

# THE COUNCIL OF THE CITY OF NEW YORK

Hon. Corey Johnson  
Speaker of the Council

Hon. Daniel Dromm  
Chair, Finance Committee

Hon. Alicka Ampry-Samuel  
Chair, Committee on Public Housing



Report to the Committee on Finance and the Committee on Public Housing on the Fiscal 2020 Executive Budget, 2019-2023 Adopted Operating Plan, 2019-2023 Adopted Capital Plan, Fiscal 2020-2029 Ten-Year Capital Strategy, Fiscal 2020 Executive Capital Budget, and the Fiscal 2020 Executive Capital Commitment Plan for the

## **New York City Housing Authority**

May 7, 2019

### **Finance Division**

Sarah Gastelum, Principal Financial Analyst  
Chima Obichere, Unit Head

---

Latonia McKinney, Director  
Regina Poreda Ryan, Deputy Director

Paul Scimone, Deputy Director  
Nathan Toth, Deputy Director

## New York City Housing Authority Overview

This report provides a review of NYCHA's 2019-2023 Adopted Operating and Capital Plans. The first section provides a review of initiatives funded by the City followed by a review of recent State and Federal budget actions. Analysis and highlights of NYCHA's Fiscal 2019-2023 Capital Commitment Plan follows the discussion of the expense budget. Finally, the appendices are included to provide additional details on the various components of the 2019-2023 Operating Budget and the senior centers consolidated in the Fiscal 2020 Executive Budget. For additional information on the Authority's budget and its various programs, please refer to the Fiscal 2020 Preliminary Budget Report for NYCHA at: <https://council.nyc.gov/budget/wp-content/uploads/sites/54/2019/03/NYCHA2020.pdf>

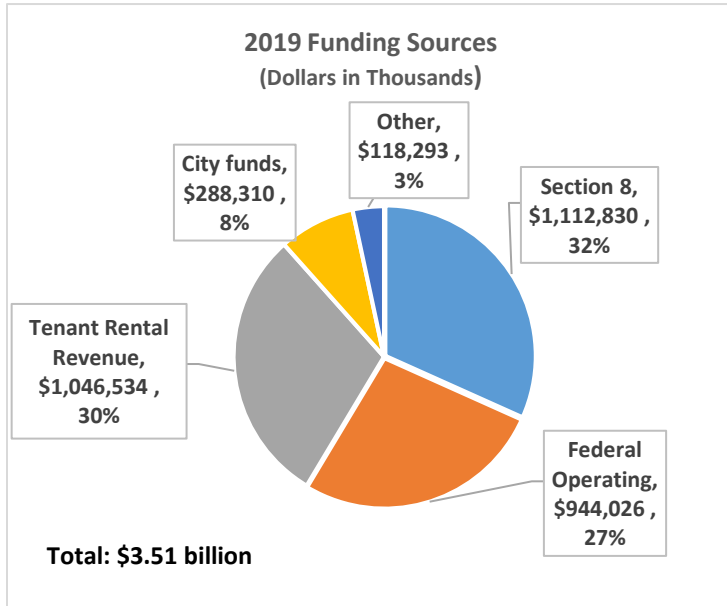
NYCHA Financial Plan Summary 2019-2023 Operating Budget (All Funds)						
<i>Dollars in Millions</i>	2018 Year End	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan
<b>Revenues</b>						
Tenant Rental Revenue	\$1,048.0	\$1,046.5	\$1,044.9	\$1,045.6	\$1,054.0	\$1,062.6
Federal Subsidies	2,077.3	2,111.7	2,122.2	2,215.5	2,240.2	2,272.9
Other Revenue	181.1	351.7	259.8	261.7	252.2	239.5
<b>Total Revenues</b>	<b>\$3,306.4</b>	<b>\$3,509.9</b>	<b>\$3,426.9</b>	<b>\$3,522.8</b>	<b>\$3,546.4</b>	<b>\$3,575.0</b>
<b>Expenditures</b>						
Personal Service	\$1,301.2	\$1,345.4	\$1,382.4	\$1,411.5	\$1,428.0	\$1,441.8
Other Than Personal Service	2,030.4	2,131.2	2,111.6	2,203.5	2,210.6	2,220.6
<b>Total Expenditures</b>	<b>\$3,331.6</b>	<b>\$3,476.6</b>	<b>\$3,494.0</b>	<b>\$3,615.0</b>	<b>\$3,638.6</b>	<b>\$3,662.4</b>
<b>Surplus/(Deficit)</b>	<b>(\$25.1)</b>	<b>\$33.3</b>	<b>(\$67.1)</b>	<b>(\$92.2)</b>	<b>(\$92.2)</b>	<b>(\$87.4)</b>

## 2019-2023 Operating Plan Summary

NYCHA's budget is not part of the City's budget and NYCHA's fiscal year follows the calendar year. On December 19, 2018, the NYCHA Board approved its five-year 2019-2023 Operating and Capital Plans, which for 2019 projects an overall surplus of \$33.3 million. The surplus is attributable to operating support from the City and several revenue generating strategies related to *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. The 2019 Adopted Operating Budget projects an overall deficit of \$67.1 million beginning in 2020, which grows to \$87.4 million by 2023.

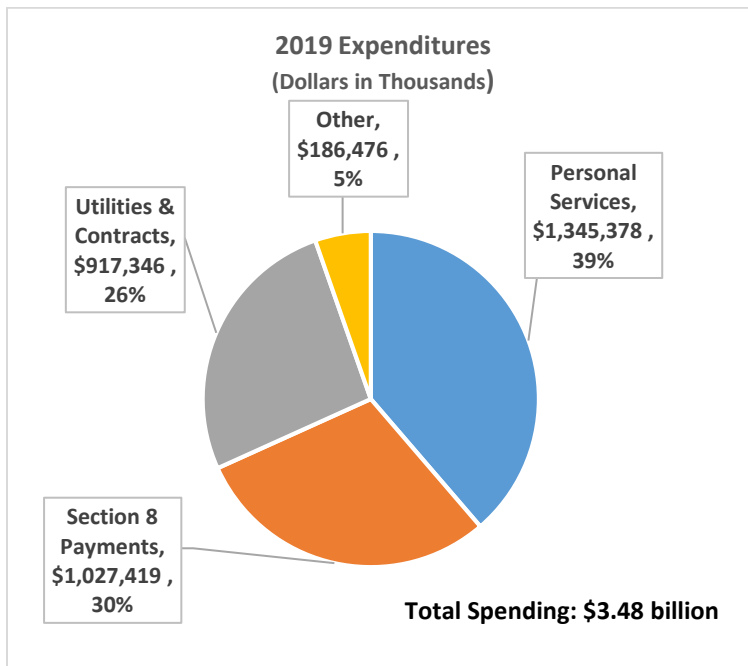
## 2019 Operating Plan Summary

### 2019 Revenue Sources



NYCHA’s total revenues for 2019 are approximately \$3.51 billion. About \$2.11 billion, or 60 percent of the Authority’s Operating Budget in 2019, is supported by federal assistance programs. The second largest source of revenue for the Authority is tenant rental revenues, which will total \$1.05 billion in 2019. City operating funds are projected to be about \$288.3 million in 2019.

