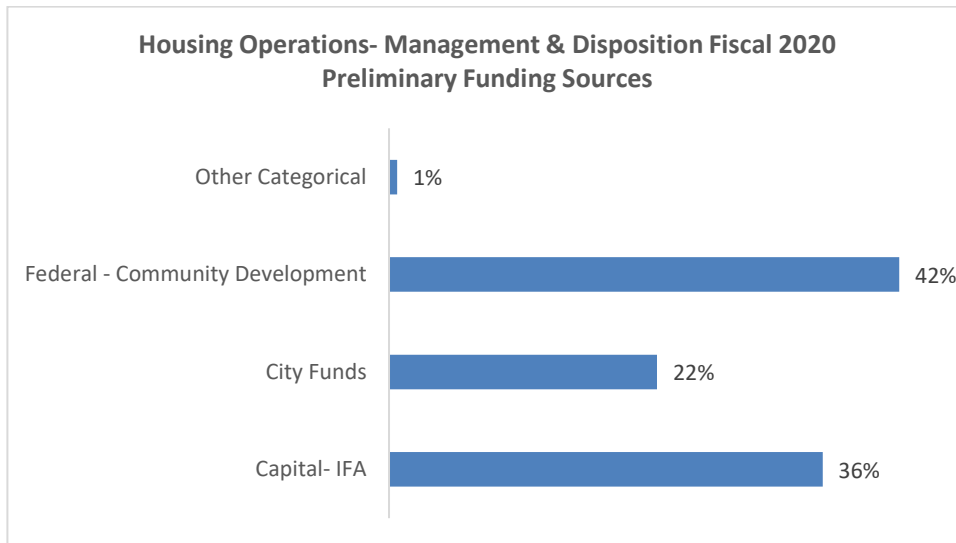
The Housing Operations Management and Disposition program area budget for Fiscal 2020 totals \$31.2 million, which includes \$18.1 million in Personal Services funding to support 238 full-time positions. In the Fiscal 2020 Preliminary Budget, the Management and Disposition program area’s budget will decrease by approximately \$2.3 million from \$33.5 million in the Fiscal 2019 Adopted Budget to \$31.2 million. This is primarily due to the budget realignment of OTPS expenses that are not yet baselined.

PMMR Highlights

The indicators below measure efficiencies and effectiveness of the Housing Operations- Management and Disposition division at HPD.

HPD Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Housing Court cases initiated by HPD	5,659	6,371	7,093	*	*	1,290	1,126
Housing Court cases initiated by HPD that were disposed	5,633	6,222	6,938	*	*	1,473	1,369
– Cases settled	4,308	5,056	5,546	*	*	1,037	899
– Cases resulting in judgments	842	578	671	*	*	162	214

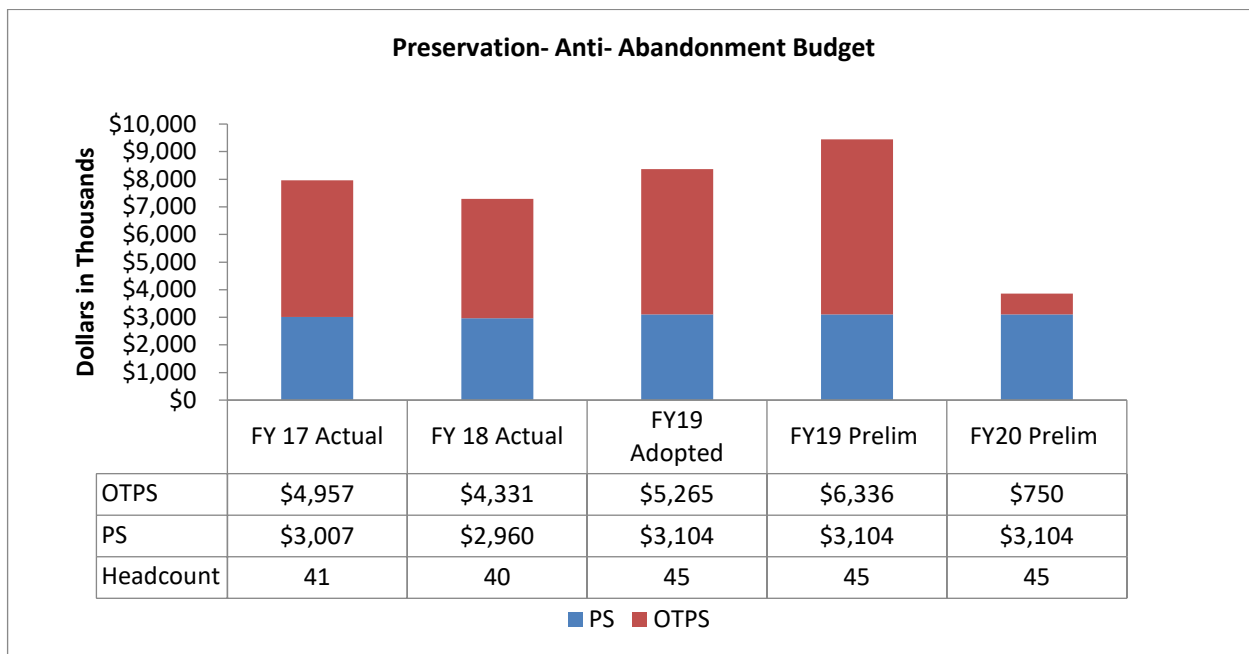
- During the first four months of Fiscal 2019, the number of housing court cases initiated by HPD decreased from 1,290 to 1,126 compared to the previous year. The total headcount for the Housing Operations- Management and Disposition program area remains relatively flat in the Fiscal 2020 Preliminary Plan, when compared to the Fiscal 2019 Adopted Budget, despite the drop in housing court cases initiated by HPD.
- The number of cases settled also decreased to 899 during the Fiscal 2019 reporting period, but the number of cases resulting in judgements increased from 162 during the first four months of 2018 to 214 during the same reporting period in 2019.



The primary source of funding for the Housing Operations Management and Disposition program area budget is federal CDBG funds which comprises 42 percent of program operations. Capital IFA funds are the second largest source of operating support for the program area comprising about \$11.1 million, or 36 percent of funding for management and disposition operations.

Preservation- Anti- Abandonment

The Preservation- Anti-Abandonment program budget includes funding for HPD’s anti-abandonment initiatives, which are intended to address the City’s at-risk housing stock. These initiatives include assessing the physical and financial needs of distressed properties, reaching out to building owners to encourage code and tax compliance, and providing education and support services for owners. One such initiative is the Neighborhood Preservation Consultants (NPC) program, in which nonprofit organizations provide early intervention, preservation and anti-abandonment services throughout the five boroughs. NPC also assists HPD in identifying and assessing at-risk buildings.

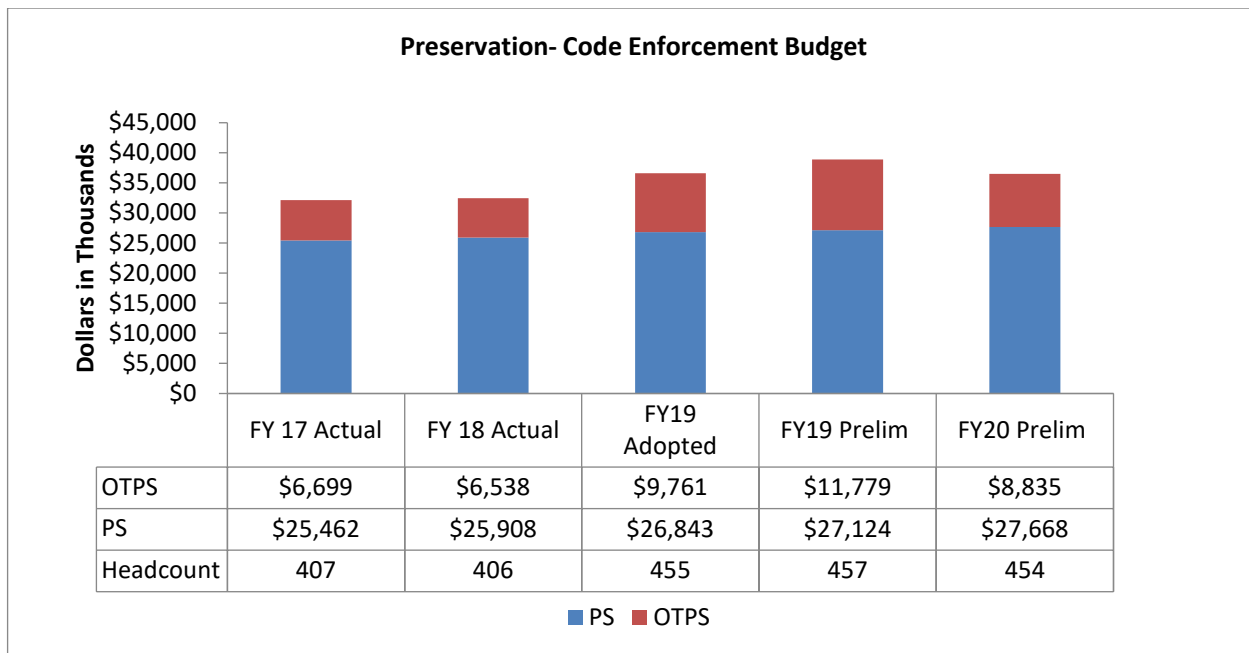


The Preservation Anti-Abandonment program budget for Fiscal 2020 totals \$3.8 million, which includes \$3.1 million in Personal Services funding to support 45 full-time positions. In the Fiscal 2020 Preliminary Budget, the Preservation Anti-Abandonment program budget will decrease by approximately \$4.5 million from \$8.4 million in the Fiscal 2019 Adopted Budget to \$3.8 million. The decrease is largely due to a decrease in contractual services in the OTPS budget that are not baselined. These include Council-funded contracts and local initiatives such as the Anti-poverty initiatives, and the Community Housing Preservation Strategies initiative.

The only source of funding for the Preservation Anti-Abandonment program area budget is City tax-levy funds which comprise \$3.8 million, or 100 percent, of program operations.

Preservation- Code Enforcement

This program area budget provides funding for enforcing the New York City Housing Maintenance Code and the New York State Multiple Dwelling Law. In order to enforce this law, HPD sends inspectors to respond to buildings with maintenance deficiencies, and issue violations where appropriate.



