

THE COUNCIL OF THE CITY OF NEW YORK

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Speaker of the Council

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Chair, Committee on Public Housing



Report of the Finance Division on the
Fiscal 2018 Preliminary Budget and the
Fiscal 2017 Preliminary Mayor's Management Report for the
New York City Housing Authority

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Table of Contents

The New York City Housing Authority	1
2017-2021 Operating Plan Summary	1
Expense Highlights	2
City-funded Initiatives	4
Performance Indicators.....	6
Federal & State Issues	8
State Issues.....	10
Other Issues.....	10
2017 Operating Plan Revenues	12
2017 Operating Plan Expenditures	13
2017-2021 Capital Plan	14
Capital Program.....	15
Capital Budget Summary.....	15
Appendix A: Fiscal 2017 Mayor’s Management Report Performance Measures	19
Appendix B: Fiscal 2017 Mayor’s Management Report Performance Measures on the Mayor’s Action Plan for Neighborhood Safety (MAP)	20
Appendix C: 2017-2021 Capital Plan by Work Type	21

The New York City Housing Authority

The New York City Housing Authority (NYCHA or the Authority) provides affordable housing to nearly 403,000 low-and moderate income City residents by managing and maintaining 328 public housing developments comprised of 2,551 buildings that consist of 178,000 apartment units in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority assists nearly 85,000 families in locating and renting housing in privately owned buildings. In addition, the Authority facilitates access to critical social services to residents in their communities. NYCHA's budget is not part of the City's budget and NYCHA's fiscal year follows the calendar year. On December 21, 2016, the NYCHA Board approved the five-year 2017-2021 Operating and Capital Plans.

This report provides a review of NYCHA's 2017-2021 Adopted Operating and Capital Plans. The first section provides a review of the operating plan, followed by a financial summary of NYCHA's budget. Highlights regarding the Authority's Expense and Revenue budgets are also included, as well as initiatives funded by the City followed by a review of significant performance indicators. The impact of State and federal budget actions are discussed, followed by a review of the Authority's Fiscal 2017-2021 Preliminary Capital Budget. Finally, the appendices are included to provide additional details on performance measures, and the capital plan by work type.

2017-2021 Operating Plan Summary

The 2016 Year-End Operating Budget for NYCHA reflects an overall surplus of \$8.4 million for the last quarter in 2016, an increase of approximately \$68.4 million from the \$60 million deficit originally projected in the 2016 Adopted Operating Budget. The 2017 Adopted Operating Budget projects an overall surplus of \$21.1 million. The increase is attributable to several revenue generating strategies proposed as part of *NextGeneration NYCHA*, a ten-year strategic action plan that introduced several new initiatives and actions intended to generate operating funds, reduce operating costs and structural deficits, pursue development opportunities, and improve property management service delivery.

NYCHA Financial Plan Summary						
	2016	2017	2018	2019	2020	2021
<i>Dollars in Millions</i>	Year End	Plan	Plan	Plan	Plan	Plan
Revenues						
Tenant Rental Revenue	\$ 1,023.2	\$ 1,053.1	\$ 1,076.9	\$ 1,086.1	\$ 1,094.9	\$ 1,103.8
Federal Subsidies	1,984.5	1,895.8	1,919.2	1,906.1	1,907.6	1,917.3
Other Revenue	176.1	314.3	284.1	237.5	243.6	210.1
Total Revenues	\$ 3,183.8	\$ 3,263.2	\$ 3,280.2	\$ 3,229.7	\$ 3,246.1	\$ 3,231.2
Expenditures						
Personal Service	\$ 1,285.3	\$ 1,342.3	\$ 1,346.2	\$ 1,360.2	\$ 1,377.5	\$ 1,395.0
Other Than Personal Service	1,890.1	1,899.8	1,873.0	1,889.1	1,896.0	1,893.0
Total Expenditures	\$ 3,175.4	\$ 3,242.1	\$ 3,219.2	\$ 3,249.3	\$ 3,273.5	\$ 3,288.0
Surplus/(Deficit)	\$ 8.4	\$ 21.1	\$ 61.0	\$ (19.6)	\$ (27.4)	\$ (56.8)

Source: NYCHA

NYCHA's total revenues for 2017 are approximately \$3.26 billion. About \$1.05 billion, or 32 percent, of NYCHA's Fiscal 2017 budget is comprised of tenant rental revenue. Revenue from the Section 8 program accounts for approximately \$977.4 million, or 31 percent of NYCHA's total revenue. The Section 8 administrative fee is budgeted at \$76.4 million in 2017. NYCHA has based its Fiscal 2017 Section 8 budget on the Fiscal 2016 appropriation of 99.58 percent and its Fiscal 2017 Section 8 Administrative budget on the Fiscal 2016 appropriation of 84 percent. However, at the time of this writing, the U.S. Department of Housing and Urban Development (HUD) has notified NYCHA of a tentative 95 percent proration rate for Section 8 and a tentative 77 percent proration rate for Section 8 Administrative fees. Each percentage point decrease in NYCHA's annual proration rate drives a decrease of about \$10 million for the Section 8 program, and a decrease of about \$2 million for Section 8 Administrative fees. As such, the lower proration rates could reduce total Section 8 funding in 2017 by about \$53 million. Federal operating subsidies account for 25 percent of the Authority's operating revenues or \$822 million in 2017. NYCHA has based its Fiscal 2017 Operating subsidy budget on the Fiscal 2016 appropriation of 87 percent. However, at the time of this writing, HUD has notified NYCHA of an interim 85 percent proration rate for operating subsidies. Each percentage point decrease in NYCHA's annual proration rate drives a decrease of approximately \$13.8 million in public housing operating subsidy. The lower proration rate could result in \$28 million less operating subsidy revenue. The total cumulative impact of these federal reductions could result in \$81 million in lost revenue in 2017. Total other revenue, which includes Section 8 reserves and \$81.9 million in City funds, is projected to be about \$314 million in 2017.

NYCHA's total expenditures for 2017 are approximately \$3.24 billion. About \$1.3 billion, or 41 percent of NYCHA's Fiscal 2017 expenditures is comprised of Personal Services (PS), including salaries and fringe benefits. These expenses include \$603.1 million in uncontrollable PS costs related to fringe benefits, other salary and retroactive pay, and \$738.1 million in controllable PS costs, which include full-time and part-time salaries, seasonal employee salaries and overtime pay. Section 8 Housing Assistance Payments account for 30 percent, or \$966.2 million of the total expenditures. Utilities payments account for 16 percent of the Authority's operating expenditures, or \$529.9 million in 2017. Total other expenditures, which include \$40.5 million in insurance payments, among others, is projected to be about \$201 million in 2017.

At the time of this writing, NYCHA has approximately 2.6 months of operating reserves, which is on par with the amount of reserves recommended by HUD, and substantially larger than the ten-year low of .33 months in 2012.

Expense Highlights

The Fiscal 2017 Operating Plan includes these key actions for NYCHA:

- **Operating Budget Deficit Closing Actions.** The year-end 2016 Operating Budget for the Authority reflects an overall surplus of \$8.4 million. This represents an increase of approximately \$68.4 million from the \$60 million deficit originally projected in the 2016 Adopted Operating Budget. Central to NYCHA's goal of achieving financial solvency is *NextGeneration NYCHA*, a ten-year strategic action plan that introduced several new initiatives intended to generate operating funds, reduce operating costs and structural deficits, pursue development opportunities, and improve social service delivery and other core services. When these initiatives are included, the 2017 Adopted Operating Budget projects an overall surplus of \$21.1 million. The Authority estimates that without the deficit

closing strategies outlined in *NextGeneration*, the Operating deficit would be about \$169 million by Fiscal 2021.