### 2019 Expenditures



NYCHA’s total expenditures for 2019 are approximately \$3.48 billion. About \$1.3 billion, or 39 percent of NYCHA’s Fiscal 2019 expenditures is comprised of Personal Services costs, including salaries, fringe benefits and paid overtime. Section 8 Housing Assistance Payments account for 30 percent, or \$1.03 billion of the total expenditures. Utilities and contract payments account for 26 percent of the Authority’s operating expenditures, or \$917.4 million in 2019.

## New in the Executive Budget

The Fiscal 2020 Executive Budget includes new needs totaling \$6.6 million in Fiscal 2020 and in the outyears for NYCHA senior center and community center operations. Overall, the Fiscal 2020 Executive Budget provides an outlay of \$9.2 million in City Operating funds for the Fiscal 2019-2023 period for senior center operating costs, center repairs and other core services. These actions are further outlined below.

NYCHA Additions in the City's FY2020 Executive Budget							
Operating Funds (FY2019-FY2023) <i>Dollars in thousands</i>	Agency	FY2019	FY2020	FY2021	FY2022	FY2023	FY19-FY23 Total
<u><i>New Needs</i></u>							
NYCHA Senior Center Maintenance	DFTA	\$0	\$4,000	\$4,000	\$4,000	\$4,000	\$16,000
Transfer NYCHA Senior Clubs to DFTA	DFTA	0	1,511	1,511	1,511	1,511	6,044
NYCHA Community Center Maintenance	DYCD	0	2,000	2,000	2,000	2,000	8,000
<u><i>Savings Program</i></u>							
NYCHA Senior Clubs	DFTA	\$0	(\$885)	(\$885)	(\$885)	(\$885)	(\$3,539)
<b>New needs and savings subtotal</b>		<b>\$0</b>	<b>\$6,626</b>	<b>\$6,626</b>	<b>\$6,626</b>	<b>\$6,626</b>	<b>\$26,505</b>
<u><i>Adjustments</i></u>							
NYCHA Collective Bargaining	Misc	(\$499)	(\$1,219)	(\$1,219)	(\$1,219)	(\$1,219)	(\$5,375)
Addition of NYCHA DANY funds FY19 NYCHA City Council	HPD	7,518	0	0	0	0	7,518
Reallocations	HPD	(5)	0	0	0	0	(5)
NYCHA CDBG Technical Adjustment	HPD	0	0	0	0	(19,600)	(19,600)
NYCHA ULA Grant	DoITT	156	0	0	0	0	156
<b>Other adjustments subtotal</b>		<b>\$7,170</b>	<b>(\$1,219)</b>	<b>(\$1,219)</b>	<b>(\$1,219)</b>	<b>(\$20,819)</b>	<b>(\$17,306)</b>
<b>Total, Fiscal 2020 Executive Budget</b>		<b>\$7,170</b>	<b>\$ 5,407</b>	<b>\$ 5,407</b>	<b>\$ 5,407</b>	<b>(\$14,193)</b>	<b>\$ 9,199</b>

## Preliminary Budget Response and Executive Budget Actions

The Council's response to the Fiscal 2020 Preliminary Budget included several recommendations for NYCHA. The following proposals were addressed in the Fiscal 2020 Executive Budget, however these items were not sufficiently funded or addressed as called for in the Council's Preliminary Budget Response.

- Expedite repairs at NYCHA Community and Senior Centers.** The Council called for additional funds to address deferred maintenance and work order repairs at 255 senior centers and community centers that operate on NYCHA property. These centers are operated by NYCHA, DYCD, DFTA, and a variety of community-based organizations. The Fiscal 2020 Executive Budget includes \$4 million in Fiscal 2020 and in the outyears to the Department for the Aging (DFTA) for maintenance and small work order repairs at various senior centers citywide that operate at NYCHA developments. Additionally, City funds of \$2 million are added in Fiscal 2020 and in the outyears to the Department of Youth and Community Development (DYCD) for work order repairs at various NYCHA community centers citywide. These actions are further outlined in the table below.
- Maintain Funding for 14 NYCHA Managed Senior Centers.** The Council called for \$3.1 million to baseline ongoing operational support for the 14 senior centers that are under NYCHA management this current fiscal year. Instead, the Fiscal 2020 Executive Budget consolidates

and/or closes seven centers currently managed by NYCHA and five additional centers currently operated by DFTA; transportation services to an alternate senior center nearby will be provided by DFTA. The consolidation of these senior centers will result in \$885,000 in cuts in Fiscal 2020 and in the outyears. The Fiscal 2020 Executive Budget baselines \$1.5 million in Fiscal 2020 for the transfer of the remaining seven NYCHA managed senior centers and 12 additional senior centers at NYCHA operated by DFTA to DFTA management. (See Appendix 5 for a more detailed list of all NYCHA social clubs that will be consolidated and transferred.)

NYCHA Managed Senior Centers				
Number of Centers	Borough	Development	Council Member	FY20 Executive Budget Action
1	Bronx	Highbridge Gardens	Gibson	Center will be transferred to DFTA management
2	Bronx	Sedgwick	Gibson	Center will be transferred to DFTA management
3	Bronx	Soundview	Diaz	Center will be transferred to DFTA management
4	Brooklyn	Brownsville	Ampry-Samuel	Center will be transferred to DFTA management
5	Brooklyn	Cypress Hills	Barron	Center will be transferred to DFTA management
6	Brooklyn	Glenmore Plaza	Espinal	Center will be transferred to DFTA management
7	Brooklyn	Hughes Apartments	Ampry-Samuel	Center will be closed; transportation to nearby, alternate senior club will be provided by DFTA
8	Brooklyn	Sumner	Cornegy	Center will be closed; transportation to nearby, alternate senior club will be provided by DFTA
9	Manhattan	Lincoln	Perkins	Center will be closed; transportation to nearby, alternate senior club will be provided by DFTA
10	Manhattan	Taft	Perkins	Center will be closed; transportation to nearby, alternate senior club will be provided by DFTA
11	Manhattan	Wagner	Ayala	Center will be transferred to DFTA management
12	Queens	Astoria	Constantinides	Center will be closed; transportation to nearby, alternate senior club will be provided by DFTA
13	Queens	Baisley Park	Adams	Center will be closed; transportation to nearby, alternate senior club will be provided by DFTA
14	Queens	Bland	Koo	Center will be closed; transportation to nearby, alternate senior club will be provided by DFTA

In addition to the above budget requests, the Council called for the following items in the Fiscal 2020 Preliminary Budget Response, which were not included as part of the Fiscal 2020 Executive Budget.