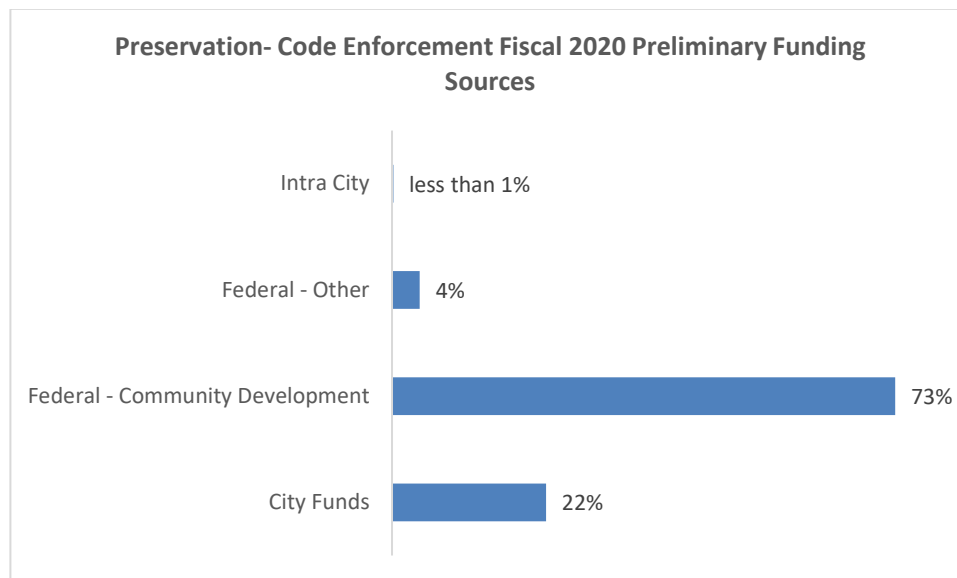
The Preservation Code Enforcement program area budget for Fiscal 2020 remains relatively flat and totals \$36.5 million, which includes \$27.7 million in Personal Services funding to support 454 full-time positions.

PMMR Highlights

The indicators below measure efficiencies and effectiveness of the Preservation- Code Enforcement division at HPD.

HPD Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Total complaints reported	549,640	541,858	530,619	*	*	150,608	185,134
– Emergency complaints reported	337,791	334,242	327,359	*	*	80,098	102,521
Inspections completed	692,943	698,948	706,664	600,000	600,000	218,230	232,865
Inspection visits per team per day	12.6	12.3	12.4	*	*	11.8	11.9
Ratio of completed inspections to attempted inspections (%)	78%	80%	79%	*	*	78%	77%
Total complaints closed	558,417	541,216	532,571	*	*	148,055	174,007
– Emergency complaints closed	339,524	334,143	328,180	*	*	77,585	96,698
– Heat and hot water	110,007	115,262	114,641	*	*	8,997	18,145
– Lead	32,170	28,356	27,938	*	*	8,681	10,934
– Other emergency	197,347	190,525	185,601	*	*	59,907	67,619
Average time to close emergency complaints (days)	11.3	12.4	11.4	12	12	11.2	10.4
Average time to close nonemergency complaints (days)	23.3	21	17.5	20	20	12.8	12.6

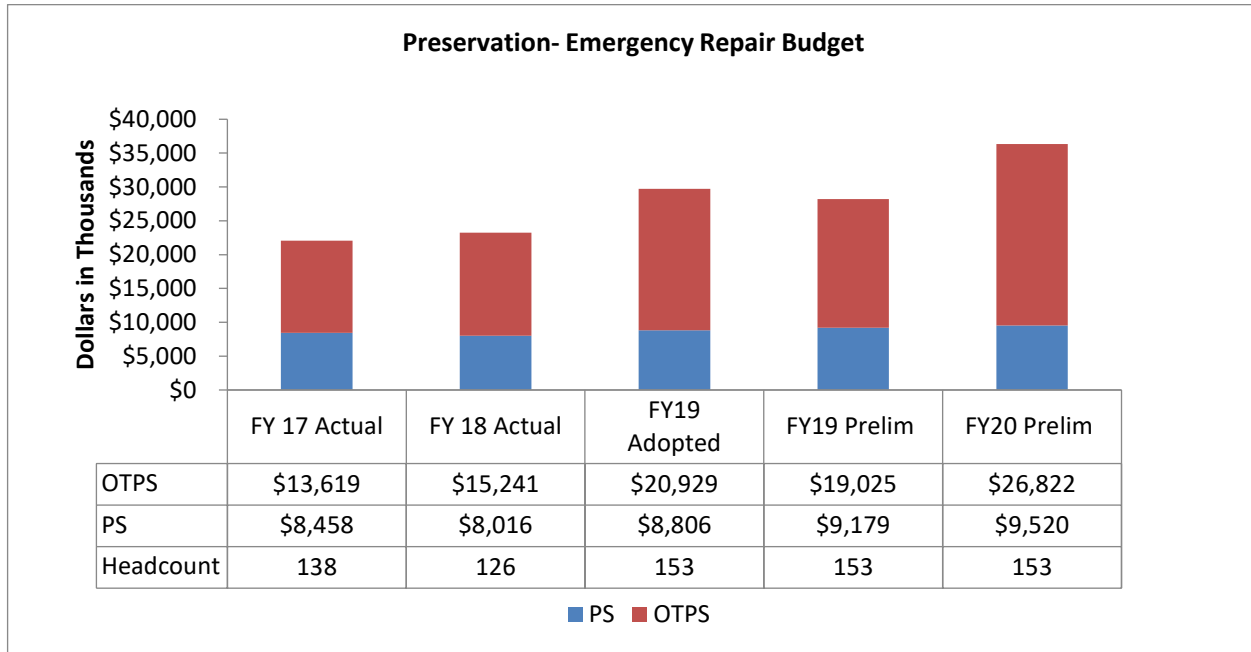
- The number of inspections completed by HPD increased by about seven percent, from 218,230 to 232,865 during the Fiscal 2019 reporting period.
- The number of inspection visits per team per day remained steady at 11.9 inspections compared to 11.8 inspections in the previous year.
- As of December 2018, the total headcount for inspectors is 333, including 281 housing inspectors, and 52 supervisors, at a total cost of approximately \$19.5 million per year.



The primary source of funding for the Preservation Code Enforcement program area budget are federal CDBG funds which comprise \$26.8 million, or 73 percent, of program operations. City tax-levy funds are the second largest source of operating support for the program area and comprise 22 percent of funding for program operations.

Preservation- Emergency Repair

This program area budget includes funding for emergency repairs. If an emergency condition is verified by a code inspector, the owner and/or managing agent of the property will be notified of the emergency condition and instructed to repair it. If the owner fails to make the necessary repairs in a timely manner, HPD's Emergency Repair Program (ERP) may repair the condition. If ERP repairs the emergency condition, the City will bill the owner for the cost of repairs. If the owner fails to pay the bill within 60 days, a lien is placed on the property.



The Preservation Emergency Repair program area budget for Fiscal 2020 totals \$36.3 million, which includes \$26.8 million in OTPS costs for contractual services related to emergency repairs and \$9.5 million in Personal Services funding to support 153 full-time positions. In the Fiscal 2020 Preliminary Budget, the Preservation Emergency Repair program area budget will increase by approximately \$6.6 million from \$29.7 million in the Fiscal 2019 Adopted Budget to \$36.3 million. The increase is largely due to an increase in OTPS costs associated with contractual services and other charges and services paid for with federal CDBG funding.

The primary source of funding for the Preservation Emergency Repair program area budget are federal CDBG funds which comprise \$36.3 million, or over 99 percent, of program operations. City tax-levy funds are the second source of operating support for the program area and comprise less than one percent of funding for program operations.

PMMR Highlights

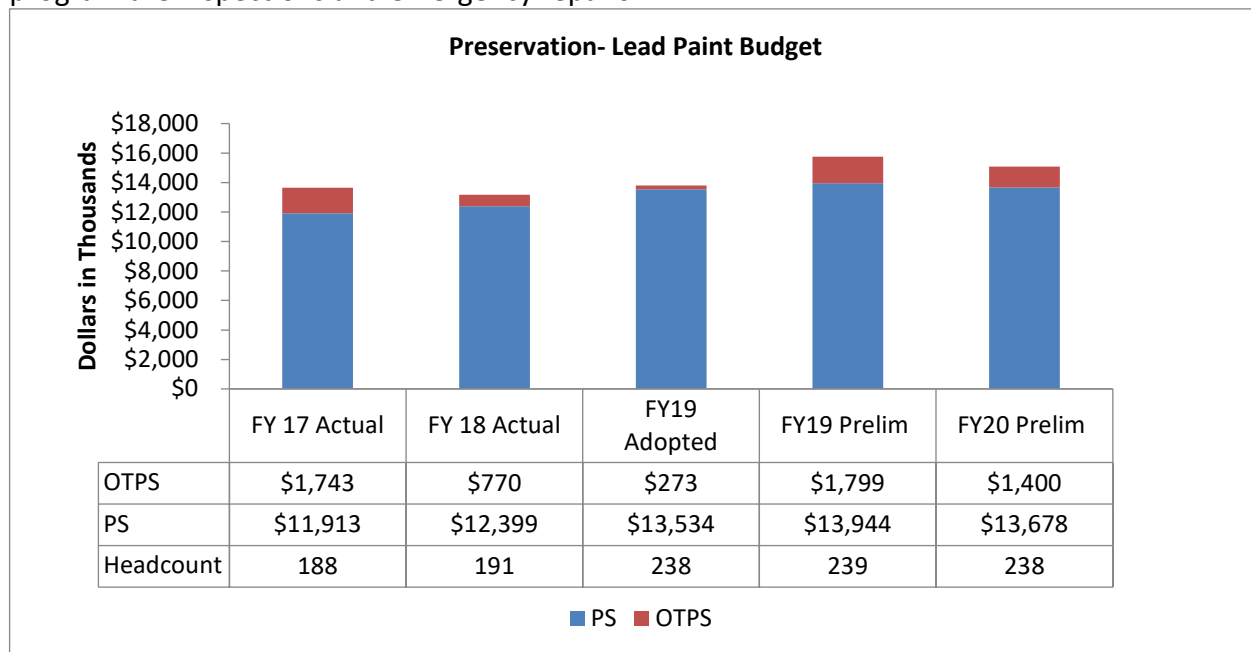
The indicators below measure efficiencies and effectiveness of the Preservation- Emergency Repair division at HPD.