- **Headcount Reductions.** The Authority's 2017 Adopted Operating Plan supports a workforce of 11,107 positions, an increase of 55 positions from the 2016 Adopted Plan. As of February 2017, the current financial headcount totals 10,908 positions, comprised of about 3,050 administrative staff and 7,858 frontline staff, such as maintenance workers, caretakers, and skilled trade persons that provide essential services. Over the ten-year period from 2007 to 2016, NYCHA headcount has dropped by 1,496 positions, or approximately 12 percent, from 12,548 positions in 2007 to 11,052 positions in 2016. Over the same period of time, annual expenses increased by \$620 million, or by approximately 22 percent, from \$2.76 billion in 2007 to \$3.38 billion in 2016. As such, NYCHA is pursuing strategies to cut expenses by continuing to reduce its central office workforce through attrition and through the integration of some operations and positions within NYCHA into other City agencies. In 2017, NYCHA estimates it will generate \$19.1 million in savings in personnel costs through the transition of central office staff to other City agencies.
- **Financial Impact of *NextGeneration* NYCHA.** The Authority estimates that it will realize about \$174 million in savings and revenue in 2017 from several *NextGeneration* strategies, including: \$116.8 million in revenue for a Project Based Section 8 recapitalization deal at six NYCHA developments; \$21.6 million in revenue from the development of new affordable housing units on underutilized land; \$19.1 million in PS savings from the integration of central office functions into other City agencies; \$18.4 million in City funding for the Mayor's homeless initiative; \$11.4 million in private funding through the conversion of traditional public housing units to long-term Section 8 rental assistance contracts; and \$5.4 million in revenue from improved rent and collections.
- **Expand Affordable Housing at NYCHA.** To support the development and preservation of 200,000 affordable housing units outlined in the Mayor's Housing Plan, *Housing New York*, NYCHA is coordinating with the New York City Department of Housing Preservation and Development (HPD) to solicit request for proposals (RFPs) for on-site development. As part of the development strategy, NYCHA will develop 17,000 new affordable housing units on underutilized land, such as empty lots and parking lots, within NYCHA developments. In June 2015, NYCHA and HPD released RFPs for the 100 percent affordable housing program at the first three developments, which include Millbrook, Van Dyke, and Ingersoll Houses. In May 2016, the City selected three private development firms to develop 489 units of affordable housing at Millbrook, Van Dyke, and Ingersoll Houses. The newly constructed units will be affordable to individuals earning up to \$38,100 annually and about 60 percent, or 300 units, will be dedicated to low-income seniors. In June 2016, NYCHA released an RFP for development at an additional two sites at Betances Houses. At the time of this writing, the results of the RFP have not yet been announced. In November 2016, NYCHA announced an additional four housing sites slated for the 100 percent affordable housing program, which include Harborview, BronxTwin Parks West, Sumner, and Morrisania Air Rights Houses. The affordability levels and target populations will be determined in consultation with residents and other community stakeholders during community visioning sessions; NYCHA plans to release a Request for Expression of Interest for development at the four sites in Spring 2017. In total, about 50 sites are slated for the 100 percent affordable housing program, which is projected to provide \$100 to \$200 million in operating revenue for the Authority over a 10-year period.

- **Expand Affordable and Market-Rate Housing at NYCHA.** In addition to the 100 percent affordable housing program, NYCHA and the Administration are pursuing the development of half-market rate, half-affordable housing units through the 50/50 development program at Wyckoff Gardens in Boerum Hill and Holmes Towers on the Upper East Side. The community engagement process is ongoing at the 50/50 development sites through ongoing stakeholder committee meetings. In June 2016, NYCHA released an RFP for development at Wyckoff and Holmes. At the time of this writing, the results of the RFP have not yet been announced. In total, NYCHA estimates that the 50/50 development program could encompass 30 sites and generate \$300 to \$600 million in operating revenue over a 10-year period, which would be dedicated to capital improvements in the adjacent developments as well as ensuring the Authority's financial sustainability.
- **Rental Assistance Demonstration Program (RAD).** In December 2016, NYCHA entered into its first RAD deal, converting approximately 1,400 units at Ocean Bay Houses (Bayside) in Far Rockaway to project-based Section 8 through HUD's RAD program. The conversion of these units will provide long-term Section 8 rental assistance contracts and access to private funding sources like tax credits which are not traditionally available to public housing projects. The conversion of these units leveraged approximately \$325 million in funding, including FEMA funds, for major capital improvements and upgrades, such as kitchen and bathroom modernizations, roof replacement, boiler replacements and safety upgrades. These investments are expected to reduce capital needs by \$87 million at Ocean Bay over a 10-year period. Additionally, the agreement generated approximately \$43.6 million in operating revenue for the Authority in 2016. In July 2016, NYCHA submitted an application to HUD to convert an additional 40 developments comprised of approximately 5,200 units, through the RAD program. In January 2017, HUD approved the conversion of approximately 1,700 units out of the 5,200 units submitted in the application. The majority of the 1,700 units are atypical buildings in the NYCHA portfolio and are mostly scattered site developments with low density properties (less than 7 stories), and encompass 59 buildings over 17 developments. The conversion of these units is estimated to leverage approximately \$300 million in funding for extensive capital repairs in order to address an estimated total capital need of \$316.1 million across the developments.

City-funded Initiatives

Mayoral Initiatives

The City's Fiscal 2018 Preliminary Budget provides \$164.3 million in City funds in 2017 and \$127.4 million in Fiscal 2018 for ongoing operating costs, façade repairs and other core services at NYCHA. The Fiscal 2018 Preliminary Budget does not include new outlays of funding to NYCHA. Major actions are further outlined below.

NYCHA Additions in the City's FY2018 Preliminary Budget	Agency	FY2017	FY2018	FY2019	FY2020	FY2021	Five-Year Total
Operating Funds (FY2017-FY2021)							
CDBG	NYCHA	\$338	\$0	\$0	\$0	\$0	\$338
DoITT	NYCHA	550	550	0	0	0	1,100
Local Law 11 Compliance- Building Façades	HPD	81,527	37,792	0	0	0	119,319
City Operating	NYCHA	31,833	34,246	42,067	49,102	40,139	197,387
Labor Reimbursement	NYCHA	50,094	54,815	65,654	65,747	65,747	302,057
<i>subtotal</i>		\$ 164,342	\$ 127,403	\$ 107,721	\$ 114,849	\$ 105,886	\$620,201
<i>New Needs</i>							
None		0	0	0	0	0	-
<i>subtotal</i>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Adjustments</i>							
Realize Revenue for NYCHA BB	DOI	\$216	\$0	\$0	\$0	\$0	\$216
NYCHA Temporary Lights	Misc	1,802	1,043	392	393	392	4,022
Takedown NYCHA Funding	Misc	(3,670)	(216)	0	0	0	(3,886)
<i>subtotal</i>		\$ (1,652)	\$ 827	\$ 392	\$ 393	\$ 392	\$ 352
Total		\$ 162,690	\$ 128,230	\$ 108,113	\$ 115,242	\$ 106,278	\$ 620,553

- NYCHA Façade Repairs.** The Fiscal 2018 Preliminary Budget provides \$81.5 million in Fiscal 2017 and \$37.8 million in Fiscal 2018 to support mandated building façade repairs under Local Law 11 of 1998. While this funding is added to HPD's budget, the funds are largely managed by NYCHA. The City is allocating operating funds to complete repairs at 259 buildings because the scope of this work does not entirely meet the requirements of capital funding under Directive 10. In total, the existing scope of building façade repair work is estimated to cost about \$205 million through Fiscal 2018, comprising of \$119.3 million in operating funds and \$85 million in City capital funds (see Page 18 for a funding summary).
- City Operating Funds- Payment Relief.** NYCHA is exempt from paying property taxes, however, up until Fiscal 2015, the Authority provided annual payments in lieu of taxes (PILOT) to the City of New York. The City's Fiscal 2015 Preliminary Budget relieved NYCHA of the \$33 million PILOT payment and now reimburses NYCHA for these annual expenses. The Fiscal 2018 Preliminary Budget continues this payment relief by reimbursing \$34.2 million to NYCHA in Fiscal 2018 and in the out-years through 2021.
- Labor Reimbursement.** City funds of about \$50.1 million are added in Fiscal 2017 and \$54.8 million in Fiscal 2018 to offset the increase in the gross wages of specific unions throughout the City; these were un-budgeted and unexpected costs for the Authority. These reimbursements helped prevent the general wage increase costs from further driving up PS costs for NYCHA in Fiscal 2017 and Fiscal 2018; these costs are considered "uncontrollable" in the near-term.