- **Address NYCHA's Long-term Capital Needs.** The Council called for a significant capital investment to NYCHA over a ten-year period to address the estimated funding gap between NYCHA's projected capital funding, expected revenue from NYCHA 2.0, the Authority's ten-year strategic plan to renovate and preserve the NYCHA housing stock, and the cost to maintain the Authority's properties in a state of good repair.
- **Improve Lighting around NYCHA Developments.** The Council called for additional investments for exterior lighting and security enhancements at NYCHA developments citywide.
- **Repair NYCHA Sidewalks.** The Council called for additional investments for sidewalk repairs and security enhancements at NYCHA developments citywide.

## Other Budget Issues

### State Funding for NYCHA Capital Repairs

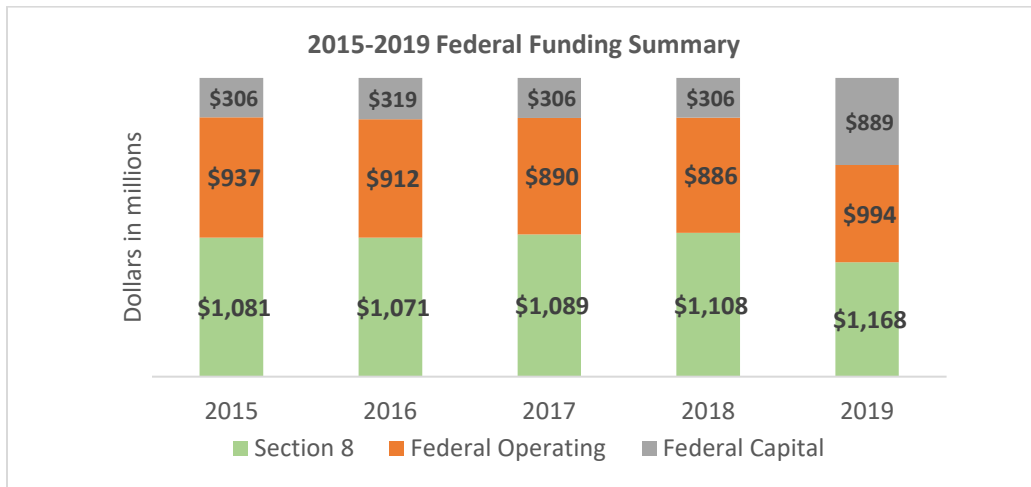
Although NYCHA is a State Chartered Authority, the State only sporadically allocates money for capital projects at NYCHA. In the 2016 State Enacted Budget, the State provided the first major capital investment to NYCHA in decades totaling \$100 million which funded smaller capital projects, security upgrades and grounds improvements. These funds require NYCHA and the Dormitory Authority of the State of New York (DASNY) to develop a spending plan, which is subject to approval by New York State Homes and Community Renewal (HCR). Most recently, the 2018 State Enacted Budget included \$200 million for capital repairs at NYCHA and the 2019 State Enacted Budget included an additional \$250 million for critical repairs. However, in April 2018, Governor Cuomo issued an Executive Order declaring a State Disaster Emergency for NYCHA developments. The provisions of the Order provide for the deployment of up to \$550 million in emergency state resources, following the appointment of an independent monitor to oversee the spending. The available funding is meant to repair boilers, remediate mold and lead, and address other critical issues at NYCHA properties. On February 21, 2019, the U.S. Department of Housing and Urban Development (HUD) and SDNY selected an independent monitor to oversee core NYCHA functions, pursuant to a January 2019 HUD administrative agreement. However, to date, State Capital funds for NYCHA have not yet been released.

New York State Budget / State Housing Programs for Fiscal Years 2016- 2020 (\$ in 000s)						
New York State Housing Program	FY2016 Enacted Budget	FY2017 Enacted Budget	FY2018 Enacted Budget	FY2019 Enacted Budget	FY2020 Enacted Budget	TOTAL FY 16-20
NYCHA Modernization Improvement Program	\$100,000	\$0	\$200,000	\$250,000	\$0	\$550,000

The 2020 State Enacted Budget does not include any additional capital funds to NYCHA, but instead, re-appropriates \$450 million previously allocated to NYCHA for critical capital repairs; this includes \$200 million appropriated in Fiscal 2018 and \$250 million in Fiscal 2019. The table above provides a funding summary of State Capital funds to NYCHA.

### 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 annually 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. The 2019 Operating Plan assumes \$1.2 billion in federal operating subsidies for the Section 8 program, \$944 million in federal operating funds (Section 9) and \$889 million in federal capital funds, which comprises 60 percent of the Authority's operating budget and 25 percent of the Authority's capital budget in the current year.



**Chronic Underfunding of Federal Operating and Capital Subsidies**

NYCHA reports that from 2001 to 2018, proration has resulted in a cumulative operating funding loss of \$1.43 billion and a cumulative capital funding loss of about \$1.34 billion. Each percentage point decrease in NYCHA’s annual proration rate drives a decrease of approximately \$10.7 million in operating subsidy. Although federal funding for NYCHA’s largest grant programs, Section 8 and public housing (Section 9) have remained relatively steady in the near-term, for the eight-year period from 2011 to 2018 (see chart below), the appropriation level has averaged about 80 percent for Section 8 and about 90 percent for public housing operating subsidies, which is inadequate to fully fund public housing operations at NYCHA. The 2019-2023 Adopted Operating Plan assumes a 93 percent proration rate for operating subsidies, a 97 percent proration rate for Section 8, and an 80 percent proration rate for Section 8 administrative fees. The total cumulative impact of these federal funding reductions could result in \$77 million in lost revenue in 2019.

Federal Funding Source	2018 Year-end	2019 Adopted	8-Yr Average
Operating Subsidy*	94.7%	92.5%	90.4%
Section 8 HAP	99.7%	97.0%	98.8%
Section 8 Admin	80.0%	80.0%	79.1%
Capital Fund (\$ in Millions)	\$528	\$306	\$324

\* Effective Rate based on expected funding and eligibility.