HPD Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Total dollars spent on emergency repairs (excluding demolition and AEP) (\$)	\$10,139,937	\$10,009,946	\$10,680,843	*	*	NA	NA
Alternative Enforcement Program - Buildings currently active	609	579	553	*	*	NA	NA
– Buildings discharged (cumulative)	1,278	1,558	1,834	*	*	NA	NA
– Buildings discharged from program (%) (cumulative)	64%	73%	73%	*	*	NA	NA
Total dollars spent on emergency repairs in the Alternative Enforcement Program (\$)	\$1,935,904	\$2,499,910	\$2,314,322	*	*	NA	NA

- In Fiscal 2018, the total amount of spending on emergency repairs increased slightly to about \$10.7 million compared to \$10 million in the previous year.
- The number of buildings currently active in the Alternative Enforcement Program (AEP) decreased by 26 in 2018 compared to Fiscal 2017. The total amount of spending on emergency repairs also decreased to \$2.3 million in 2018, compared to \$2.5 million in 2017. As of the Fiscal 2020 Preliminary Budget, the total budget for AEP is approximately \$8.6 million comprised of operating funds.

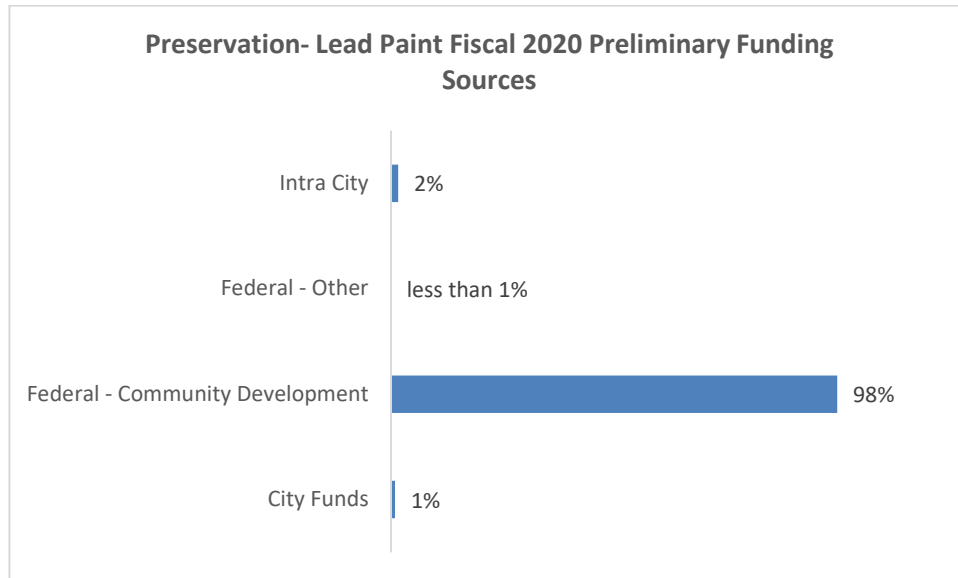
Preservation- Lead Paint

This program area budget includes funding for identifying lead-based paint hazards, issuing violations and remediating the condition when necessary. The two service areas within the lead-based paint program are inspections and emergency repairs.



The Preservation Lead Paint program area budget for Fiscal 2020 totals \$15.1 million, which includes \$13.7 million in Personal Services funding to support 238 full-time positions. In the Fiscal 2020

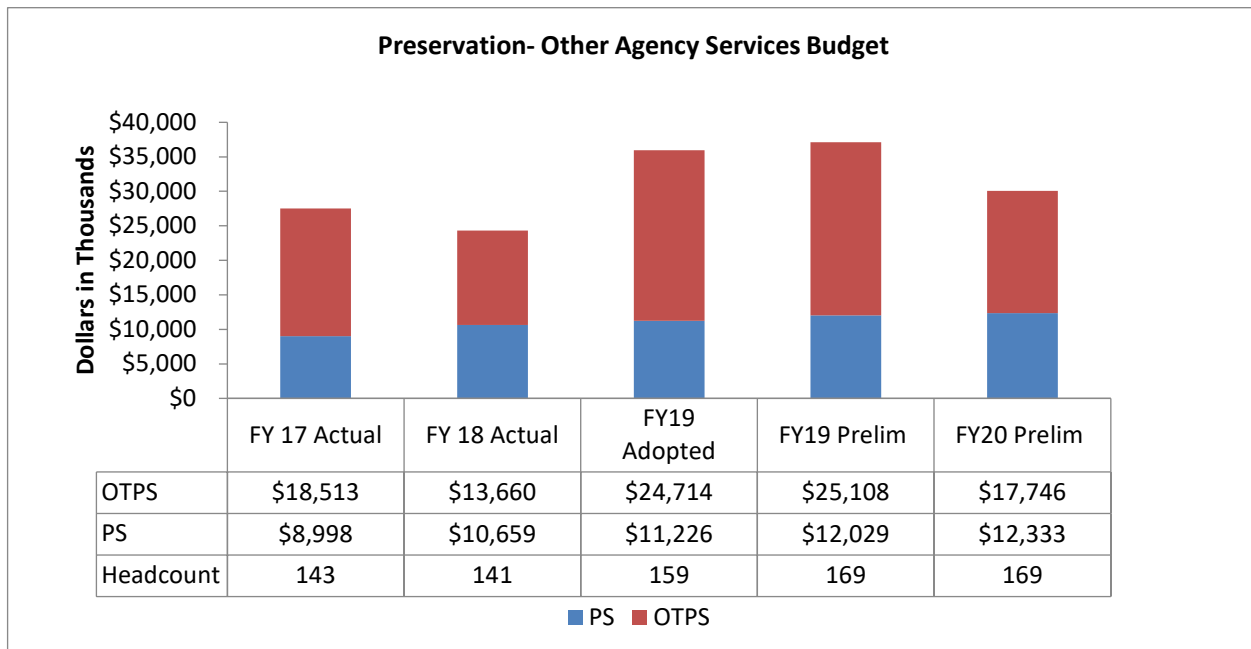
Preliminary Budget, the Preservation Emergency Repair program area budget will increase by approximately \$1.3 million from \$13.8 million in the Fiscal 2019 Adopted Budget to \$15.1 million. The increase is largely due to an increase in OTPS costs associated with contractual services and other charges and services, paid for with federal CDBG funding.



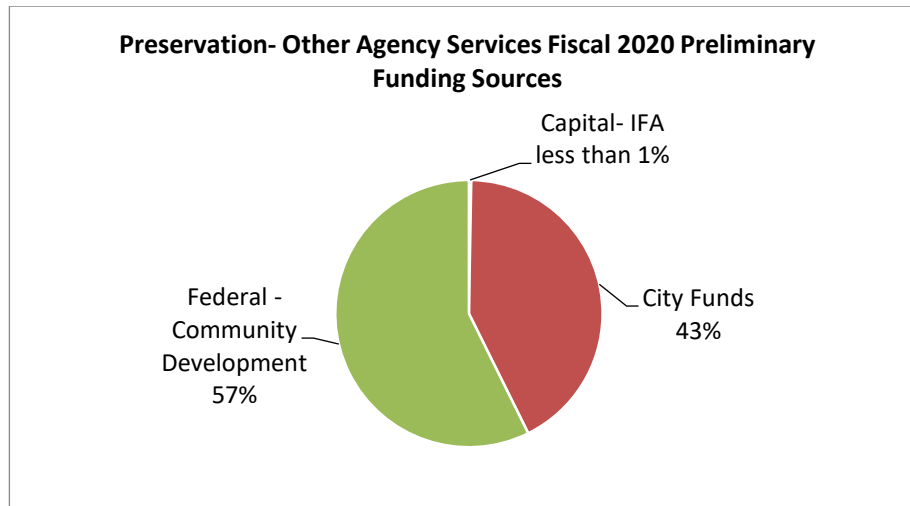
The primary source of funding for the Preservation Lead Paint program area budget are federal CDBG funds which comprise \$14.7 million, or 98 percent, of program operations. Intra-City funds are the second largest source of operating support for the program area and comprise about two percent of funding for program operations.

Preservation- Other Agency Services

This program area funds a variety of small agency initiatives aimed at preserving affordable housing.



The Preservation Other Agency Services program area budget for Fiscal 2020 totals \$30.1 million, which includes \$17.7 million in OTPS funding for contractual services related to preservation activities and \$12.3 million in Personal Services funding to support 169 full-time positions. In the Fiscal 2020 Preliminary Budget, the Preservation Other Agency Services program area budget will decrease by approximately \$5.9 million from \$35.9 million in the Fiscal 2019 Adopted Budget to \$30.1 million. The decrease is largely due to federal CDBG funds that are not yet recognized, including costs associated with demolitions. These funds are anticipated to be restored at the adoption of the Fiscal 2020 Budget.



The primary source of funding for the Preservation Other Agency Services program area budget are federal CDBG funds which comprise \$17.2 million, or 57 percent, of program operations. City tax-levy funds are the second largest source of operating support for the program area and comprise about \$12.8 million, or 43 percent, of funding for program operations.

Capital Plan Overview

On February 7, 2019, the Administration released the Preliminary Ten-Year Capital Strategy for Fiscal Years 2020-2029 (the Ten-Year Strategy), the Capital Commitment Plan for Fiscal 2019-2023 (the Commitment Plan) and the Fiscal 2020 Preliminary Capital Budget (the Capital Budget).

This section will provide an overview of the Preliminary Ten-Year Strategy, Commitment Plan and Capital Budget for HPD. Each one of these documents should support and be well integrated with one another to properly execute the City's capital projects as well as meet its infrastructure goals. We will examine to what extent this is occurring, where improvements need to be made, and the overall feasibility of HPD's capital program.

Preliminary Ten-Year Capital Strategy Fiscal 2020-2029

The Ten-Year Strategy is the City's long-term capital planning document which provides a framework for capital spending by agency. The Strategy is released every two years as mandated by the City Charter.