Council Initiatives

In Fiscal 2017, the City Council provided \$830,699 to support NYCHA's annual operating budget. This funding was directly allocated by Council Members to support residential programming and community engagement activities at NYCHA developments citywide.

Fiscal 2017 Council Changes at Adoption	
<i>Dollars in Thousands</i>	
Council Initiatives	
Anti Poverty	\$108,000
Borowide	31,699
NYC Cleanup	20,000
Support Our Seniors	105,000
Subtotal	\$264,699
Local Initiatives	\$566,000
TOTAL	\$830,699

Performance Indicators

NYCHA's relevant performance indicators in the Preliminary Mayor's Management Report are included in those specifically for NYCHA, but also included in those for the Mayor's Action Plan for Neighborhood Safety (MAP). Highlights of major indicators, or those with notable performance are discussed below. For the full list of performance indicators, please see Appendices A and B.

- **Mayor's Action Plan (MAP) for Neighborhood Safety.** In July 2014, the Administration announced a comprehensive multi-agency effort to address public safety concerns and promote crime reduction in 15 housing developments that drive 20 percent of NYCHA's violent crime. The 15 NYCHA developments include: Boulevard (BK); Brownsville (BK); Bushwick (BK); Ingersoll (BK); Red Hook E (BK); Red Hook W (BK); Tompkins (BK); Van Dyke I (BK); Van Dyke II (BK); Butler (BX); Castle Hill (BX); Patterson (BX); Polo Grounds (MN); St. Nicholas (MN); and Wagner (MN). The initiative initially invested \$211.3 million for a variety of programs and service enhancements within nine City agencies overseen by MOCJ. The \$211.3 million investment consisted of: \$122 million in City funds to relieve NYCHA of other obligations, so that money can be used for repairs and maintenance; \$50 million in City capital funds for physical improvements to enhance security; \$1.5 million for exterior lighting at the 15 developments; \$21.7 million for the civilianization of 200 police officers and overtime pay; \$10.2 million for expanded community center hours; and \$5.9 million to expand other key programs to help build stronger individuals, families and communities. As of the Fiscal 2018 Preliminary Budget, about \$102 million has been baselined to support ongoing community programming at the MAP developments. During the first four months of Fiscal 2017, the violent crime rate decreased by eight percent and shootings decreased by 31 percent across the 15 MAP developments, compared to same four-month period in 2016.
- **Maintenance and Repairs.** The average time to resolve non-emergency service requests, which includes routine maintenance and skilled trades for more complex work, increased by four days to 17.3 days in Fiscal 2017, up from 13.4 days in Fiscal 2016. With the implementation of apartment inspections across the NYCHA portfolio in 2016, the Authority now makes real-time repairs for simple maintenance issues at the time of annual inspections. Inspections also result in the creation of work orders for more complex repairs, which require skilled trades—such as carpentry, plumbing, plastering, and painting. The creation of more skilled trade work orders has impacted the time to resolve non-emergency repairs, which is now 88.2 days compared to 72.7 days last year. As of January 2017, there are 144,190 open work orders across NYCHA's portfolio; this is larger than the Authority's manageable workload of about 90,000 work orders.
- **Section 8 Placements.** The number of housing applicants placed through Section 8 vouchers increased nine percent from 501 during the first four months of 2016 to 546 over the same four-month period in 2017. An increase in voucher funding enabled NYCHA's Section 8 program to begin issuing vouchers again and several new project-based properties were also leased up during the reporting period. Utilization rate for Section 8 vouchers decreased, from 87 percent in 2016 to 85 percent over the same period in 2017. This is below NYCHA's target of a 97 percent utilization rate. Additionally, the number of Section 8 occupied units decreased two percent, from 86,402 to 84,638. While the utilization of units decreased, the 2017 Adopted Budget assumes NYCHA will utilize 99.58 percent of the federal funding allocated for Section 8 vouchers in Fiscal 2017. For additional information on NYCHA's Section 8 program, see Page 10.

- **Applicants Placed in Public Housing.** The number of applicants placed in NYCHA housing decreased 11.5 percent during the first four months of Fiscal 2017, from 1,466 in Fiscal 2016 to 1,298. In 2016, NYCHA prioritized the placement of 1,047 homeless families into public housing as a part of Mayor de Blasio's initiative to end homelessness. NYCHA's public housing program provided housing to an additional 1,507 homeless families from shelters managed by the New York City Department of Homeless Services (DHS) and the New York City Human Resources Administration (HRA) and an additional 37 homeless families from HRA shelters through the Emergency Transfer Program (ETP) in 2016. As of October 31, 2016, NYCHA has placed a total of 1,997 homeless families in its developments as part of the Mayor's initiative. In addition, in Fiscal 2017, \$15.4 million in City capital funds are allocated to NYCHA to rehabilitate 200 public housing units at an average renovation cost of \$213,294 per unit. This action is expected to bring additional housing units online and increase the number of households placed in NYCHA housing.
- **Supportive Services for Youth.** In Summer 2016, as part of MAP, NYCHA community centers were open late each night, staying open until 11:00 p.m. nightly and until 12:30 a.m. on weekends at centers with gyms at a total cost of about \$2.4 million. During the first four months of Fiscal 2017, the initiative served 1,816 youth through the Summer Youth Employment Program at a total cost of about \$1.2 million, well above the target of 850 participants. During the reporting period, the initiative served 58,002 youth in Kids in Motion classes operated by the Department of Parks and Recreation at a total cost of \$300,000, and deployed additional police officers over the summer for patrol, to engage with residents at community centers, and conduct wellness visits at total cost of \$4.2 million.
- **Supportive Services for Seniors.** The referrals to supportive services rendered to senior residents decreased 79 percent from 20,496 in Fiscal 2016 to 4,384 in Fiscal 2017. Due to a reduction in consultant positions during this reporting period, NYCHA's Family Services Department had fewer consultants working with senior residents. Staff split their time covering multiple sites which resulted in a reduction of hours at senior sites overall, which impacted the total number of units of services rendered. In addition, the City's Fiscal 2018 Preliminary Budget transferred management of the Manhattanville Senior Center from NYCHA to the Department for the Aging (DFTA). As such, as of January 24, 2017, only 14 senior centers remain under NYCHA management. For additional information on NYCHA managed senior centers, see Pages 11-12.
- **Job Placements.** Resident job placements decreased by 14.5 percent during the first four months of Fiscal 2017, from 912 in Fiscal 2016 to 780 during the Fiscal 2017 reporting period. Job placements include the number of residents placed by NYCHA's Department of Resident Economic Empowerment and Sustainability (REES) and through Human Resources. NYCHA anticipates an increase in the reported number of hires, as a result of large scale placements for security contracts, Sandy Recovery projects, and other construction projects slated to commence in the first quarter of 2017.