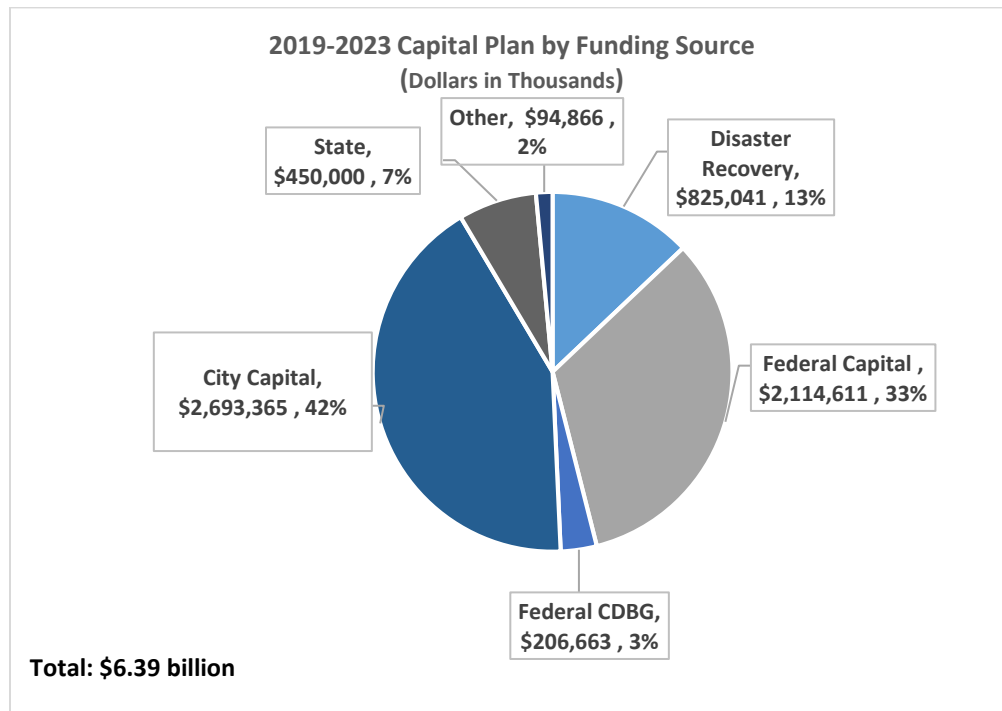
**Federal Funding Outlook**

Under the President’s Federal Fiscal Year 2020 Budget proposal, a number of federally-funded housing programs would be eliminated or reduced, which would significantly impact housing operations in New York City. Several housing programs administered by NYCHA would be impacted by these actions should this proposal be adopted, including the Public Housing Capital Fund (100 percent elimination) and the Public Housing Operating Fund (40 percent reduction). In addition, funding for the Section 8 program would be reduced by \$354 million, which would result in insufficient Tenant Protection Voucher funding to meet NYCHA's conversion needs outlined in NYCHA 2.0. 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.

## 2019-2023 Capital Plan

NYCHA's 2019-2023 Capital Plan provides approximately \$6.4 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.



Overall, of the \$6.4 billion included in this Plan, 42 percent is from City Capital funds, which includes the City's \$1.2 billion allocation to support building improvements mandated by a federal consent decree signed by NYCHA and the City in June 2018. From 2019 to 2023, NYCHA will receive about \$2.1 billion in new federal funding for investment in NYCHA's building portfolio, or an average annual allocation of about \$423 million. The Capital Plan includes \$825 million in expected one-time disaster recovery funds to address the continued impacts of Superstorm Sandy and also assumes \$450 million in State funds for capital repairs, although this funding has not yet been released to NYCHA. The Plan reflects an increase of \$1.07 billion over the 2018-2022 Adopted Capital Plan mostly due to the addition of City funds and an increase of \$172 million in federal capital funds in Fiscal 2019. Overall, 61 percent of the Capital Plan, or about \$3.9 billion, will provide for structural improvements and exterior capital work. The second largest category of planned capital work, totaling \$1.2 billion, or 19 percent, is for heating and plumbing work, including boilers and heating plants.

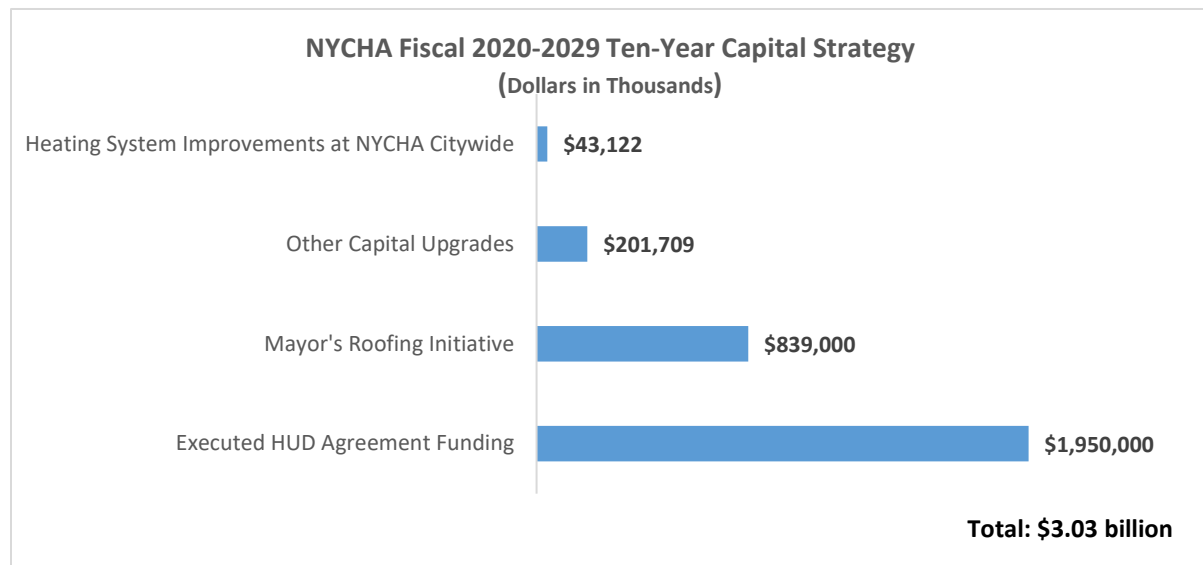


## Capital Program

### Ten-Year Capital Strategy Fiscal 2020-2029

On April, 25 2019, the Administration released the Ten-Year Capital Strategy for Fiscal 2020-2029 (the Ten-Year Strategy), the Executive Capital Commitment Plan for Fiscal 2019-2023 (the Commitment Plan) and the Fiscal 2020 Executive Capital Budget (the Capital Budget).

The City's Ten-Year Strategy totals \$116.9 billion (all funds), which is \$21.1 billion larger than the \$95.8 billion Fiscal 2018-2028 Ten-Year Strategy. NYCHA's Ten-Year Capital Strategy totals \$3 billion, or about 2.6 percent of the City's total Strategy. The chart below shows how NYCHA's Ten-Year Strategy is distributed among the four categories that support the Authority's planned spending on public housing upgrades and capital repairs over a ten-year period.



The Ten-Year Capital strategy provides \$3 billion to NYCHA for building exteriors upgrades such as roof work, building systems upgrades and improvements, including elevator repair work and other construction projects. The major capital strategy programs are further outlined below.