Strategy Guiding Principles

By its own description the Ten-Year Strategy document: "provides a venue for the City to demonstrate the comprehensive infrastructure planning that the City undertakes as part of its responsibility to all

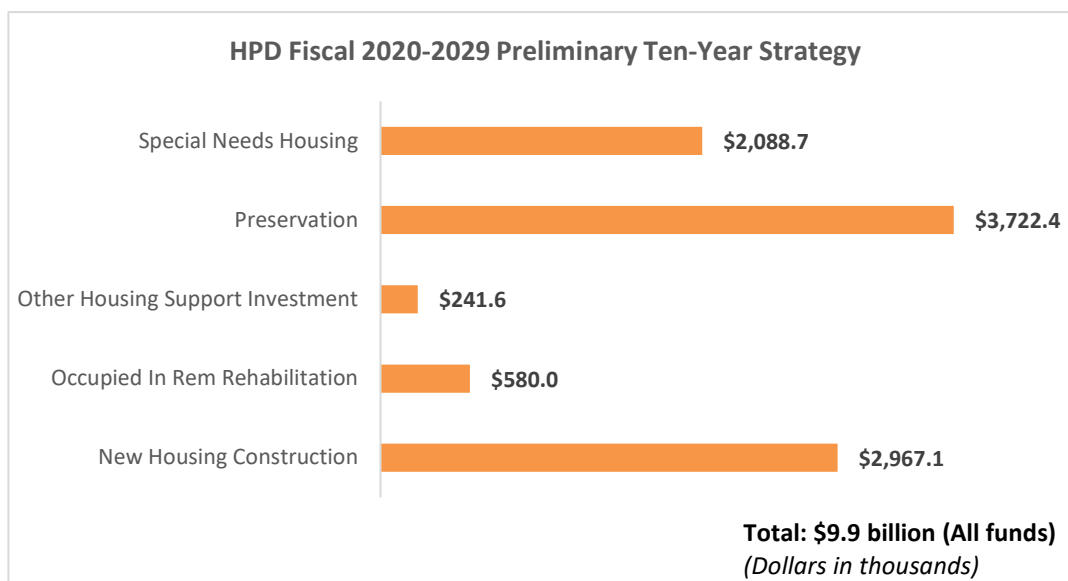
New Yorkers, across all neighborhoods, and explain the connections between capital investment and strategic priorities.” It strives to do this through four guiding principles:

1. Maintain New York City’s financial responsibility
2. Promote forward-looking, holistic capital planning that anticipates neighborhood needs of tomorrow
3. Advance a more equitable New York City through capital investment
4. Consider community perspectives in capital planning and decision-making

Using these principles we will assess HPD’s Strategy, and how well it is integrated with the Department’s Capital Commitment Plan and Capital Budget.

The City’s Ten-Year Strategy totals \$104.1 billion (all funds), which is \$14.5 billion larger than the \$89.6 billion Fiscal 2018-2027 Ten-Year Strategy. HPD’s Ten-Year Capital Strategy totals \$9.9 billion, or 9.5 percent of the City’s total Strategy.

Each agency’s Ten-Year Strategy is broken down into Ten-Year Plan Categories which describe the general type of capital work being done. The chart below shows how HPD’s Ten-Year Strategy is distributed among five categories or programs that support the Department’s target of building or preserving 300,000 units of affordable housing by 2026.

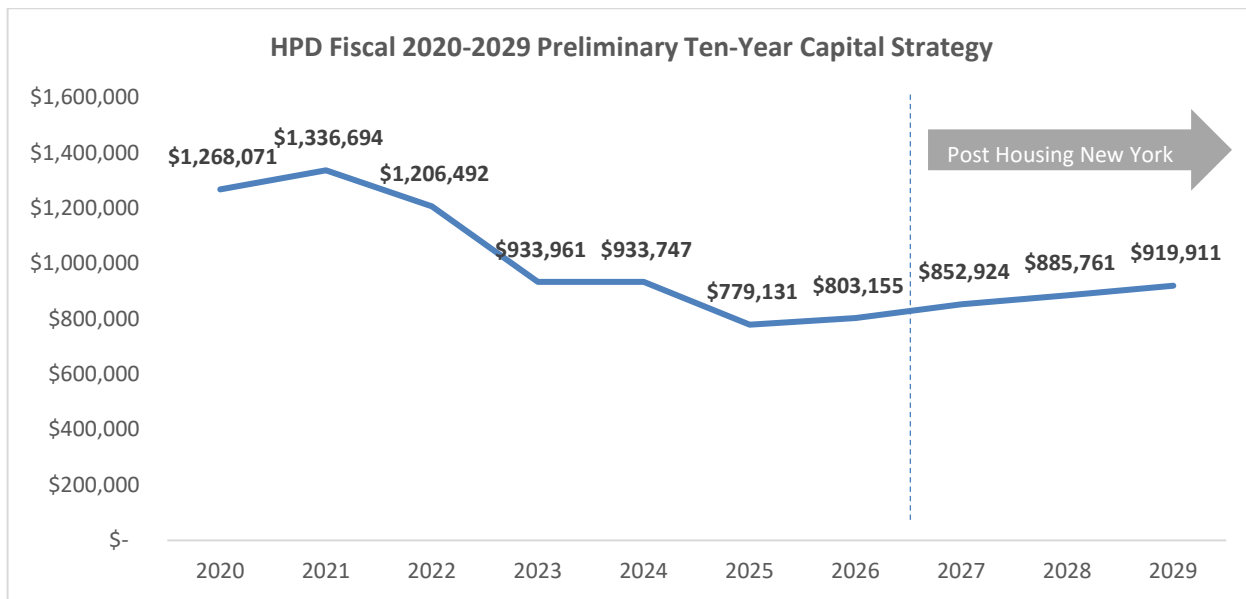


The Preliminary Ten-Year Capital Strategy provides \$9.9 billion for HPD in support of its capital program goals from 2020-2029. Of this amount, \$9.6 billion represents Mayoral City Capital and Elected-official funding, while approximately \$320 million will be leveraged in federal funds. Additional funding will be leveraged from the New York City Housing Development Corporation (HDC) and private sources in support of housing plan goals.

- **Preservation.** The Preliminary Ten-Year Capital Strategy provides \$3.7 billion for preservation projects. Funding will support activities to preserve existing affordable housing stock, while securing long-term affordability.

- **New Construction.** The Preliminary Ten-Year Capital Strategy provides \$3 billion to finance new construction projects. Funding will support the construction of new units serving low, moderate, and middle income residents.
- **Special Needs Housing.** The Preliminary Ten-Year Capital Strategy provides \$2.1 billion for the construction and preservation of housing for vulnerable populations, including seniors, persons with disabilities, and formally homeless households.
- **Occupied *In Rem* Rehabilitation.** The Preliminary Ten-Year Capital Strategy provides \$580 million for the rehabilitation and disposition of City-owned housing units, which will be rehabilitated and then sold or rented to low, moderate and middle income households.
- **Other Housing Support Investment.** The Preliminary Ten-Year Capital Strategy provides \$241.6 million for Other Housing Support to fund a variety of HPD initiatives, which include the demolition of unsafe buildings, costs associated with development in urban renewal areas, computer-based productivity initiatives, and other infrastructure support.

During the first five years of HPD’s Ten-Year Strategy, from Fiscal 2020-2024, the average funding amount reflected for these programs totals \$1.1 billion per year, while average funding for the last five years of the Strategy, from Fiscal 2025-2029, decreases slightly to \$848.2 million. Notably, although the Housing New York Plan aims to build or preserve 300,000 units of affordable housing by 2026, HPD’s Preliminary Ten-Year Capital Strategy reflects the continuation of funding for these Ten-Year Strategy categories past that target date.

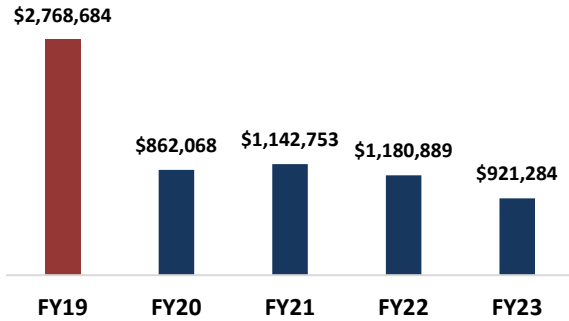


Fiscal 2020 Preliminary Capital Budget and Commitment Plan for Fiscal 2019-2023

The Capital Budget provides the estimated need for new appropriations for Fiscal 2020 along with projections 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 2019 or the amount of funding that may be re-appropriated or rolled

into Fiscal 2020 in the Executive or Adopted Budget. This report will provide an overview of the Capital Budget and Commitment Plan for the Department of Housing Preservation and Development.

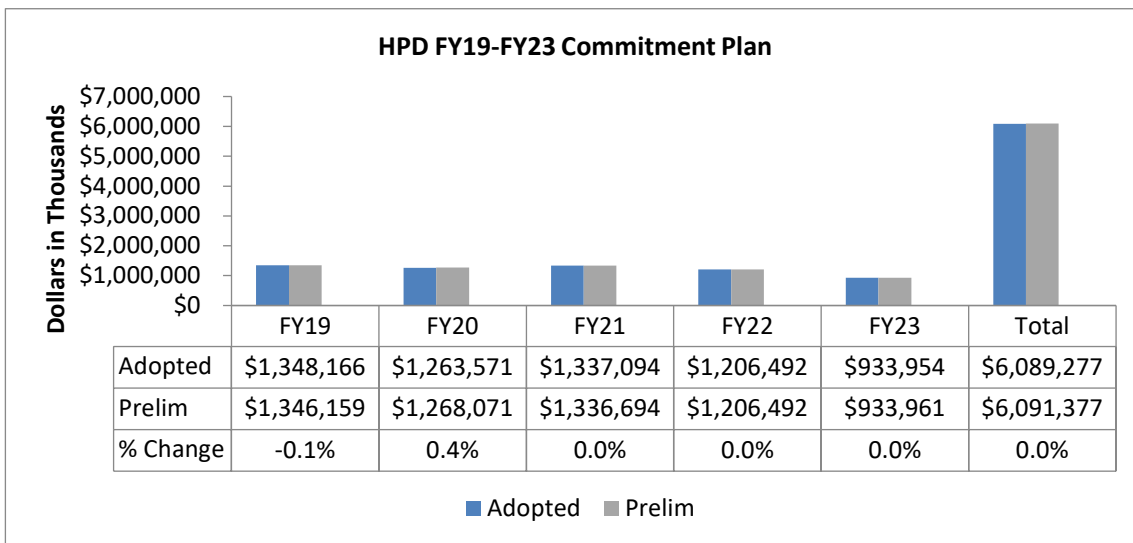
HPD Fiscal 2019 Available Appropriations and FY20-FY23 Capital Budget



As shown in the chart at left, HPD’s Fiscal 2020 Preliminary Capital Budget includes \$4.1 billion in Fiscal 2020-2023. This represents approximately 12 percent of the City’s total \$52.8 billion Capital Budget for 2019-2023. Available appropriations for Fiscal 2019 total \$2.8 billion. This includes \$2 billion in reauthorized prior appropriations and \$774.3 million in authorized Fiscal 2019 appropriations.