Federal & State Issues

Federal Funding Summary

NYCHA receives both operating and capital subsidies directly from HUD, based on an eligibility formula, which is subject to Congressional appropriation. These funds do not flow through the City's budget. NYCHA generally receives about \$2 billion in operating funding from the federal government for its public housing and Section 8 programs, and about \$300 million annually for its capital program. The 2017 Adopted Operating Budget projects about \$1.9 billion in federal funds for NYCHA, which currently comprises about 58 percent of the Authority's operating budget. Although federal funding for NYCHA's largest grant programs, Section 8 and public housing (Section 9) have remained steady in the near-term, for the three-year period from Fiscal 2015 to Fiscal 2017 (see chart below), the appropriation level has averaged 87 percent, which is inadequate to fully fund public housing operations at NYCHA. Though future federal funding levels remain uncertain, at the time of this writing, NYCHA was notified of a tentative 95 percent proration rate for Section 8, a tentative 77 percent proration rate for Section 8 Administrative fees, and an interim 85 percent proration rate for operating subsidies. The total cumulative impact of these federal reductions could result in \$81 million in lost revenue in 2017. These adverse changes in funding appropriations would negatively impact NYCHA's 2017 Operating Budget and service levels. These potential budget impacts are further discussed below.

NYCHA Federal Funding Sources			
<i>Dollars in Thousands</i>	2017*	2016	2015
CDBG	\$338	\$615	\$675
CDBG-DR	0	0	317,600
Federal Operating (Section 9)	821,987	912,057	937,494
Section 8 (HCV)	997,368	996,557	1,008,799
Section 8 Admin	76,406	74,920	72,097
TOTAL	\$1,896,099	\$1,984,149	\$2,336,665
*Estimates based on annual appropriations or renewal funding.			
Source: NYCHA			

2017 Federal Operating Subsidy (Section 9)

Federal operating subsidies account for 25 percent of the Authority's operating revenues or about \$822 million in 2017. Section 9 funding is based on the subsidy eligibility formula of public housing authorities nationwide and the annual federal appropriation. The eligibility formula is intended to capture the costs of operating public housing, but if the total national eligibility exceeds the congressional appropriation, then HUD must prorate the allocation of subsidy. Additionally, while HUD's formula takes various factors into account, New York City has long advocated that the factors underlying the operating subsidy formula are inequitable and ignore local factors, specifically, the age and height of NYCHA's buildings, the City's uniquely high construction costs, and higher employment costs in comparison to other PHAs across the U.S. NYCHA reports that from 2001 to 2016, proration resulted in a cumulative operating funding loss of approximately \$1.3 billion when compared to its eligibility. NYCHA has based its Fiscal 2017 Operating subsidy budget on the Fiscal 2016 appropriation of 87 percent, and the Plan assumes this operating subsidy proration for Fiscal 2017 to 2021. However, at the time of this writing, HUD notified NYCHA of an interim 85 percent proration rate for operating subsidies. Each percentage point decrease in NYCHA's annual proration rate drives a decrease of approximately \$13.8 million in operating subsidy (see chart below). The lower proration rate

could result in \$27.7 million less in operating subsidy revenue in 2017. Any adverse changes in this funding appropriation would only amplify the operating deficit and negatively impact service levels, as NYCHA would be forced to seek spending cuts that are not currently reflected in the 2017 Adopted Budget.

2017 Potential Budget Impacts			
<i>Dollars in Thousands</i>	Federal Operating Subsidy (Section 9)	Proration	Revenue loss
2017 Adopted Budget	\$ 821,987	87%	-
	\$ 794,310	85%	\$ (27,677)
	\$ 747,590	80%	\$ (74,397)
	\$ 700,870	75%	\$ (121,117)

Source: NYCHA

2017 Section 8 (HCV) Subsidy

Revenue from the Section 8 program accounts for approximately \$977.4 million, or 31 percent of NYCHA's total revenue. The Section 8 program assists low-income families in obtaining affordable housing in the private market by providing rental subsidies to landlords on behalf of eligible participants through housing assistance payments (HAP). NYCHA administers the largest Section 8 program in the nation, serving about 85,000 eligible families through a network of over 28,000 landlords. The number of vouchers that NYCHA can administer is dependent on current year appropriation and funding availability, changes in landlord rents, changes in family incomes, and the use of HAP reserves. As a result of sharp declines in renewal funding, HAP reserve levels have been exhausted, and the number of families NYCHA can serve is primarily determined by annual appropriations. Based on estimated 2016 HAP expenditures of \$996.6 million, NYCHA expects HAP renewal funding of \$997.4 million in 2017 at 99.58 percent proration. However, at the time of this writing, HUD has notified NYCHA of a tentative 95 percent HAP subsidy proration. Each percentage point decrease in NYCHA's HAP subsidy drives a decrease of about \$10 million for the Section 8 program (see chart below). This suggests a HAP subsidy funding level of \$45.7 million below eligibility in 2017. NYCHA reports that the average household income of a Section 8 voucher holder is about \$15,803 per year. In addition, there are currently an estimated 2,133 NYCHA Section 8 voucher holders searching for an apartment, and on average, about 73 percent are successful at finding a rental unit in the New York City housing market. The potential loss in Section 8 funding would severely restrict NYCHA's ability to administer the program and the number of families NYCHA can serve.

2017 Potential Budget Impacts			
<i>Dollars in Thousands</i>	Section 8 (HCV)	Proration	Revenue loss
2017 Adopted Budget	\$ 997,368	99.58%	-
	\$ 991,560	99%	\$ (5,808)
	\$ 981,580	98%	\$ (15,788)
	\$ 971,590	97%	\$ (25,778)
	\$ 961,610	96%	\$ (35,758)
	\$ 951,630	95%	\$ (45,738)
	\$ 941,650	94%	\$ (55,718)

Source: NYCHA

2017 Section 8 (HCV) Administrative Fee Subsidy

NYCHA also earns a fee from HUD for administering the Section 8 program, which totals \$76.4 million in 2017. NYCHA has based its Fiscal 2017 Section 8 Administrative budget on the Fiscal 2016 appropriation of 84 percent. However, at the time of this writing, HUD notified NYCHA of a

tentative 77 percent proration rate for Section 8 Administrative fees. Each percentage point decrease in NYCHA's annual proration rate drives a decrease of about \$1 million for Section 8 Administrative fees. As such, the lower proration rates could reduce Section 8 administrative funding in 2017 by about \$6.4 million.

2017 Potential Budget Impacts			
<i>Dollars in Thousands</i>	Section 8 Admin (HCV)	Proration	Revenue loss
2017 Adopted Budget	\$ 76,406	84%	-
	\$ 74,590	82%	\$ (1,816)
	\$ 72,780	80%	\$ (3,626)
	\$ 70,056	77%	\$ (6,350)
	\$ 68,250	75%	\$ (8,156)

Source: NYCHA

Federal Capital Subsidies

NYCHA receives annual federal capital grants for infrastructure improvements and major rehabilitation to public housing buildings. For the five-year period from 2012 to 2016, annual capital grants to NYCHA have averaged about \$290 million per year. NYCHA's 2017-2021 Capital Plan includes \$1.8 billion in federal capital grants and assumes an average annual grant of \$362.2 million. Currently, NYCHA has an \$18 billion gap between what NYCHA will receive in federal capital funding and what its buildings and infrastructure require to maintain a state of good repair. NYCHA reports that from 2001 to 2016 they have experienced a cumulative federal capital grant funding loss of \$1.37 billion compared to eligibility. As the capital needs of aging buildings grow, operating costs, such as maintenance and repair also increase. This chronic funding gap severely constrains NYCHA's ability to make necessary repairs and upgrades.

State Issues

State Support for NYCHA Capital Funds

Although the State historically provided capital funds for NYCHA developments, in 2001 State contributions were reduced from \$15 million to \$6.4 million before being completely terminated in 2007. Since then, the State has sporadically allocated money to NYCHA, most recently \$100 million in Capital funds in the 2016 Enacted State Budget. As of October 2015, it was reported that \$41.6 million of this allocation has been programmed for security upgrades at 76 NYCHA developments, although at the time of this writing, NYCHA has not yet received these funds. The 2018 State Executive Budget includes \$100 million to NYCHA for capital improvements. However, until the 2018 State Budget is enacted by April 1, 2017, it is unclear how this funding will impact NYCHA's budget.