- HUD Administrative Agreement.** The Ten-Year Capital Strategy provides \$1.95 billion as part of a January 2019 executed HUD agreement signed by SDNY, NYCHA and the City that requires NYCHA to remediate living conditions at developments citywide by specific deadlines and meet strict compliance standards regarding lead paint hazards, mold growth, pest infestations, and inadequate heating and elevator service. In total, \$2.2 billion is provided from Fiscal 2019-2028 for critical repairs to meet the terms of the agreement.
- Roof Replacement Initiative.** The Ten-Year Capital Strategy provides \$839 million for a multi-phase roof repair program to address the underlying conditions of mold and other health related hazards in NYCHA developments. The first phase of roof repair work totaled \$100 million and supported roof repair work at 65 buildings across five developments between May 2015 and April 2018. A second phase of roof work at 78 buildings, costing \$100 million, has now entered construction and will be completed by June 2019. In total, the existing scope of roof repair work will encompass 952 buildings at a total cost of \$1.3 billion over a ten-year

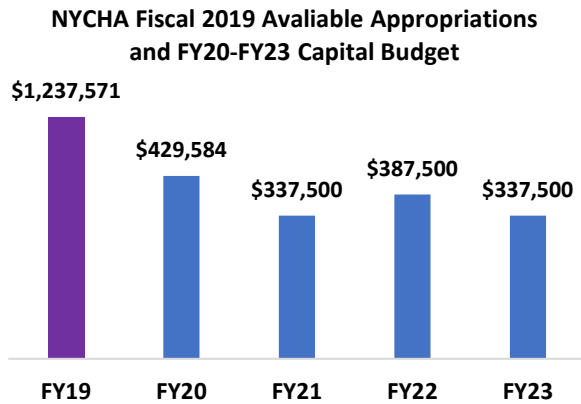
period. By 2026, it is anticipated that all roofs across NYCHA’s portfolio will be in a state of good repair. This program will impact approximately 175,478 NYCHA residents.

As outlined in the Council’s Fiscal 2020 Preliminary Budget Response, the Fiscal 2020-2029 Preliminary Ten-Year Capital Strategy presented by the Administration was not true to its name and many of the Ten-Year Strategy categories have a dramatic decline in planned spending, or no spending, in the second half of the plan. The Ten-Year Capital Strategy presented as part of the Fiscal 2020 Executive Budget still fails to address planning in the outyears for many City agencies, including NYCHA. Notably, after Fiscal 2028, the final year of mandated repairs under the HUD administrative agreement, funding for NYCHA under the Ten-Year Strategy is reduced to zero.



[Fiscal 2020 Executive Capital Budget and Commitment Plan for Fiscal 2019-2023](#)

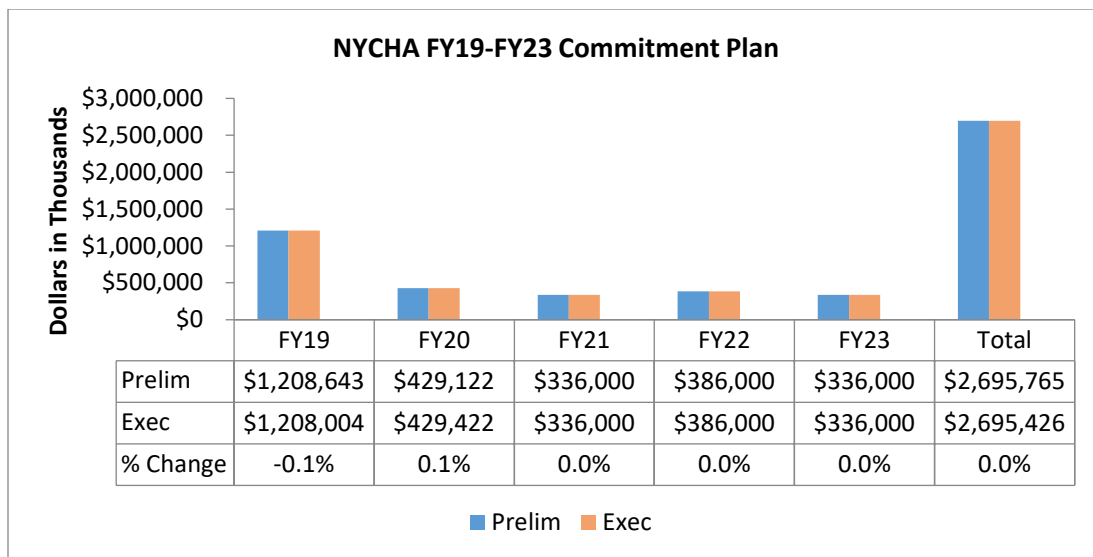
The Capital Budget provides the estimated need for new appropriations for Fiscal 2020 along with projections for the subsequent three-year capital program. Appropriations represent the legal authority to spend capital dollars and are what the Council votes on at budget adoption. The Commitment Plan, 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 Adopted Budget. This section will provide an overview of the Capital Budget and Commitment Plan for the Authority.



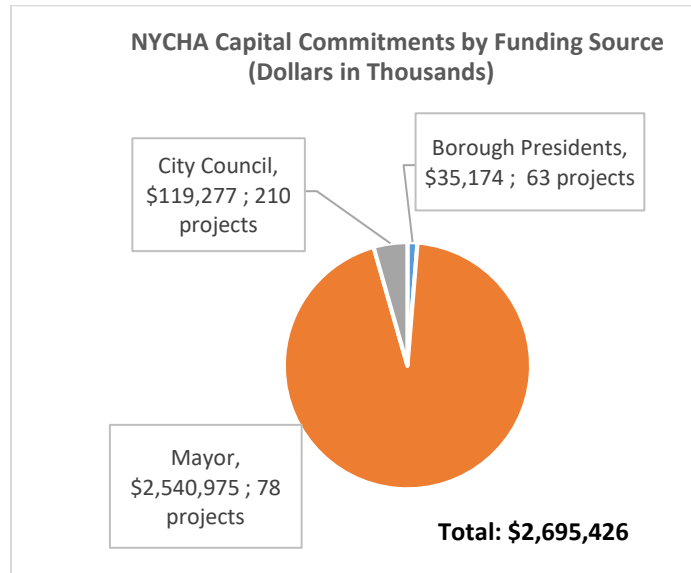
NYCHA’s Fiscal 2020 Executive Capital Budget includes \$1.5 billion in Fiscal 2020-2023 comprised of all City funds. This represents approximately 2.6 percent of the City’s total \$56.6 billion Capital Budget for 2020-2023. Available appropriations for Fiscal 2019 totaled \$1.2 billion as of February 28th; this includes \$568.2 million in reauthorized prior appropriations and \$669.4 million in authorized Fiscal 2019 appropriations, less actual commitments in the current fiscal year.

**Capital Commitment Plan**

NYCHA’s Executive Commitment Plan includes \$2.7 billion in Fiscal 2019-2023, comprised of all City funds. This represents approximately three percent of the City’s total \$86.2 billion Executive Commitment Plan. The Authority’s \$2.7 billion Executive Capital Commitment Plan for Fiscal 2019-2023 reflects effectively no change from the amount scheduled in the Preliminary Commitment Plan. In the Fiscal 2019 Adopted Budget, the City provided \$1.2 billion to NYCHA for critical repairs to comply with the funding requirements of a June 2018 federal Consent Decree. As such, no additional outlays of capital funds to NYCHA were provided in the Preliminary and Executive Capital Commitment Plans.