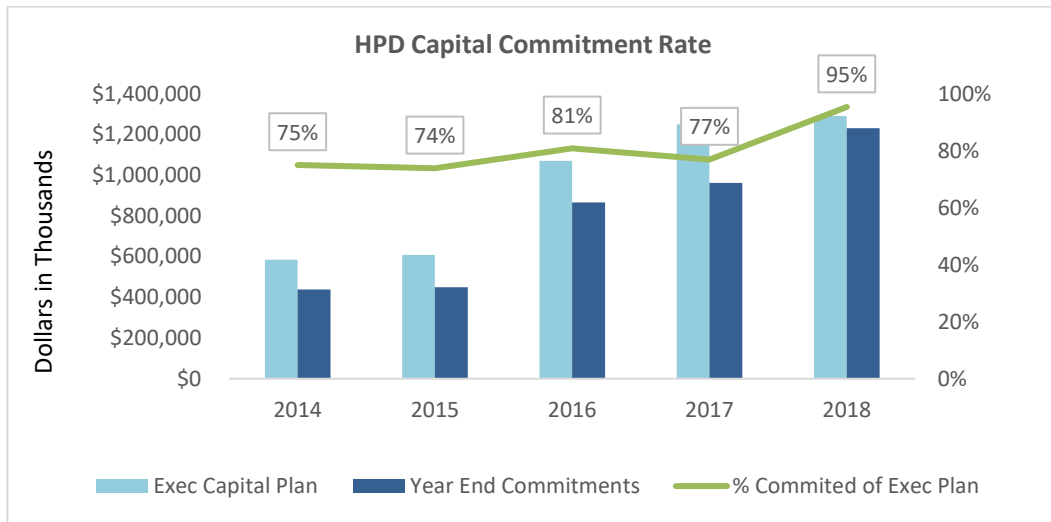
HPD’s Preliminary Commitment Plan includes \$6.1 billion in Fiscal 2019-2023 (including \$5.9 billion in City funds and \$162.7 million in Non-City funds). This represents approximately 7.3 percent of the City’s total \$83.8 billion Preliminary Commitment Plan.

HPD FY19-FY23 Commitment Plan



The total available appropriations for Fiscal 2019 are \$2.8 billion against planned commitments totaling \$1.3 billion. This excess balance of \$1.5 billion 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.

Historically, the Commitment Plan frontloaded planned commitments for capital projects in the first year or two of the plan. At the Council’s request that practice has been coming to an end. The agencies have been submitting more accurate plans beginning with the last Executive Commitment Plan. The Council is working with the Administration to ensure that this new practice continues.

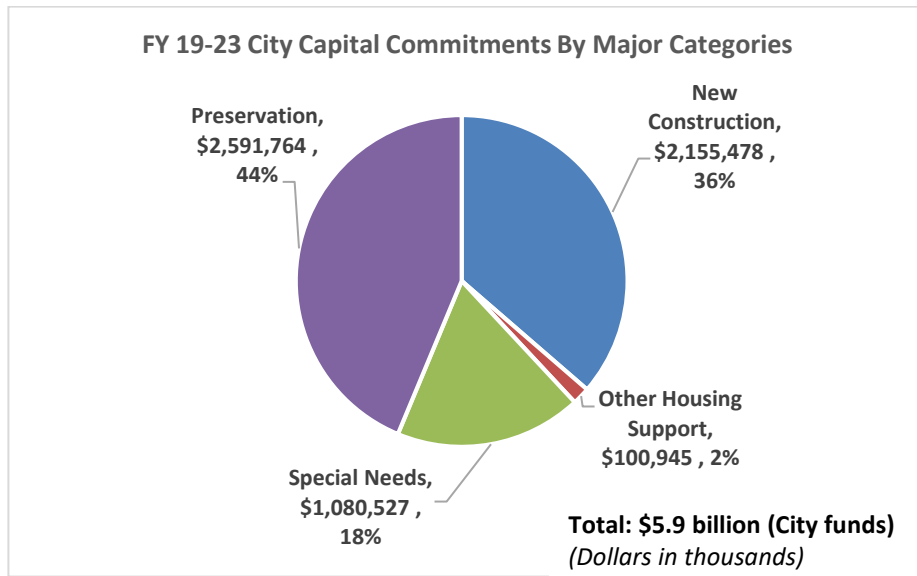


The chart above displays the Department’s capital commitment plan as of the Fiscal 2015-2018 Executive Budget and the actual commitments in the corresponding fiscal year. The chart also shows the capital commitment rate: the percentage of the capital plan committed per fiscal year.¹ HPD’s Commitment Plan shows 95 percent of all commitments were completed in Fiscal 2018, an increase of 18 percent when compared to Fiscal 2017 rate of 77 percent as shown above. Given this trend, it is likely that HPD will end Fiscal 2019 with relatively high commitment rate, higher than the Fiscal 2018 citywide average of 80 percent.

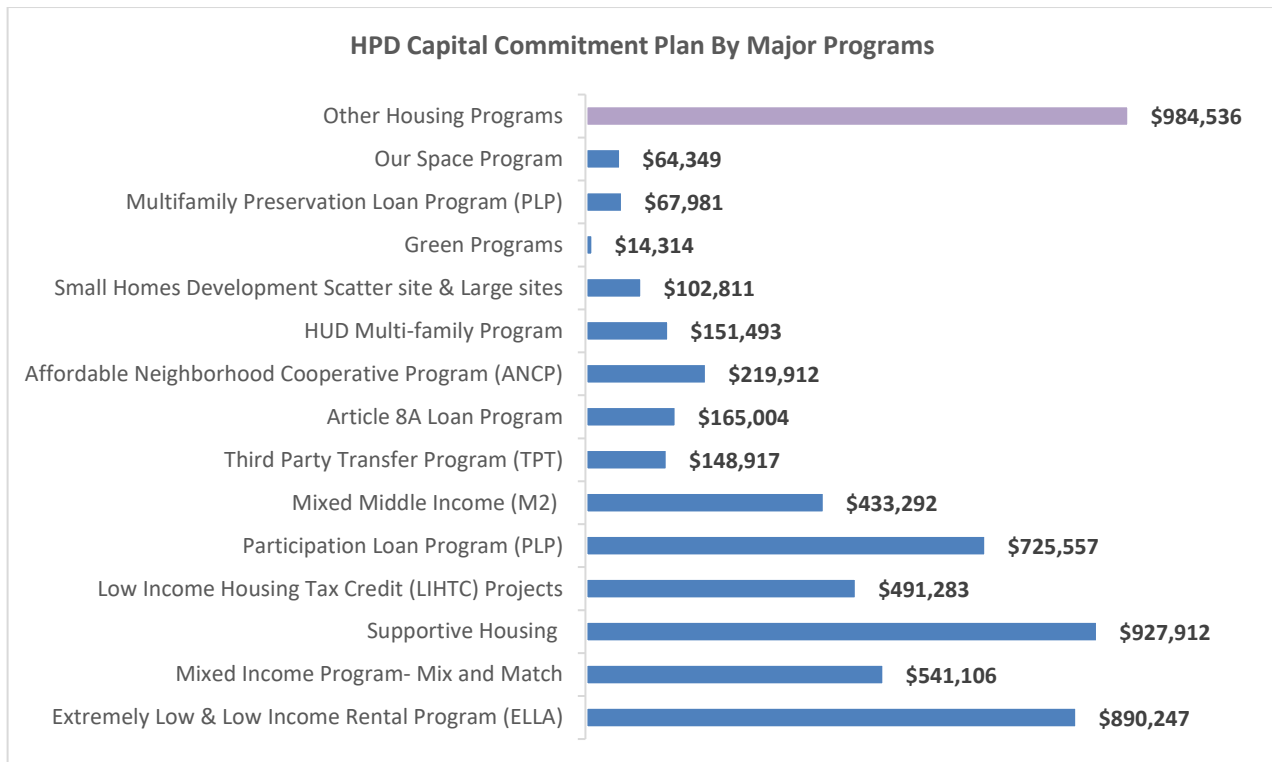
Capital Budget Structure

The Fiscal 2020 Preliminary Capital Commitment Plan for HPD is comprised of 565 projects across 138 budget lines totaling \$6.1 billion in Fiscal 2019-2023, including \$5.9 billion in City funds and \$162.7 million in federal funds. In addition to these funds, HPD leverages City capital resources to generate substantial private equity that does not flow through the City’s capital budget as part of the Department’s commitment to create and preserve 300,000 units of affordable housing under Housing New York. The agency’s \$6.1 billion Preliminary Capital Commitment Plan for Fiscal 2019-2023 is only about \$2.1 million larger than the amount scheduled in the Adopted Commitment Plan, an increase of less than one percent. HPD’s Capital Commitment Plan is divided into four program areas as outlined in the chart below.

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.



Under the 2019-2023 Preliminary Capital Commitment Plan, the City will invest in more than 125,000 affordable housing units as part of *Housing New York*, the Administration’s revised housing plan, which seeks to create and preserve 300,000 units of affordable housing by 2026. To date, the City has secured 121,919 affordable homes through various financing programs that facilitate preservation, new construction, supportive housing, and the disposition of in rem housing stock. Major City Capital commitments and financing programs include the following.



Major Preservation Programs

- \$725.6 million for the Participation Loan Program (PLP);
- \$491.3 million for the Low Income Housing Tax Credit (LIHTC) Projects- LIHTC Year 15 Preservation Program;

- \$219.9 million for the Affordable Neighborhood Cooperative Program (ANCP)
- \$151.5 million for the HUD Multi-Family program; and
- \$148.9 million for the Third Party Transfer Program (TPT).

Major New Construction Programs

- \$890.2 million for the Extremely Low & Low Income Affordability (ELLA) Program; and
- \$541.1 million for the Mixed Income Program- Mix and Match.