Other Issues

Funding of NYCHA Senior Centers

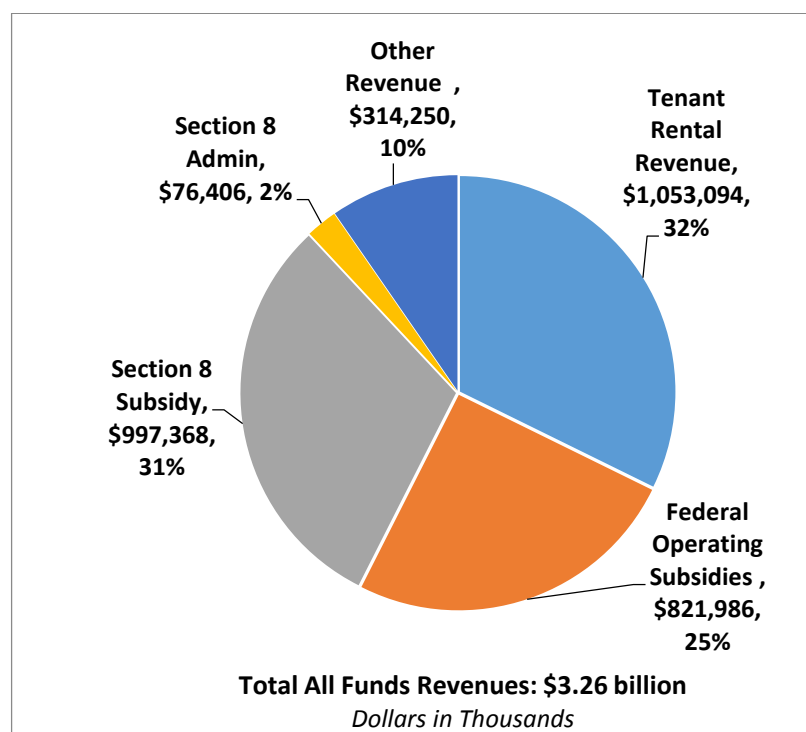
In total, 255 community and senior centers operate on NYCHA's property across the five boroughs which provide recreational, social, educational and cultural programming for residents and community members. These centers are operated by NYCHA, the Department of Youth and

Community Development (DYCD), DFTA, and a variety of community-based organizations at a total annual operating cost ranging from \$200,000 to \$520,000 per center. Due to the high costs of managing community and senior centers and severe government operating shortfalls facing NYCHA, the Authority has proposed closing NYCHA managed centers several times. In Fiscal 2015, a budget agreement was reached between the City Council and the Administration, in which the City Council provided \$17.1 million to NYCHA in Fiscal 2015 for the operation of 24 community centers and 33 senior centers. In Fiscal 2016, a more permanent solution was implemented that allowed all 24 Community Centers previously under NYCHA management to be transferred to DYCD. The Fiscal 2016 Executive Budget provided \$29.1 million to DYCD through 2019 for the operation of these centers. In addition, the Fiscal 2016 Executive Budget included \$5.7 million for DFTA through 2019 for the operation of 17 senior centers previously under NYCHA management. The City's Fiscal 2017 Executive Budget provided \$3 million in funding for one year to support the ongoing operation of the 15 remaining NYCHA managed senior centers from July 1, 2016 to June 30, 2017. In addition, the City's Fiscal 2018 Preliminary Budget transferred the managing entity of the Manhattanville Senior Center from NYCHA to DFTA. As such, as of January 24, 2017, only 14 senior centers remain under NYCHA management (listed below). The City's Fiscal 2018 Preliminary Plan does not include funding for the ongoing operating support for the remaining 14 centers after June 30, 2017.

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

*as of January 24, 2017

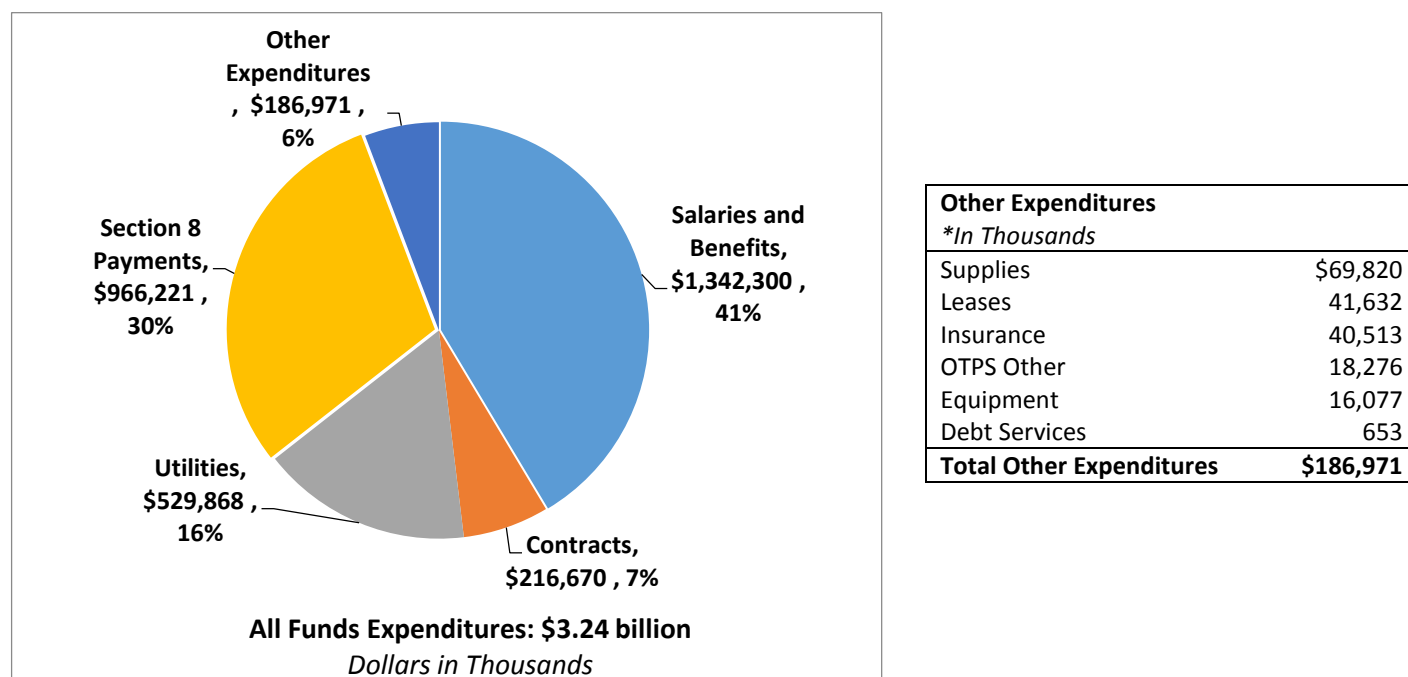
2017 Operating Plan Revenues



Other Revenue *In Thousands	
Other	\$ 168,700
City Funds	81,927
Section 8 reserves	28,700
Other Operations revenue	17,500
Capital Fund Reimbursements	12,697
Interest on Investments	4,726
Total Other Revenue	\$314,250

NYCHA's total revenues for 2017 are approximately \$3.26 billion. The primary source of revenue for the Authority is comprised of tenant rental revenues, which will total \$1.05 billion, or 32 percent of NYCHA's total revenue in 2017. As of January 2017, NYCHA has a 65 percent rent and fee collection rate. NYCHA has implemented several initiatives in order to improve collection rates and drive up revenue. As such, tenant rental revenue is projected to increase to \$1.1 billion by 2020. Revenue from the Section 8 program accounts for approximately \$977.4 million, or 31 percent of NYCHA's total revenue. Under this program, NYCHA pays HUD subsidies to participating landlords on behalf of eligible tenants. These tenants are currently paying rents generally equal to 30 percent of family adjusted income and the subsidies fill the gap between the contract rent and rental payments. The Section 8 subsidy assumes a 99.58 percent proration in 2017. NYCHA also earns a fee from HUD for administering the Section 8 program, which totals \$76.4 million in 2017. The Section 8 administrative fee assumes an 84 percent proration in 2017. Federal operating subsidies account for 25 percent of the Authority's operating revenues, or \$822 million in 2017. NYCHA has based its Fiscal 2017 Operating subsidy budget on the Fiscal 2016 appropriation of 87 percent. However, federal reductions could result in \$81 million in lost revenue in 2017 for NYCHA's Section 8 and Public Operating budget. Other revenue from operations totals \$17.5 million and consists of ancillary fees, primarily from residents, including sales and services charges, parking fees, and appliance surcharges intended to defer a portion of the cost of excess utility consumption. Total other revenue is projected to be about \$353.2 million in 2017, which includes \$81.9 million from the City.