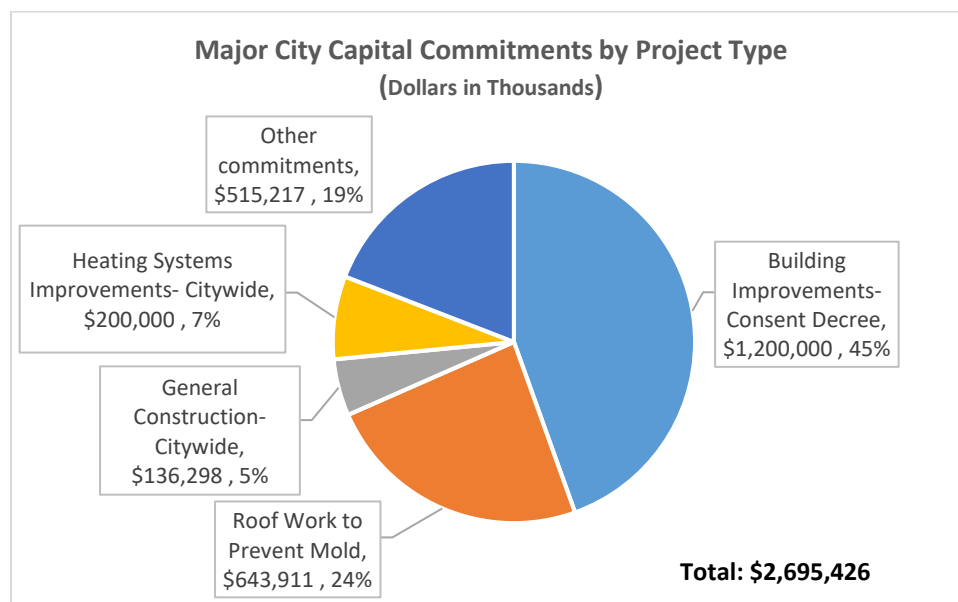
### City Capital Commitments



NYCHA’s Fiscal 2020 Executive Capital Commitment Plan is comprised of 351 projects across seven budget lines totaling \$2.7 billion in Fiscal 2019-2023. 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: \$2.5 billion in Mayoral allocations across 78 capital projects; \$119.3 million in City Council funds across 210 capital projects; and \$39.2 million from Borough Presidents across 63 funded capital projects, as demonstrated in the left chart.

### Major City Capital Commitments by Project Type

Overall, the \$1.2 billion investment for critical repairs and building improvements as part of the federal consent decree comprises about 45 percent of NYCHA’s Executive Capital Commitment Plan. The second largest capital commitment category, totaling \$643.9 million, or 24 percent of all commitments, is a multi-phase roof repair program to address health related hazards at NYCHA. About eight percent of all commitments, or \$200 million, are allocated 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. About five percent of all commitments, or \$136.3 million, are allocated for general construction citywide, including upgrades to community and senior centers, permanent lighting upgrades, heating system improvements and pest control measures.



## Appendix 1: 2019-2023 Operating Plan: All Funds

2019-2023 Operating Plan					
All Funds					
<i>(Dollars in Thousands)</i>					
	2019	2020	2021	2022	2023
<b>Revenues</b>					
<b>Revenue from Operations:</b>					
Tenant Rental Revenue	\$1,046,534	\$1,044,863	\$1,045,590	\$1,054,023	\$1,062,551
Other Revenue from Operations	20,345	20,161	20,045	20,045	20,045
<b>Total Revenue from Operations</b>	<b>\$1,066,879</b>	<b>\$1,065,025</b>	<b>\$1,065,635</b>	<b>\$1,074,068</b>	<b>\$1,082,595</b>
<b>Other Revenues</b>					
Federal Subsidies	\$944,026	\$975,293	\$986,331	\$1,014,394	\$1,047,113
Debt Services Subsidy	230	180	131	81	40
Section 8 Phased Conversion	54,889	51,516	52,238	52,926	53,582
Capital Fund Reimbursements	4,697	4,697	4,697	4,697	4,697
Interest on Investments	10,519	11,834	11,834	11,834	11,834
Other	24,948	23,512	24,069	24,439	24,816
Categorical Grants	2,665	1,383	883	883	883
Section 8 Subsidy	1,037,497	1,019,251	1,101,347	1,097,872	1,097,217
Section 8 Admin	75,333	76,141	75,614	74,992	74,992
City Funds	288,310	197,992	199,982	190,153	177,173
<b>Total Other Revenues</b>	<b>\$2,443,115</b>	<b>\$2,361,800</b>	<b>\$2,457,127</b>	<b>\$2,472,274</b>	<b>\$2,492,348</b>
<b>Total Revenues</b>	<b>\$3,509,995</b>	<b>\$3,426,825</b>	<b>\$3,522,761</b>	<b>\$3,546,342</b>	<b>\$3,574,943</b>
<b>Expenditures</b>					
<b>Personal Service:</b>					
Salary F/T	\$649,601	\$669,331	\$681,563	\$683,694	\$685,127
Salary P/T	1,020	789	298	149	0
Seasonal	26,026	26,026	26,026	26,026	26,026
Overtime	85,534	85,042	84,706	84,705	84,705
Shift Differential	1,477	1,477	1,476	1,476	1,476
Retro	286	286	286	286	286
Fringe	568,552	586,563	604,364	618,827	631,380
Other Salary	12,882	12,889	12,827	12,819	12,819
<b>Total Personal Service</b>	<b>\$1,345,378</b>	<b>\$1,382,403</b>	<b>\$1,411,545</b>	<b>\$1,427,983</b>	<b>\$1,441,820</b>
<b>Other Than Personal Service:</b>					
Leases	\$43,317	\$46,537	\$47,288	\$48,366	\$49,469
Supplies	78,934	71,805	71,165	70,678	70,191
Equipment	17,129	16,401	15,667	15,871	16,365
Utilities	542,755	546,678	555,039	561,618	567,354
Contracts	374,591	357,242	305,160	304,509	303,802
Debt Services	2,205	6,008	9,852	9,485	9,137
Insurance	13,453	15,380	66,606	71,004	75,938
OTPS Other	31,438	23,046	22,974	22,821	22,669
Housing Assistance Payments	1,027,419	1,028,480	1,109,789	1,106,282	1,105,626
<b>Total Other Than Personal Service</b>	<b>\$2,131,241</b>	<b>\$2,111,577</b>	<b>\$2,203,539</b>	<b>\$2,210,635</b>	<b>\$2,220,551</b>
<b>Total Expenditures</b>	<b>\$3,476,620</b>	<b>\$3,493,980</b>	<b>\$3,615,084</b>	<b>\$3,638,618</b>	<b>\$3,662,370</b>
<b>Surplus/(Deficit)</b>	<b>\$33,375</b>	<b>(\$67,155)</b>	<b>(\$92,323)</b>	<b>(\$92,277)</b>	<b>(\$87,427)</b>
HAP Reserve (HUD-HELD)	\$0	\$9,229	\$8,441	\$8,410	\$3,371
Admin Reserve	0	2,249	10,962	12,099	17,906
Surplus from Prior year	0	33,375	0	0	0
<b>Surplus/(Deficit) net of Reserves</b>	<b>\$33,375</b>	<b>(\$22,302)</b>	<b>(\$72,919)</b>	<b>(\$71,768)</b>	<b>(\$66,150)</b>
<b>Headcount</b>	<b>10,707</b>	<b>10,660</b>	<b>10,614</b>	<b>10,606</b>	<b>10,606</b>