Major Special Needs/Supportive Housing Programs

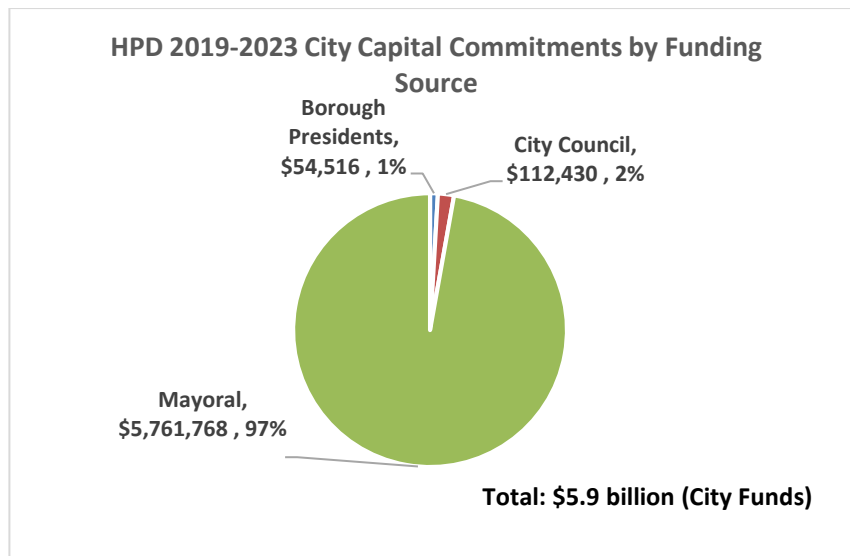
- \$331.7 million for HUD Section 202 Housing; and
- \$64.3 million for the Our Space program.

Other Housing Support

- \$100.9 million to support a variety of HPD initiatives, including the demolition of unsafe buildings, subsidies to offset the costs associated with development in urban renewal areas, computer-based productivity initiatives, and other infrastructure support.

City Capital Commitments

HPD’s City Capital Commitment of \$5.9 billion includes: 318 mayoral funded projects totaling \$5.8 billion, 115 City Council funded projects totaling \$112.4 million, and 79 Borough President funded projects totaling \$54.5 million. Over the Fiscal 2019-2023 period, mayoral capital projects in HPD’s portfolio will receive an average of about \$18.1 million in funding, compared to discretionary capital projects, which will receive about \$977,600 on average.



Some of the major City Capital projects included in the Preliminary Capital Plan for Fiscal 2019-2023 include the following.

- **West 108th Street Valley Lodge.** The Preliminary Capital Commitment Plan includes \$18.9 million for development costs associated with West Side Federation for Senior and Supportive Housing Valley Lodge, an affordable and supportive housing project located in the Upper West Side. Once completed, the development will provide 277 units of housing affordable to households earning between 30 percent and 60 percent of AMI; a transitional housing facility for homeless older

adults with 110 shelter beds that will replace an existing 92-bed facility; and 6,400 square feet of community facility space.

- **Queens West/Hunter's Point South.** The Preliminary Capital Commitment Plan includes \$10.8 million for development and acquisition costs associated with Queens West / Hunter's Point South, a large-scale moderate and middle income housing development located in Long Island City, Queens. Once completed, the entire project will provide 5,000 units of housing, 60 percent of which will be permanently affordable; 96,500 square feet of retail space; 46,000 square feet of community space; 145,000 square feet of school space and 11 acres of open space.
- **5 Bridges-Melrose.** The Preliminary Capital Commitment Plan includes \$4 million for Melrose Bridges, an unused railroad right-of-way that cuts through the Melrose Commons Urban Renewal Area in the Bronx. HPD will work with the New York City Department of Transportation (DOT) to close off and dismantle the bridges. The total estimated cost of the project is \$25 million, which will be split equally between DOT and HPD.
- **The Ali Forney Center.** The Preliminary Capital Commitment Plan includes \$6.4 million to support the acquisition and renovation of the Bea Arthur Residence located at 222 East 13th Street, which will provide transitional housing for homeless LGBT teenagers and young adults, ages 18 to 24.

Appendices

A: Budget Actions in the November and the Preliminary Plans

<i>Dollars in Thousands</i>	FY 19			FY 20		
	City	Non-City	Total	City	Non-City	Total
HPD Budget as of the Adopted FY19 Budget	\$245,185	\$897,296	\$1,142,481	\$184,568	\$725,314	\$909,882
New Needs						
Heat Season Response Time	\$70	\$0	\$70	\$0	\$0	\$0
Marketing Unit Staff Need	440	0	440	586	0	586
Tenant Harassment Protection Unit	429	0	429	748	0	748
Housing New York Staff	522	0	522	2,160	0	2,160
LeadFreeNYC	0	0	0	4,263	0	4,263
LL 55 Allergens and Pest Staff	75	0	75	299	0	299
LL 64 Housing Portal Staff	58	0	58	230	0	230
Neighborhood Rat Reduction	3,521	0	3,521	246	0	246
Subtotal, New Needs	\$5,115	\$0	\$5,115	\$8,532	\$0	\$8,532
Other Adjustments						
2524-26 ADAM CLAYTON BLVD	\$0	\$1,436	\$1,436	\$0	0	\$0
Addition of new CDBG funding for NYCHA	0	30,000	30,000	0	0	0
NYCHA Funding Adjustment	(30,000)	30,000	0	0	0	0
BPCA Housing Quality Assurance	0	4,363	4,363	0	0	0
BRING UP FUNDS FOR ANRC	0	6,490	6,490	0	0	0
BRING UP FUNDS FOR FC	0	1,539	1,539	0	0	0
CATCH WEST 80th STREET	0	3,400	3,400	0	0	0
CDBG & CDBG-DR adjustments	0	11,511	11,511	0	(580)	(580)
DC 37 Collective Bargaining adjustments	11,029	1,598	12,627	29,013	2,739	31,752
DR CYOC Consultant	0	13	13	0	0	0
DR MF FHEO Project	0	155	155	0	0	0
HOMELAND SECURITY GRANT	0	4	4	0	0	0
HPD: Fund Belle Shores Reqs.	0	3,813	3,813	0	0	0
LMDC NYCHA FUNDS - ROLLOVER	0	11,721	11,721	0	0	0
NYU/WTGF Research Grant	0	124	124	0	0	0
OUT OF TOWN TRAVEL REQ	0	1	1	0	0	0
Put up funds for DR SF	0	9,000	9,000	0	0	0
Reallocate CD funds	0	(75)	(75)	0	(75)	(75)
Reallocate Funds MOPD	0	358	358	0	0	0
Reallocate UASI Grant 16	0	4	4	0	0	0
Schedule funds for Demo 2015	0	1,006	1,006	0	0	0
SPC Out of Town Travel	0	1	1	0	0	0
SPC/SNAP TRAINING	0	50	50	0	0	0
TBRA APT inspections	0	179	179	0	0	0
Three Quarter Housing Surplus	(2,900)	0	(2,900)	(2,900)	0	(2,900)
ANCP 105th & Amsterdam	0	3,600	3,600	0	0	0
Bring Up CD Funds	0	1,161	1,161	0	0	0
Bring up Federal Funds	0	1,664	1,664	0	0	0
CDBG-DR OTPS	0	1	1	0	0	0
Collective Bargaining Adjustment	0	0	0	476	0	476
DEP/ HPD-Gowanus project MOU	0	128	128	0	0	0

<i>Dollars in Thousands</i>	FY 19			FY 20		
	City	Non-City	Total	City	Non-City	Total
DEP/HPD Gowanus project PS	0	60	60	0	0	0
FSS INTRA - CITY MOD	0	309	309	0	0	0
FY19 CC Member Item Reallocation	(89)	0	(89)	0	0	0
FY19 NYCHA City Council Member Item Reallocations	172	0	172	0	0	0
HPD SF/MF Prelim Need	0	7,868	7,868	0	0	0
HPD: FY23 Funding Takedown	0	0	0	0	0	0
L300 Collective Barg	12	0	12	25	0	25
L300 Collective Barg CDBG	0	13	13	0	27	27
Lead Demo 2017	0	420	420	0	0	0
Lights Funding Transfer	2,807	0	2,807	0	0	0
Local 300 Buyers Collective Bargaining (IC)	1	0	1	1	0	1
Manager and OJ CB IFA	0	59	59	0	101	101
Manager and OJ Collective Barg	575	0	575	985	0	985
Manager and OJ Collective Barg CD	0	105	105	0	180	180
Mayor's Office of Tenant Protection	(74)	0	(74)	(148)	0	(148)
Three-Quarter Housing Surplus	(1,300)	0	(1,300)	(1,300)	0	(1,300)
Subtotal, Other Adjustments	(\$19,767)	\$132,080	\$112,312	\$26,152	\$2,392	\$28,545
TOTAL, All Changes	(\$14,652)	\$132,080	\$117,427	\$34,685	\$2,392	\$37,077
HPD Budget as of the Preliminary FY20 Budget	\$230,533	\$1,029,376	\$1,259,908	\$219,253	\$727,706	\$946,960

*Continuation from previous page.

B: HPD Contract Budget

HPD Fiscal 2020 Preliminary Contract Budget				
<i>Dollars in Thousands</i>				
Category	FY 19 Adopted	Number of Contracts	FY 20 Preliminary	Number of Contracts
Cleaning Services	\$1,102	1	\$19,177	2
Community Consultants	34,728,118	82	26,987,397	82
Contractual Services - General	59,395,194	17	37,840,544	17
Data Processing Equipment Maintenance	576,885	3	402,112	3
Financing Costs	0	0	1,359	1
In-Rem Maintenance Costs	675,454	4	1,509,574	18
Maintenance and Repairs - General	17,299,891	57	12,343,567	57
Maintenance and Repairs - Motor Vehicle Equip	0	0	54,036	3
Office Equipment Maintenance	391,012	2	323,877	2
Payments To Counterparties	1,244	1	0	0
Prof. Services - Legal Services	126,246	3	120,736	3
Prof. Services - Other	3,185,899	3	233,982	3
Security Services	1,235,920	6	684,508	4
Telecommunications Maintenance	0	0	21,586	1
Temporary Services	1,392,046	7	1,517,786	6
Training Program for City Employees	622,316	6	723,177	6
TOTAL	\$119,631,327	192	\$82,783,418	208