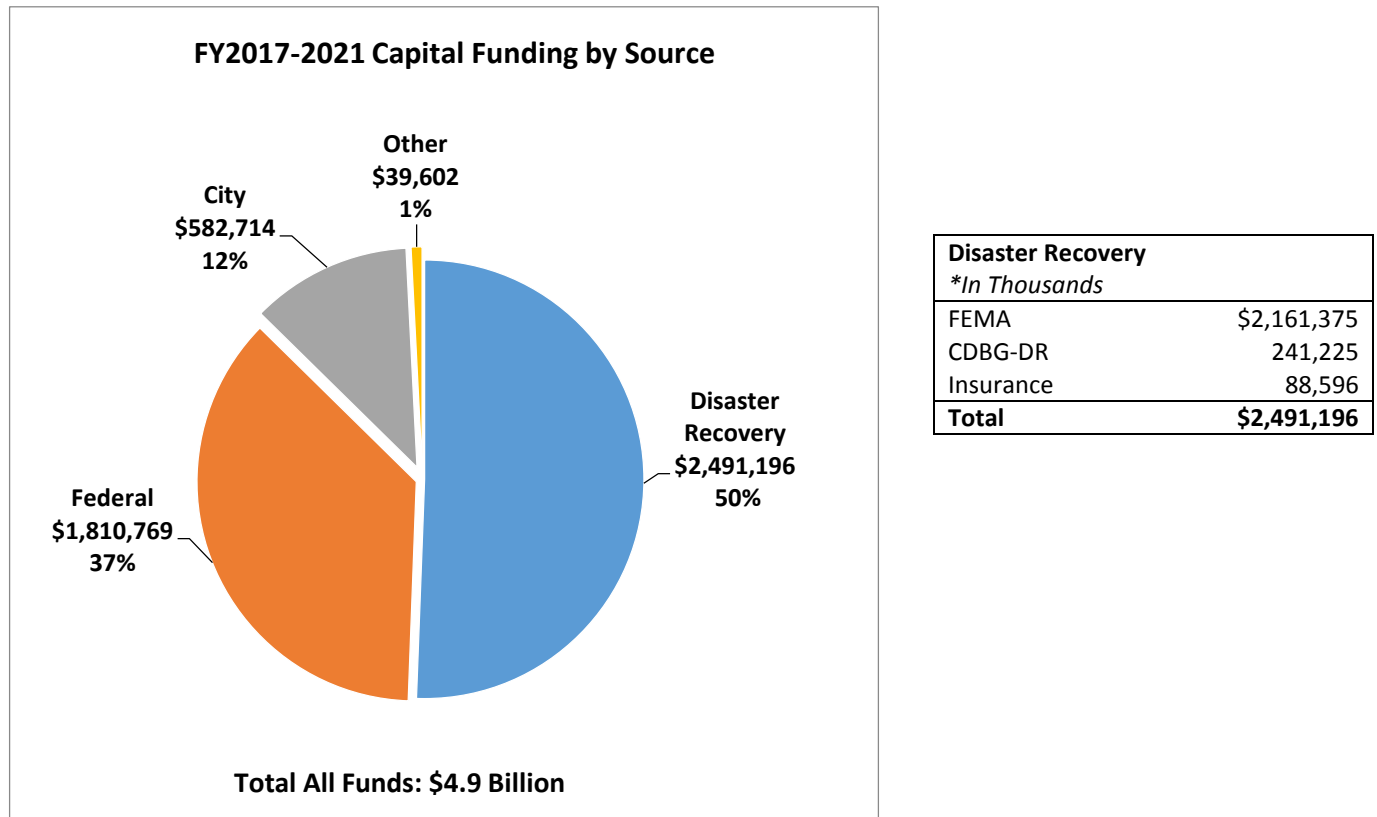
2017 Operating Plan Expenditures



NYCHA's total operating expenditures is approximately \$3.24 billion for 2017. These expenditures are mostly comprised of salaries and benefits, which account for \$1.3 billion, or 41 percent of total budget expenditures. Full-time salaries are budgeted for \$659 million in 2017, with overtime increasing to \$77 million, a \$10 million increase when compared to the 2016 Adopted Plan. Section 8 payments also comprise a substantial portion of the expense budget, totaling approximately \$966.2 million in 2017. The cost of utilities is also an expenditure that continues to increase; the current plan estimates a cost of \$529.9 million for 2017 and grows to \$551.4 million by 2021. Of the other expenditures category, about \$40.5 million is allocated for insurance in 2017. The costs of contracts are budgeted at \$216.7 million in 2017. Contracts include third-party services payments for painting, floor tiling, elevator maintenance, fire safety, environmental services, marshal fees, security services, energy contracts, automotive services, office equipment rentals, information technology software, telecommunications services, and other professional services. Payments by NYCHA to NYPD for policing services were budgeted in this line at \$70 million annually, but the City has relieved this expenditure item for NYCHA in 2015 and in the outyears through 2019.

2017-2021 Capital Plan

NYCHA's 2017-2021 Capital Plan provides approximately \$4.9 billion in planned commitments for infrastructure improvements, major modernization, systemic upgrades, repair, resiliency, and fortification of developments damaged by Superstorm Sandy. The plan is based on the current federal capital funding outlook, and relies on the near-term implementation of NYCHA initiatives.



The Plan includes \$2.5 billion in expected one-time disaster recovery funds to address the continued impacts of Superstorm Sandy. Overall, of the \$4.9 billion included in this Plan, 50 percent is from funds related to disaster recovery, including \$2.2 billion from FEMA, \$241.2 million from federal Community Development Block Grant Disaster Recovery (CDBG-DR) funds, and \$88.6 million from insurance. The plan includes \$1.8 billion from federal capital grant funding over the five-year period. The Capital funding also includes \$32.2 million in State Asset Forfeiture funds, \$5 million from the State, and \$1.1 million from a Capital Bond issue (classified as part of 'Other' in the chart above). The Plan reflects an increase of \$106.7 million in federal capital funds over the 2016-2020 Adopted Capital Plan. Overall, 70 percent of the Capital Plan, or about \$3.4 billion will provide for structural improvements and exterior capital work.

For additional information on the 2017-2021 Capital Plan by work type, see Appendix C.

Capital Program

Capital Budget Summary

The Fiscal 2018 Preliminary Capital Commitment Plan totals \$793.8 million in Fiscal 2017-2020 for NYCHA (comprised of all City funds). This represents approximately one percent of the City's total \$64 billion Preliminary Plan for Fiscal 2017-2020. The City Capital Commitment of \$793.8 million includes: \$662.8 million in Mayoral allocations; \$112.6 million in City Council funds; and \$18.4 million from Borough Presidents. The Authority's Preliminary Commitment Plan for Fiscal 2017-2020 is about \$225.7 million more than the \$568 million scheduled in the Adopted Capital Commitment Plan. In addition, the Preliminary Ten-Year Capital Strategy for the Authority totals \$1.3 billion over ten years (2018-2027), an increase of \$853 million when compared to the Fiscal 2016 Preliminary Ten-Year Capital Strategy.