## Appendix 2: 2019-2023 Operating Plan: General Funds

2019-2023 Operating Plan					
General Funds					
<i>(Dollars in Thousands)</i>					
	2019	2020	2021	2022	2023
<b>Revenues</b>					
<b>Revenue from Operations:</b>					
Tenant Rental Revenue	\$1,046,534	\$1,044,863	\$1,045,590	\$1,054,023	\$1,062,551
Other Revenue from Operations	20,345	20,161	20,045	20,045	20,045
<b>Total Revenue from Operations</b>	<b>\$1,066,879</b>	<b>\$1,065,025</b>	<b>\$1,065,635</b>	<b>\$1,074,068</b>	<b>\$1,082,595</b>
<b>Other Revenues</b>					
Federal Subsidies	\$938,254	\$965,699	\$972,899	\$1,001,279	\$1,034,346
Debt Services Subsidy	230	180	131	81	40
Section 8 Phased Conversion	54,889	51,516	52,238	52,926	53,582
Section 8 Management Fees	20,759	13,239	20,555	20,227	20,227
Capital Fund Reimbursements	4,697	4,697	4,697	4,697	4,697
Interest on Investments	10,519	11,834	11,834	11,834	11,834
Other	24,148	22,712	23,269	23,639	24,016
City Funds	98,708	115,638	126,592	126,496	126,496
<b>Total Other Revenues</b>	<b>\$1,152,205</b>	<b>\$1,185,516</b>	<b>\$1,212,216</b>	<b>\$1,241,181</b>	<b>\$1,275,240</b>
<b>Total Revenues</b>	<b>\$2,219,084</b>	<b>\$2,250,541</b>	<b>\$2,277,851</b>	<b>\$2,315,249</b>	<b>\$2,357,835</b>
<b>Expenditures</b>					
<b>Personal Service:</b>					
Salary F/T	\$618,539	\$638,439	\$650,734	\$652,865	\$654,298
Salary P/T	598	491	0	0	0
Seasonal	16,016	26,016	26,016	26,016	26,016
Overtime	84,859	84,392	84,055	84,071	84,087
Shift Differential	1,477	1,477	1,476	1,476	1,476
Retro	286	286	286	286	286
Fringe	543,991	562,416	579,544	593,518	605,509
Other Salary	12,278	12,285	12,223	12,215	12,215
<b>Total Personal Service</b>	<b>\$1,278,045</b>	<b>\$1,325,802</b>	<b>\$1,354,334</b>	<b>\$1,370,447</b>	<b>\$1,383,888</b>
<b>Other Than Personal Service:</b>					
Leases	\$38,140	\$41,049	\$41,713	\$42,666	\$43,769
Supplies	77,401	70,609	69,969	69,970	69,971
Equipment	16,583	15,958	15,298	15,481	15,922
Utilities	542,549	546,469	554,827	561,404	567,137
Contracts	329,247	350,634	298,784	298,784	298,784
Debt Services	216	166	116	67	67
Insurance	13,393	15,318	66,542	70,938	75,870
OTPS Other	23,667	18,609	18,570	18,570	18,570
<b>Total Other Than Personal Service</b>	<b>\$1,041,197</b>	<b>\$1,058,811</b>	<b>\$1,065,818</b>	<b>\$1,077,880</b>	<b>\$1,090,089</b>
<b>Total Expenditures</b>	<b>\$2,319,242</b>	<b>\$2,384,613</b>	<b>\$2,420,152</b>	<b>\$2,448,327</b>	<b>\$2,473,977</b>
<b>Surplus/(Deficit)</b>	<b>(\$100,158)</b>	<b>(\$134,072)</b>	<b>(\$142,302)</b>	<b>(\$133,078)</b>	<b>(\$116,142)</b>
<b>Headcount</b>	<b>10,218</b>	<b>10,174</b>	<b>10,129</b>	<b>10,121</b>	<b>10,121</b>

## Appendix 3: 2019 -2023 Operating Plan: Housing Choice Voucher

2019-2023 Operating Plan					
Housing Choice Voucher					
(Dollars in Thousands)					
	2019	2020	2021	2022	2023
<b>Revenues</b>					
<i>Revenue from Operations:</i>					
Tenant Rental Revenue	-	-	-	-	-
Other Revenue from Operations	-	-	-	-	-
<b>Total Revenue from Operations</b>	-	-	-	-	-
<i>Other Revenues</i>					
Other	800	800	800	800	800
Categorical Grants	-	-	-	-	-
Section 8 Subsidy	1,092,386	1,070,767	1,153,585	1,150,799	1,150,799
Section 8 Admin	75,333	76,141	75,614	74,992	74,992
City Funds	-	-	-	-	-
<b>Total Other Revenues</b>	<b>\$1,168,519</b>	<b>\$1,147,708</b>	<b>\$1,229,999</b>	<b>\$1,226,591</b>	<b>\$1,226,591</b>
<b>Total Revenues</b>	<b>\$1,168,519</b>	<b>\$1,147,708</b>	<b>\$1,229,999</b>	<b>\$1,226,591</b>	<b>\$1,226,591</b>
<b>Expenditures</b>					
<i>Personal Service:</i>					
Salary F/T	29,855	29,855	29,855	29,855	29,855
Seasonal	10	10	10	10	10
Overtime	598	598	598	598	598
Fringe	21,889	22,761	23,453	24,043	24,708
Other Salary	604	604	604	604	604
<b>Total Personal Service</b>	<b>\$52,956</b>	<b>\$53,827</b>	<b>\$54,520</b>	<b>\$55,110</b>	<b>\$55,774</b>
<i>Other Than Personal Service:</i>					
Leases	5,177	5,489	5,575	5,700	5,700
Supplies	76	76	76	76	76
Equipment	546	443	369	390	443
Utilities	206	209	212	214	217
Contracts	25,013	17,205	24,681	24,456	24,503
Insurance	60	62	64	66	68
OTPS Other	2,179	1,879	1,879	1,879	1,879
Housing Assistance Payments	1,082,308	1,079,996	1,162,027	1,159,209	1,159,209
<b>Total Other Than Personal Service</b>	<b>\$1,115,564</b>	<b>\$1,105,359</b>	<b>\$1,194,883</b>	<b>\$1,191,990</b>	<b>\$1,192,094</b>
<b>Total Expenditures</b>	<b>\$1,168,519</b>	<b>\$1,159,186</b>	<b>\$1,249,403</b>	<b>\$1,247,100</b>	<b>\$1,247,868</b>
<b>Surplus/(Deficit) before Reserves</b>	-	<b>(\$11,478)</b>	<b>(\$19,404)</b>	<b>(\$20,509)</b>	<b>(\$21,277)</b>
HAP Reserve (HUD-HELD)		9,229	8,441	8,410	3,371
Admin Reserve		2,249	10,962	12,099	17,906
<b>Headcount</b>	<b>470</b>	<b>470</b>	<b>470</b>	<b>470</b>	<b>470</b>