C: HPD Miscellaneous Revenue

HPD Miscellaneous Revenue Budget Overview						
<i>Dollars in Thousands</i>						
Revenue Sources	2017 Actual	2018 Actual	2019 Adopted	Preliminary Plan		*Difference FY19 - FY20
				2019	2020	
Licenses, Permits & Franchises						
Vending Machine Commission	\$83	\$82	\$84	\$84	\$84	\$0
Charges for Services						
420-c Fees for Tax-Exempt Program	\$550	\$541	\$200	\$450	\$200	\$0
Tax Credit Fees	4,284	5,243	2,059	4,000	2,059	0
Inclusionary Housing Fee	1,464	955	1,662	1,100	1,662	0
J-51 Tax Exempt/Abatement Fees	1,215	955	1,200	950	1,200	0
Agreement Fees	41	39	43	43	43	0
Commitment Fees	792	1,537	1,167	1,167	1,167	0
CONH Fee	38	41	600	600	671	71
Section 421(a) Tax Exempt Fee	39,256	36,417	4,000	15,000	2,000	(2,000)
Mortgage Refinance Fee	346	305	476	476	476	0
Affordable NY Housing Program	0	18,087	6,000	12,000	6,000	0
Multiple Dwelling & Copy Fees	546	464	316	500	316	0
Heat/Hot Water Inspection Fee	49	64	10	10	10	0
Dismissal Request	755	763	240	700	240	0
Subtotal, Charges for Services	\$49,335	\$65,412	\$17,972	\$36,995	\$16,043	(\$1,929)
Rental Income						
Residential Rents	\$398	\$690	\$240	\$550	\$180	(\$60)
Residential Rent Arrears-TLAU	623	951	382	382	286	(96)
Commercial Rent Resid Bldgs	20	72	4	90	4	0
Urban Renewal Commer Rent	53	111	21	21	21	0
Parking Lot Revenue	300	312	147	147	124	(23)
Willets Point	287	277	288	288	288	0
Waterside & Surcharges	12,006	13,381	10,000	14,500	10,000	0
Surcharges	3,119					0
Subtotal, Rental Income	\$16,807	\$15,795	\$11,082	\$15,978	\$10,903	(\$179)
Fines and Forfeitures						
Housing Court Fines	\$2,210	\$1,825	\$1,066	\$1,066	\$1,066	\$0
Heat/Hot water Violations	27	53	40	40	40	0
Subtotal, Fines and Forfeitures	\$2,237	\$1,878	\$1,106	\$1,106	\$1,106	\$0
Other Misc.						
In-Rem Negotiated Sales	\$8,062	\$5,139	\$12	\$4,300	\$3,100	\$3,088
RFP/BID Books/Employee Fines	1,182	1,690	565	565	565	0
Manhattan Plaza & Marseilles Housing	0	0	11	11	11	0
Article 8A Loan	2	12	5	5	5	0
Subtotal, Miscellaneous	\$9,246	\$6,841	\$593	\$4,881	\$3,681	\$3,088
TOTAL	\$77,707	\$90,007	\$30,837	\$59,044	\$31,817	\$980

**The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

D: Program Areas

Administration

Administration						
<i>Dollars in Thousands</i>						
	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Spending						
Personal Services						
Additional Gross Pay	\$864	\$749	\$725	\$725	\$725	\$0
Additional Gross Pay - Labor Reserve	6	8	0	0	0	0
Fringe Benefits - SWB	155	16	0	0	0	0
Full-Time Salaried - Civilian	33,268	36,351	38,327	39,512	40,868	2,541
Other Salaried	0	0	58	58	58	0
Overtime - Civilian	447	474	406	406	406	0
P.S. Other	4	12	0	0	0	0
Unsalariated	495	512	413	413	413	0
Subtotal	\$35,239	\$38,121	\$39,928	\$41,113	\$42,469	\$2,541
Other Than Personal Services						
Contractual Services	\$8,709	\$2,222	\$1,363	\$1,662	\$1,015	(\$348)
Contractual Services - Financing	0	0	0	0	1	1
Contractual Services - Professional Services	384	670	1725	1883	31	(1,694)
Fixed & Misc. Charges	92	38	80	80	58	(22)
Other Services & Charges	3,797	3,744	3,433	3,494	3,329	(104)
Property & Equipment	937	283	465	674	1,098	633
Supplies & Materials	990	1,007	1,696	1,110	1,988	292
Subtotal	\$14,909	\$7,963	\$8,762	\$8,904	\$7,521	(\$1,241)
TOTAL	\$50,148	\$46,085	\$48,690	\$50,017	\$49,990	\$1,300
Funding						
Capital- IFA			\$1,993	\$2,046	\$2,083	\$90
City Funds			39,264	40,257	40,685	1,421
Federal - Community Development			5,377	5,531	5,166	(211)
Federal - Other			2,050	2,054	2,050	(0)
Intra-City			6	6	6	0
Other Categorical			0	124	0	0
TOTAL	\$50,148	\$46,085	\$48,690	\$50,017	\$49,990	\$1,300
Budgeted Headcount						
Full-Time Positions	412	416	483	492	492	9
TOTAL	412	416	483	492	492	9

**The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

Administration Program

Administration Program						
<i>Dollars in Thousands</i>						
	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Spending						
Personal Services						
Additional Gross Pay	\$339	\$365	\$239	\$239	\$239	\$0
Additional Gross Pay - Labor Reserve	11,412	11,352	13,385	13,773	14,266	880
Full-Time Salaried - Civilian	182	226	151	151	151	0
Overtime - Civilian	0	62	0	0	0	0
Subtotal	\$11,933	\$12,005	\$13,774	\$14,162	\$14,655	\$880
Other Than Personal Services						
Contractual Services	\$36,921	\$17,839	\$1,053	\$1,120	\$981	(\$72)
Contractual Services - Professional Services	12	13	14	14	14	0
Fixed & Misc. Charges	1,620	1,344	135,452	115,676	112,736	(22,716)
Other Services & Charges	2,991	3,666	136,122	202,143	57,807	(78,315)
Property & Equipment	0	89	0	0	0	0
Supplies & Materials	12	223	462	271	336	(126)
Subtotal	\$41,556	\$23,175	\$273,104	\$319,224	\$171,875	(\$101,229)
TOTAL	\$53,488	\$35,180	\$286,878	\$333,386	\$186,530	(\$100,348)
Funding						
City Funds			\$147,652	\$134,378	\$125,541	(\$22,112)
Federal - Community Development			133,704	193,486	58,466	(75,238)
Federal - Other			1,895	1,895	1,895	0
Intra-City			235	235	235	0
State			3,392	3,392	393	(2,999)
TOTAL	\$53,488	\$35,180	\$286,878	\$333,386	\$186,530	(\$100,348)
Budgeted Headcount						
Full-Time Positions	158	164	192	197	197	5
TOTAL	158	164	192	197	197	5

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget

Development

Development						
<i>Dollars in Thousands</i>						
	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Spending						
Personal Services						
Additional Gross Pay	\$452	\$373	\$92	\$92	\$92	\$0
Amounts to be Scheduled	0	0	0	0	0	0
Full-Time Salaried - Civilian	16,262	16,676	23,010	23,576	24,928	1,918
Overtime - Civilian	74	55	0	0	0	0
Unsalaries	0	2	5	5	5	0
Subtotal	\$16,788	\$17,106	\$23,107	\$23,673	\$25,024	\$1,918
Other Than Personal Services						
Contractual Services	\$241,515	\$120,256	\$18,424	\$60,246	\$3,800	(\$14,624)
Contractual Services - Social Services	1	0	0	0	0	0
Fixed & Misc. Charges	7,188	122,875	50,742	87,034	0	(50,742)
Other Services & Charges	0	0	22,334	678	0	(22,334)
Supplies & Materials	77	74	24	424	24	0
Subtotal	\$248,781	\$243,204	\$91,524	\$148,381	\$3,824	(\$87,700)
TOTAL	\$265,569	\$260,310	\$114,631	\$172,055	\$28,848	(\$85,783)
Funding						
Capital- IFA			\$10,557	\$10,757	\$10,899	\$342
City Funds			6,190	6,305	7,469	1,279
Federal - Community Development			90,662	123,252	3,582	(87,080)
Federal - Other			6,488	19,645	6,488	0
Other Categorical			733	12,096	410	(324)
TOTAL	\$265,569	\$260,310	\$114,631	\$172,055	\$28,848	(\$85,783)
Budgeted Headcount						
Full-Time Positions	209	217	316	339	339	23
TOTAL	209	217	316	339	339	23

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

Housing Operations- Section 8 Programs

Housing Operations- Section 8 Programs						
<i>Dollars in Thousands</i>						
	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Spending						
Personal Services						
Additional Gross Pay	\$194	\$251	\$164	\$164	\$164	\$0
Full-Time Salaried - Civilian	16,912	16,225	17,701	17,701	17,701	0
Full-Time Salaried - Uniformed	0	14	0	0	0	0
Overtime - Civilian	476	711	142	142	142	0
Unsalaries	143	142	130	130	130	0
Subtotal	\$17,726	\$17,343	\$18,137	\$18,137	\$18,137	\$0
Other Than Personal Services						
Contractual Services	\$2,242	\$2,072	\$5,690	\$5,724	\$8,380	\$2,690
Contractual Services - Professional Services	116	867	1,446	1,446	188	(1,258)
Fixed & Misc. Charges - Section 8	472,381	481,418	472,211	472,211	469,625	(2,586)
Other Services & Charges	359	165	425	742	770	345
Property & Equipment	132	76	342	387	0	(342)
Supplies & Materials	445	358	418	418	3	(415)
Subtotal	\$475,674	\$484,955	\$480,532	\$480,928	\$478,966	(\$1,566)
TOTAL	\$493,400	\$502,298	\$498,669	\$499,065	\$497,103	(\$1,566)
Funding						
City Funds			\$3,491	\$3,526	\$7,835	\$4,344
Federal - Community Development			2,556	2,556	0	(2,556)
Federal - Other			492,622	492,983	489,268	(3,354)
TOTAL	\$493,400	\$502,298	\$498,669	\$499,065	\$497,103	(\$1,566)
Budgeted Headcount						
Full-Time Positions	296	310	227	227	227	0
TOTAL	296	310	227	227	227	0

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

Housing Operations- Emergency Housing

Housing Operations- Emergency Housing						
<i>Dollars in Thousands</i>						
	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Spending						
Personal Services						
Additional Gross Pay	\$208	\$176	\$97	\$97	\$97	\$0
Additional Gross Pay - Labor Reserve	4	8	0	0	0	0
Fringe Benefits	2	2	0	0	0	0
Full-Time Salaried - Civilian	4,420	3,364	3,859	3,852	3,949	90
Overtime - Civilian	69	60	48	48	48	0
Unsalaries	69	72	42	42	42	0
Subtotal	\$4,772	\$3,682	\$4,046	\$4,039	\$4,136	\$90
Other Than Personal Services						
Contractual Services	\$31,123	\$27,445	\$31,649	\$37,103	\$25,888	(\$5,762)
Other Services & Charges	0	2	11	36	1,428	1,417
Property & Equipment	0	0	0	4	0	0
Subtotal	\$31,124	\$27,447	\$31,660	\$37,143	\$27,315	(\$4,345)
TOTAL	\$35,895	\$31,129	\$35,707	\$41,181	\$31,451	(\$4,255)
Funding						
Capital- IFA			\$82	\$82	\$82	\$0
City Funds			9,771	5,556	5,901	(3,870)
Federal - Community Development			21,574	29,559	21,124	(450)
Federal - Other			736	2404	736	0
Intra-City			1,468	1,506	1,533	65
Other Categorical			1,000	1,000	1,000	0
State			1,075	1,075	1,075	0
TOTAL	\$35,895	\$31,129	\$35,707	\$41,181	\$31,451	(\$4,255)
Budgeted Headcount						
Full-Time Positions	57	59	43	43	43	0
TOTAL	57	59	43	43	43	0