The majority of the capital projects span multiple fiscal years and it is therefore common practice for an agency to roll unspent capital funds into future fiscal years. In Fiscal 2016, NYCHA committed \$233.3 million or 50 percent of its annual capital plan. Therefore, it is assumed that a significant portion of the Authority's Fiscal 2017 Capital Plan will be rolled into Fiscal 2018, thus increasing the size of the Fiscal 2018-2021 Capital Plan. Since adoption last June, the citywide total Capital Commitment Plan for Fiscal 2017 has increased from \$19.2 billion in the Adopted Capital Commitment Plan to \$20 billion in the Preliminary Capital Commitment Plan, an increase of \$785 million or 4.1 percent. The table below reflects total capital commitments over the Fiscal 2017-2020 period.

NYCHA 2017-2020 Capital Commitment Plan: Adopted and Preliminary Budget					
<i>Dollars in Thousands</i>					
	FY17	FY18	FY19	FY20	Total
Adopted Capital Plan					
Total Capital Plan	\$368,417	\$169,697	\$15,000	\$15,000	\$568,114
Preliminary Capital Plan					
Total Capital Plan	\$372,117	\$169,697	\$126,000	\$126,000	\$793,814
Change					
Level	\$3,700	\$0	\$111,000	\$111,000	\$225,700
Percentage Change	1%	0%	740%	740%	40%

NYCHA's Fiscal 2017 -2020 Preliminary Capital Commitment Plan of \$793.8 million includes:

NYCHA 2017-2020 Capital Commitment Plan By Major Categories <i>Dollars in Thousands</i>	2017	2018	2019	2020	Total
Roof Work to Prevent Mold	\$ 100,001	\$ 100,000	\$ 111,000	\$ 111,000	\$ 422,001
Building Facades	85,000	0	0	0	85,000
Major renovations at Sotomayer	31,166	0	0	0	31,166
Instantaneous hot water heaters	2,000	27,471	0	0	29,471
Major renovations at Breukelen Houses	0	19,091	0	0	19,091
Roof replacement at Forest	9,450	8,136	0	0	17,586
Security Enhancements	37,485	0	0	0	37,485
Lighting	16,322	0	0	0	16,322
Renovations	8,041	755	0	0	8,796
Homeless Initiative	15,400	0	0	0	15,400
Upgrades and repairs to centers	20,229	4,201	0	0	24,430
Upgrades to playgrounds	12,235	770	0	0	13,005
Kitchens and plumbing	675	19,091	0	0	19,766
Operations and Maintenance	8,000	0	0	0	8,000
Citywide repairs and construction	1,711	0	0	0	1,711
Outdoor area improvements	1,587	0	0	0	1,587
Handicapped accessability	1,700	0	0	0	1,700
Other commitments	21,115	(9,818)	15,000	15,000	41,297
TOTAL	\$ 372,117	\$ 169,697	\$ 126,000	\$ 126,000	\$ 793,814

Some of the major capital projects included in the Preliminary Capital Commitment Plan for Fiscal 2017-2020 are highlighted below.

- Roof Replacement Program.** The Preliminary Capital Commitment Plan for 2016-2019 allocated \$100 million per year over a three-year period for a roof repair program to address health related hazards in NYCHA developments. The Preliminary Capital Commitment Plan for Fiscal 2017-2020 continues this commitment and allocates an additional \$111 million for roof repairs in Fiscal 2019 and Fiscal 2020 bringing total funding to \$422 million. The first \$100 million tranche of funding will provide for roof repair work at 67 buildings across five developments scheduled between May 2015 and March 2018. The developments include Parkside (14 buildings) in the Bronx; Sheepshead Bay (18 buildings) and Albany I and II (9 buildings) in Brooklyn; and Queensbridge South (13 buildings) and Queensbridge North (13 buildings) in Queens. The second tranche of funding will provide for roof repair work at an additional seven developments scheduled between April 2017 and June 2019. The developments include White (Manhattan); Wise Towers (Manhattan); Sedgwick (Bronx); Saint Nicholas (Manhattan); Tilden (Brooklyn); Cypress Hills (Brooklyn); and Breukelen (Brooklyn). The total budget for this work is approximately \$275.8 million, including \$195.3 million in City funding. As of February 2017, NYCHA has expended \$69 million for the Roof Repair Program. In total, the existing scope of roof repair work encompasses 952 buildings and is budgeted at \$1.3 billion over a ten-year period. This program will impact approximately 175,478 NYCHA residents.
- Security Initiatives- Exterior Lighting.** The Preliminary Capital Commitment Plan includes \$37.5 million for security enhancements, including CCTV installation and \$16.3 million for lighting at 15 developments as part of MAP. In total, 168 buildings are undergoing or will undergo exterior lighting capital work between August 2015 and March 2018. The total

budget for this work is \$113.8 million, comprised of \$58.3 million in City funding, and several other funding sources. As of February 2017, the City has expended \$37.9 million towards the installation of 3,717 light fixtures. In addition, 212 buildings will undergo CCTV installation between June 2016 through April 2017. As of February 2017, the City has expended \$10.7 million towards the installation of CCTV cameras and other security enhancements.

- Homeless Initiative.** The Preliminary Capital Commitment Plan includes \$15.4 million to renovate 200 NYCHA apartments to house homeless families as part of the Mayor's Homeless Initiative. As of February 2017, renovations have been completed at 40 apartment units at three developments, including: Red Hook East (9 units) in Brooklyn; Redfern (16 units) in Queens; and Ocean Bay (15 units) in Queens. This work totaled \$1.8 million, comprised of \$639,844 in City funds at an average renovation cost of \$213,294 per unit. A second tranche of apartment units are slated for renovation work from March 2017 to June 2017.
- Building Façades.** The Preliminary Capital Commitment Plan includes \$85 million for building façade repair work mandated under Local Law 11 of 1998, which requires that owners of buildings greater than six stories have their buildings' exterior walls inspected once every five years and file a technical report to the Department of Buildings (DOB). The report details whether a certified architect or engineer found potentially dangerous deterioration on a building's exterior faces, and in the event deterioration is found, recommendations are outlined and building owners are required to schedule the necessary work in a timely manner. The current inspection cycle (Cycle 8) for Local Law 11 runs from February 21, 2015 through February 21, 2020. An August 2015 report by a DOB Inspector General found that hundreds of NYCHA building exteriors were classified as unsafe. However, the scope of this work does not entirely meet the requirements of Directive 10, and the City is therefore providing NYCHA with expense funding totaling \$46.5 million in Fiscal 2016 through Fiscal 2018 to complete the work. These funds include \$32 million for capital ineligible façade repairs at 81 buildings across 31 NYCHA developments and \$9 million for the construction of emergency sheds. This allocation also includes the annualized cost of \$106,800 for two full-time HPD staff to manage the contracts on behalf of NYCHA, which is baselined through Fiscal 2018. In total, the existing scope of building façade repair work encompasses 259 buildings at 31 developments and is estimated to cost about \$205 million through Fiscal 2018. As of February 2017, the City has expended \$8.7 million towards façade repairs. A summary of the funding for façade work at NYCHA is provided below.