## Appendix 4: 2019-2023 Operating Plan: Categorical Grants

2019-2023 Operating Plan					
Categorical Grants					
(Dollars in Thousands)					
	2019	2020	2021	2022	2023
<b>Revenues</b>					
<b>Revenue from Operations:</b>					
Tenant Rental Revenue	-	-	-	-	-
Other Revenue from Operations	-	-	-	-	-
<b>Total Revenue from Operations</b>	-	-	-	-	-
<b>Other Revenues</b>					
Federal Subsidies	\$5,772	\$9,594	\$13,432	\$13,115	\$12,767
Categorical Grants	2,665	1,383	883	883	883
City Funds	189,602	82,353	73,390	63,657	50,676
<b>Total Other Revenues</b>	<b>\$198,039</b>	<b>\$93,331</b>	<b>\$87,705</b>	<b>\$77,655</b>	<b>\$64,327</b>
<b>Total Revenues</b>	<b>\$198,039</b>	<b>\$93,331</b>	<b>\$87,705</b>	<b>\$77,655</b>	<b>\$64,327</b>
<b>Expenditures Personal Service:</b>					
Salary F/T	\$1,206	\$1,037	\$974	\$974	\$974
Salary P/T	422	298	298	149	0
Seasonal	10,000	0	0	0	0
Overtime	78	52	52	36	20
Fringe	2,673	1,386	1,367	1,266	1,163
<b>Total Personal Service</b>	<b>\$14,379</b>	<b>\$2,773</b>	<b>\$2,691</b>	<b>\$2,426</b>	<b>\$2,157</b>
<b>Other Than Personal Service:</b>					
Supplies	\$1,457	\$1,120	\$1,120	\$632	\$145
Contracts	41,091	2,642	2,250	1,497	743
Debt Services	1,990	5,842	9,735	9,418	9,070
OTPS Other	5,592	2,558	2,525	2,372	2,220
<b>Total Other Than Personal Service</b>	<b>\$50,129</b>	<b>\$12,162</b>	<b>\$15,631</b>	<b>\$13,919</b>	<b>\$12,177</b>
<b>Total Expenditures</b>	<b>\$64,508</b>	<b>\$14,936</b>	<b>\$18,322</b>	<b>\$16,345</b>	<b>\$14,335</b>
<b>Surplus/(Deficit)</b>	<b>\$133,531</b>	<b>\$78,395</b>	<b>\$69,383</b>	<b>\$61,310</b>	<b>\$49,992</b>
<b>Headcount</b>	<b>19</b>	<b>16</b>	<b>15</b>	<b>15</b>	<b>15</b>



## Appendix 5: DFTA and NYCHA Club Consolidations and Baselineing

**Consolidated Senior Social Clubs**

	<b>Operated By</b>	<b>Borough</b>	<b>Council Member</b>	<b>Senior Social Club</b>	<b>Proposed Alternate Social Club- Transportation to be provided by DFTA</b>	<b>Proposed Site Current Utilization</b>
<b>1</b>	NYCHA	Brooklyn	Cornegy	Sumner	Ridgewood Bushwick NSC	100%+
<b>2</b>	NYCHA	Manhattan	Ampry-Samuel	Langston Hughes	Rosetta Gaston NSC	54%
<b>3</b>	NYCHA	Manhattan	Perkins	Lincoln	ABSW NSC	72%
<b>4</b>	NYCHA	Manhattan	Perkins	Taft	Lehman Village Social Club	<b>Unreported</b>
<b>5</b>	NYCHA	Queens	Adams	Baisley Park	Allen Community NSC	100%+
<b>6</b>	NYCHA	Queens	Constantinides	Astoria	RAICES Astoria NSC	100%+
<b>7</b>	NYCHA	Queens	Koo	Bland	CPC Nan Shan NSC	100%+
<b>8</b>	DFTA	Brooklyn	Cornegy	Armstrong	Tompkins Park NSC	100%+
<b>9</b>	DFTA	Brooklyn	Reynoso	Palmetto Gardens	Maria Lawton NSC	100%+
<b>10</b>	DFTA	Manhattan	Levine	Douglass	ABSW NSC	72%
<b>11</b>	DFTA	Manhattan	Perkins	King Towers	Food Bank NSC	100%+
<b>12</b>	DFTA	Queens	Lancman	Shelton	JSOA Theodora Jackson NSC	60%

**Baselined Senior Social Clubs**

	<b>Operated By</b>	<b>Borough</b>	<b>Council Member</b>	<b>Social Club Name</b>
<b>1</b>	NYCHA	Bronx	Diaz, Sr.	Soundview
<b>2</b>	NYCHA	Bronx	Gibson	Highbridge Gardens
<b>3</b>	NYCHA	Bronx	Gibson	Sedgwick
<b>4</b>	NYCHA	Brooklyn	Ampry-Samuel	Brownsville
<b>5</b>	NYCHA	Brooklyn	Barron	Cypress Hills
<b>6</b>	NYCHA	Brooklyn	Espinal, Jr.	Glenmore Plaza
<b>7</b>	NYCHA	Manhattan	Ayala	Wagner
<b>8</b>	DFTA	Bronx	Cabrera	Fort Independence
<b>9</b>	DFTA	Bronx	Gibson	Morrisania Air Rights
<b>10</b>	DFTA	Brooklyn	Ampry-Samuel	Brevoort
<b>11</b>	DFTA	Brooklyn	Ampry-Samuel	Marcus Garvey
<b>12</b>	DFTA	Brooklyn	Ampry-Samuel	Seth Low
<b>13</b>	DFTA	Brooklyn	Cornegy	Stuyvesant Gardens
<b>14</b>	DFTA	Brooklyn	Reynoso	Cooper Park
<b>15</b>	DFTA	Manhattan	Ayala	Lehman Village
<b>16</b>	DFTA	Manhattan	Perkins	Rangel
<b>17</b>	DFTA	Manhattan	Perkins	St. Nicholas
<b>18</b>	DFTA	Manhattan	Rivera	Meltzer
<b>19</b>	DFTA	Queens	Miller	International Towers

Sources: OMB, Mayor's Office, and DFTA data from Council's Fiscal 2019 Terms and Conditions on senior center utilization.