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

Housing Operations- Management & Disposition

Housing Operations- Management & Disposition						
<i>Dollars in Thousands</i>						
	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Spending						
Personal Services						
Additional Gross Pay	\$764	\$1,114	\$997	\$997	\$997	\$0
Fringe Benefits	0	0	0	0	0	0
Full-Time Salaried - Civilian	14,798	14,538	15,424	16,307	16,587	1,163
Other Salaried	0	0	29	29	29	0
Overtime - Civilian	345	377	431	431	431	0
Unsalaries	69	22	64	64	64	0
Subtotal	\$15,976	\$16,052	\$16,945	\$17,829	\$18,108	\$1,163
Other Than Personal Services						
Contractual Services	\$4,104	\$2,805	\$9,255	\$9,521	\$4,293	(4\$,963)
Contractual Services - Financing	0	0	1	1	0	(1)
Contractual Services - Professional Services	15	9	126	122	121	(6)
Fixed & Misc. Charges	616	1,051	0	0	0	0
Other Services & Charges	1,486	1,951	2,210	2,353	2,081	(128)
Property & Equipment	26	7	10	8	11	1
Supplies & Materials	2,511	3,415	4,904	4,942	6,570	1,666
Subtotal	\$8,758	\$9,238	\$16,506	\$16,948	\$13,076	(\$3,430)
TOTAL	\$24,734	\$25,290	\$33,451	\$34,777	\$31,184	(\$2,268)
Funding						
Capital- IFA			\$10,496	\$10,839	\$11,084	\$588
City Funds			6,526	7,542	6,852	327
Federal - Community Development			16,129	15,906	13,043	(3,086)
Intra-City			0	189	0	0
Other Categorical			301	301	205	(96)
TOTAL	\$24,734	\$25,290	\$33,451	\$34,777	\$31,184	(\$2,268)
Budgeted Headcount						
Full-Time Positions	203	203	237	240	238	1
TOTAL	203	203	237	240	238	1

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

Preservation- Anti- Abandonment

Preservation- Anti- Abandonment						
<i>Dollars in Thousands</i>						
	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Spending						
Personal Services						
Additional Gross Pay	\$134	\$122	\$143	\$143	\$143	\$0
Fringe Benefits	2	2	0	0	0	0
Full-Time Salaried - Civilian	2,841	2,792	2,929	2,929	2,929	0
Overtime - Civilian	30	45	32	32	32	0
Subtotal	\$3,007	\$2,960	\$3,104	\$3,104	\$3,104	\$0
Other Than Personal Services						
Contractual Services	\$4,957	\$4,310	\$5,265	\$6,336	\$750	(\$4,515)
Other Services & Charges	0	17	0	0	0	0
Supplies & Materials	0	4	0	0	0	0
Subtotal	\$4,957	\$4,331	\$5,265	\$6,336	\$750	(\$4,515)
TOTAL	\$7,964	\$7,291	\$8,368	\$9,440	\$3,854	(\$4,515)
Funding						
City Funds			\$7,788	\$7,699	\$3,854	(\$3,934)
Federal - Community Development			580	1741	0	(580)
TOTAL	\$7,964	\$7,291	\$8,368	\$9,440	\$3,854	(\$4,515)
Budgeted Headcount						
Full-Time Positions	41	40	45	45	45	0
TOTAL	41	40	45	45	45	0

**The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

Preservation- Code Enforcement

Preservation- Code Enforcement						
<i>Dollars in Thousands</i>						
	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Spending						
Personal Services						
Additional Gross Pay	\$1,336	\$1,431	\$1,428	\$1,428	\$1,428	\$0
Additional Gross Pay - Labor Reserve	11	19	0	0	0	0
Fringe Benefits	27	27	0	0	0	0
Full-Time Salaried - Civilian	23,481	23,764	24,738	25,018	25,562	824
Full-Time Salaried - Uniformed	0	5	0	0	0	0
Other Salaried	0	0	22	22	22	0
Overtime - Civilian	432	546	346	346	346	0
Unsalariated	175	116	310	310	310	0
Subtotal	\$25,462	\$25,908	\$26,843	\$27,124	\$27,668	\$824
Other Than Personal Services						
Contractual Services	\$3,061	\$3,866	\$6,109	\$6,874	\$6,156	\$47
Contractual Services - Professional Services	0	0	1	1	1	(0)
Other Services & Charges	3,234	1,782	2,352	2,401	1,854	(498)
Property & Equipment	36	339	446	603	11	(435)
Supplies & Materials	368	550	853	1,899	813	(39)
Subtotal	\$6,699	\$6,538	\$9,761	\$11,779	\$8,835	(\$926)
TOTAL	\$32,161	\$32,446	\$36,604	\$38,903	\$36,503	(\$101)
Funding						
City Funds			\$7,682	\$8,035	\$8,192	\$510
Federal - Community Development			27,382	29,144	26,763	(619)
Federal - Other			1,479	1,479	1,479	0
Intra-City			61	245	69	8
TOTAL	\$32,161	\$32,446	\$36,604	\$38,903	\$36,503	(\$101)
Budgeted Headcount						
Full-Time Positions	407	406	455	457	454	(1)
TOTAL	407	406	455	457	454	(1)

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

Preservation- Emergency Repair

Preservation- Emergency Repair						
<i>Dollars in Thousands</i>						
	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Spending						
Personal Services						
Additional Gross Pay	\$394	\$517	\$435	\$435	\$435	\$0
Fringe Benefits	4	3	0	0	0	0
Full-Time Salaried - Civilian	7,638	7,067	7,923	8,296	8,636	714
Overtime - Civilian	89	152	70	70	70	0
Unsalaries	334	275	378	378	378	0
Subtotal	\$8,458	\$8,016	\$8,806	\$9,179	\$9,520	\$714
Other Than Personal Services						
Contractual Services	\$8,780	\$8,376	\$13,819	\$11,878	\$17,650	\$3,831
Fixed & Misc. Charges	0	1	0	1	0	0
Other Services & Charges	4,349	5,112	5,803	5,250	7,817	2,014
Property & Equipment	48	1,286	102	393	80	(22)
Supplies & Materials	441	466	1,205	1,503	1,275	69
Subtotal	\$13,619	\$15,241	\$20,929	\$19,025	\$26,822	\$5,893
TOTAL	\$22,077	\$23,257	\$29,735	\$28,205	\$36,342	\$6,607
Funding						
City Funds			\$150	\$580	\$36	(\$113)
Federal - Community Development			29,586	27,625	36,306	6,720
TOTAL	\$22,077	\$23,257	\$29,735	\$28,205	\$36,342	\$6,607
Budgeted Headcount						
Full-Time Positions	138	126	153	153	153	0
TOTAL	138	126	153	153	153	0

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

Preservation- Lead Paint

Preservation- Lead Paint						
<i>Dollars in Thousands</i>						
	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Spending						
Personal Services						
Additional Gross Pay	\$869	\$994	\$773	\$761	\$761	(\$12)
Additional Gross Pay - Labor Reserve	0	1	0	0	0	0
Fringe Benefits	11	12	0	0	0	0
Full-Time Salaried - Civilian	10,787	11,087	12,258	12,738	12,472	214
Overtime - Civilian	209	243	333	303	303	(30)
Unsalaries	38	63	171	143	143	(28)
Subtotal	\$11,913	\$12,399	\$13,534	\$13,944	\$13,678	\$144
Other Than Personal Services						
Contractual Services	\$1,589	\$546	\$113	\$1,305	\$879	\$766
Other Services & Charges	114	148	120	451	306	187
Property & Equipment	18	63	0	0	17	17
Supplies & Materials	22	13	40	42	197	156
Subtotal	\$1,743	\$770	\$273	\$1,799	\$1,400	\$1,127
TOTAL	\$13,656	\$13,169	\$13,807	\$15,743	\$15,078	\$1,271
Funding						
City Funds			\$136	\$136	\$136	\$0
Federal - Community Development			13,418	13,925	14,704	1,286
Federal - Other			20	1446	0	(20)
Intra-City			233	236	238	5
TOTAL	\$13,656	\$13,169	\$13,807	\$15,743	\$15,078	\$1,271
Budgeted Headcount						
Full-Time Positions	188	191	238	239	238	0
TOTAL	188	191	238	239	238	0

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

Preservation- Other Agency Services

Preservation- Other Agency Services						
<i>Dollars in Thousands</i>						
	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Spending						
Personal Services						
Additional Gross Pay	\$587	\$786	\$592	\$592	\$592	\$0
Fringe Benefits	1	1	0	0	0	0
Full-Time Salaried - Civilian	8372	9,794	10,492	11,295	11,599	1,107
Overtime - Civilian	33	39	71	71	71	0
Unsalariied	6	39	70	70	70	0
Subtotal	\$8,998	\$10,659	\$11,226	\$12,029	\$12,333	\$1,107
Other Than Personal Services						
Contractual Services	\$17,806	\$12,513	\$23,578	\$22,535	\$12,636	(\$10,943)
Contractual Services - Professional Services	0	0	0	848	0	0
Fixed & Misc. Charges	0	2	0	0	0	0
Other Services & Charges	572	973	525	1,491	4,534	4,009
Property & Equipment	100	108	108	175	90	(18)
Supplies & Materials	35	64	502	60	485	(17)
Subtotal	\$18,513	\$13,660	\$24,714	\$25,108	\$17,746	(\$6,968)
TOTAL	\$27,512	\$24,319	\$35,940	\$37,137	\$30,078	(\$5,862)
Funding						
Capital- IFA			\$80	\$82	\$84	\$5
City Funds			16,536	16,520	12,753	(3,783)
Federal - Community Development			19,324	20,535	17,241	(2083)
TOTAL	\$27,512	\$24,319	\$35,940	\$37,137	\$30,078	(\$5,862)
Budgeted Headcount						
Full-Time Positions	143	141	159	169	169	10
TOTAL	143	141	159	169	169	10

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.