NYCHA Façade Repairs Funding Summary					
<i>*Dollars in Thousands</i>	Agency	FY2016	FY2017	FY2018	TOTAL
Operating Funds	HPD	\$46,486	\$49,633	\$23,244	\$119,363
		(19,938)	19,938	-	-
		107	107	107	320
<i>subtotal</i>		\$26,654	\$69,678	\$23,351	\$119,683
Capital Funds	NYCHA	\$75,000	\$10,000	\$0	\$85,000
<i>subtotal</i>		\$75,000	\$10,000	\$0	\$85,000
Total		\$101,654	\$79,678	\$23,351	\$204,683

Preliminary Ten-Year Capital Strategy

The City's Ten-Year Capital Strategy 2018-2027 totals \$89.6 billion in all funds. For NYCHA, the Preliminary Ten-Year Capital Strategy provides \$1.3 billion, comprised of all City funds, in support of its capital program goals from Fiscal 2018 to 2027. The Preliminary Ten-Year Capital strategy focuses capital funding on building exteriors upgrades such as roof work, building systems upgrades and improvements, including elevator repair work and other construction projects. A breakdown of the Ten-Year Capital strategy for NYCHA is provided below.

Fiscal 2018-2027 Preliminary Ten-Year Capital Strategy											
<i>Dollars in Thousands</i>	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Low to Moderate Income Public Housing Upgrades	\$ 169,697	\$ 126,000	\$ 126,000	\$ 126,000	\$ 126,000	\$ 126,000	\$ 126,000	\$ 126,000	\$ 126,465	\$ 127,944	\$ 1,306,106
Total (All Funds)	\$169,697	\$126,000	\$126,000	\$126,000	\$126,000	\$126,000	\$126,000	\$126,000	\$126,465	\$127,944	\$1,306,106

Appendix A: Fiscal 2017 Mayor's Management Report Performance Measures

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Rent collection (%)	94.6%	94.9%	94.9%	97.5%	97.5%	94.6%	94.1%
Rent delinquency Rate (%)	NA	NA	27.7%	*	*	28.7%	30.0%
Average time to resolve emergency service requests (hours)	11	14.7	13.1	24	24	11.4	11.6
Average time to resolve non-emergency service requests (days)	27.6	14	14.7	15	15	13.4	17.3
Average time to resolve heat service requests (hours)	13.6	19	17.3	24	24	17.2	17.9
Average time to resolve elevator outages (hours)	5.7	6.5	8.7	10	10	6.9	10.8
Average outage per elevator per month	1	0.99	1.13	1.01	1.01	1.08	1.17
Elevator service uptime	99.1%	99.0%	98.6%	97.0%	97.0%	98.8%	98.3%
Alleged elevator injuries reported to DOB	9	17	20	DOWN	DOWN	7	6
Elevator related fatalities	0	1	2	DOWN	DOWN	0	0
Management cost per dwelling unit (\$)	\$ 913	\$ 893	\$ 875	\$ 875	\$ 875	\$ 837	\$ 863
Average time to prepare vacant apartments (days)	43.7	38.2	40.7	20	20	37	40.8
Average turnaround days for vacant apartments	77.9	58.1	50	30	30	48.5	49.9
Crime Rate Year To Date	13.3	12	13.2	*	*	4.8	4.5
Major felony crimes in public housing developments	5,328	4,858	5,205	DOWN	DOWN	1,896	1,864
Active capital projects on schedule (%)	32%	24%	64%	29%	29%	31%	75%
Active capital projects in construction phase on schedule (%)	61%	55%	94%	91%	91%	58%	93%
Apartments vacated	4.8%	3.9%	4.1%	*	*	NA	NA
Occupancy rate (%)	99.4%	99.5%	99.5%	99.2%	99.2%	99.4%	99.4%
Applicants placed in public housing	5,988	4,939	4,211	*	*	1,466	1,298
Working families residing in public housing (cumulative) (%)	47.6%	47.5%	46.7%	*	*	NA	NA
Families on Section 8 waiting list (000)	123	121	119	*	*	120	119
Utilization rate for Section 8 vouchers (%)	91.2%	88.1%	87.0%	97.0%	97.0%	87.0%	85.0%
Section 8 occupied units (vouchers)	88,529	86,167	85,224	87,000	87,000	86,402	84,638
Annual Section 8 inspections	89.8%	88.9%	78.0%	*	*	78.0%	83.0%
Annual Section 8 recertifications	92.9%	96.7%	98.0%	*	*	98.0%	98.0%
Applicants placed through Section 8 vouchers	384	892	1706	*	*	501	546
Apartments (000)	179	178	178	*	*	178	178
Number of developments	334	328	328	*	*	328	328
Number of buildings	2,563	2,553	2,528	*	*	2,551	2,500
Residents approved for the Emergency Transfer Program	808	815	931	*	*	361	334
Emergency Transfer Program disposition time (days)	45.91	48.17	39.6	45	45	48.19	33.32
Initial social service tenant contacts conducted within five days of referral (%)	68.0%	80.0%	86.0%	76.0%	76.0%	87.0%	72.0%
Referrals to supportive social services rendered to senior residents	84,987	70,824	53,763	*	*	20,496	4,384
Senior centers	33	32	15	*	*	15	14
Utilization of senior centers (%) ages 60+	143%	145%	116%	85%	85%	113%	131%
Resident job placements	874	1084	1410	1593	1593	912	780
Job training programs - ratio of job placements to program graduates (current period)	73.0%	69.0%	63.0%	*	*	NA	NA
Youth placed in jobs through youth employment programs	918	918	888	*	*	NA	NA
Completed requests for interpretation	154,339	187,871	196,996	*	*	50,405	55,457
Letters responded to in 14 days (%)	80.3%	79.0%	84.7%	*	*	87.1%	82.0%
E-mails responded to in 14 days (%)	87.1%	88.3%	82.9%	*	*	95.1%	73.8%
Average wait time to speak with a customer service agent (minutes)	19	15	13	*	*	15	16
CORE facility rating	94	93	92	*	*	NA	NA
Calls answered in 30 seconds (%)	68.0%	72.0%	64.0%	*	*	57.0%	49.0%
Number of agency customers surveyed for overall customer satisfaction	27,660	33,843	25,764	*	*	NA	NA
Customers rating service good or better (%) (As applicable)	70.0%	68.2%	78.8%	71.0%	71.0%	NA	NA

Appendix B: Fiscal 2017 Mayor's Management Report Performance Measures on the Mayor's Action Plan for Neighborhood Safety (MAP)

Managing Agency	Performance Indicator	FY16 Actuals	July- Oct 2016 (FY17 Actual)	FY17 Target
Community Engagement & Programming				
DOP	Participants enrolled in the NextSTEPS youth mentorship program	208	172	200
DOP	Participants who positively exit the NextSTEPS program (%)	208	279	200
DYCD	MAP Summer Youth Employment Program (SYEP) participants	1,706	1,816	850
CEO	NYCHA youth enrolled in Work Progress Program (WPP)	380	71	*
HRA	Individuals connected to benefits	1,459	425	1,000
HRA	Appointments to connect individuals with benefits	2,378	695	1500
Improved Infrastructure				
DPR	Kids in Motion program participants across MAP sites	53,597	58,002	50,000
DYCD & NYCHA Community Centers	ShapeUp participants across MAP sites	3,781	731	3,000
NYCHA	Temporary Lights installed	149	184	
NYCHA	Permanent lights installed	1,412	1,603	2,500
NYCHA	Layered access projects completed (repairing and adding additional security to development entry and access points)	NA	22	45
NYCHA	Cameras installed (closed circuit television)	988	0	800
NYCHA	Non-construction scaffolding and shedding removed (feet)	7,104	223	6931
Networks				
OCDV	Healthy Relationship Academy workshops held	130	30	100
OCDV	Residents linked to Domestic Violence Response Team (DVRT) Specialists	65	NA	NA
OCDV	Community outreach events	486	139	400
DFTA	Grandparent support group participation	923	117	1,200
DFTA	Seniors engaged at public events	8,971	1,983	5,500
DFTA	Intake meetings to connect senior residents with information, assistance and referrals	79	34	250

Crime Statistics in the 15 MAP Developments			
	July 1- October 31		
	FY16	FY17	% Change
Violent crime	231	212	-8%
Shootings	13	9	-31%
Total index crimes	322	296	-8%

Appendix C: 2017-2021 Capital Plan by Work Type

