



# **Five Year Operating Plan Calendar Years 2012-2016**

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May 9, 2012

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## **Narrative Summary**

### ***Highlights of the 2012-2016 Operating Plan***

The New York City Housing Authority (NYCHA or the Authority) Board adopted the 2012-2016 Operating Plan (Plan) May 9, 2012. This Plan is the first five-year financial operating plan to incorporate some of the near-term initiatives outlined in *Plan NYCHA*.

#### ***Plan NYCHA Impact***

*Plan NYCHA* was released in December 2011 as a call to action and roadmap for preserving public housing in New York City. The *Plan NYCHA* initiatives incorporated into this Plan are aimed at increasing income and redirecting administrative costs to allow for greater resource allocations toward frontline activities that benefit NYCHA's residents and the community at large.

As additional *Plan NYCHA* initiatives progress from concept to planning and implementation, they will be incorporated into future operating plans as their financial impact becomes more certain and measurable.

NYCHA continues to face strong headwinds from federal operating funding proration as well as inflationary increases in operating costs including utilities, workers' compensation, pension, and health insurance. Nevertheless, as detailed throughout this narrative, the financial benefits from successful implementation of *Plan NYCHA* initiatives in the coming years are expected to eliminate NYCHA's structural operating deficit by 2015.

#### ***Ensuring Financial Stability***

Several *Plan NYCHA* initiatives focus on ensuring financial stability by increasing income and streamlining central office and administrative functions.

#### ***Implement Rent Equity Policy***

Over 47,000 of NYCHA's 175,000 public housing households pay less than 30 percent of family income towards rent, as generally required by public housing regulations. These households are referred to as "flat rent" households. The NYCHA Board approved changes to rent policy to improve fairness in rents among public housing residents. Under this policy, which is expected to take effect in Q2 2013, rents for these flat rent households will gradually be raised up to 30 percent of family income subject to the maximum HUD-established affordable housing rent.

The rent equity policy is expected to yield a 4 percent compound growth in projected Dwelling Rent over the Plan period, from \$889 million in 2012 to \$1.036 billion in 2016, or a total increase of about \$150 million. It should be noted that the President's proposed budget for FY2013 contains provisions that would implement rent increases up to 30 percent of family income on an accelerated basis compared to the policy enacted by the NYCHA Board.

### ***Secure Funding for Unsubsidized Units***

NYCHA owns and operates 21 developments originally built by the City and State of New York (City/State Developments) with approximately 20,100 housing units. For many years the City/State Developments did not receive any dedicated form of subsidy. To sustain housing for these 20,100 families, NYCHA had to dilute the resources of the remaining public housing portfolio to fund the operating costs of these developments.

Under a 2008 voluntary conversion plan (VCP) approved by HUD, NYCHA was authorized to proceed with a plan to convert 8,400 public housing units which received no funding to Section 8 funding. Additionally, through the “Federalization” transaction completed in 2010, NYCHA succeeded in securing federal operating subsidy for 11,700 units of public housing, gaining \$60 million of federal operating subsidy annually for these developments.

However, of the 8,400 units covered by the VCP, less than 2,700 have been converted to the Section 8 funding model as of December 31, 2011. Over 5,700 public housing units therefore still receive no dedicated federal subsidy, significantly contributing to NYCHA’s current structural operating deficit.

This Plan reflects an initiative to accelerate conversion of another 3,000 (of the remaining 5,700) unfunded public housing units to the Section 8 model by implementing a conversion program beginning 2013. Through this initiative, subsidy income for the 8,400 units is projected to nearly double from \$38 million in 2012 to \$74 million in 2016, as shown in the *Section 8 Phased Conversion* budget line.

### ***Develop and Increase Ancillary Revenue Streams***

NYCHA has historically generated a number of ancillary revenue streams from property assets. *Plan NYCHA* calls for more aggressive development and management of ancillary revenue sources leveraging the Authority’s property assets and strong communities. These initiatives include improved utilization and realization of market-rate commercial property rentals, increased parking revenue, development of new advertising and sponsorship revenues, and the sublease of underutilized administrative office space.

For this Plan, other revenues are budgeted to grow from \$33 million in 2012 to \$41 million in 2016. NYCHA believes there is upside to these projections particularly with respect to advertising and sponsorship opportunities; however, to fully realize the potential will require partnership with residents and other city stakeholders.

### ***Improve Central Office and Administrative Efficiency***

During 2011, NYCHA performed an extensive assessment of its central office cost centers (COCC) and operations administration, and identified opportunities to increase efficiency and streamline activities in certain back-office support functions. This Plan reflects initiatives through which central office and borough administrative office activities will be streamlined and resources redirected to the frontline. These efficiencies will be realized gradually over the five year period through a combination of natural attrition with selective back-fill, active performance management, and potential early retirement incentives.

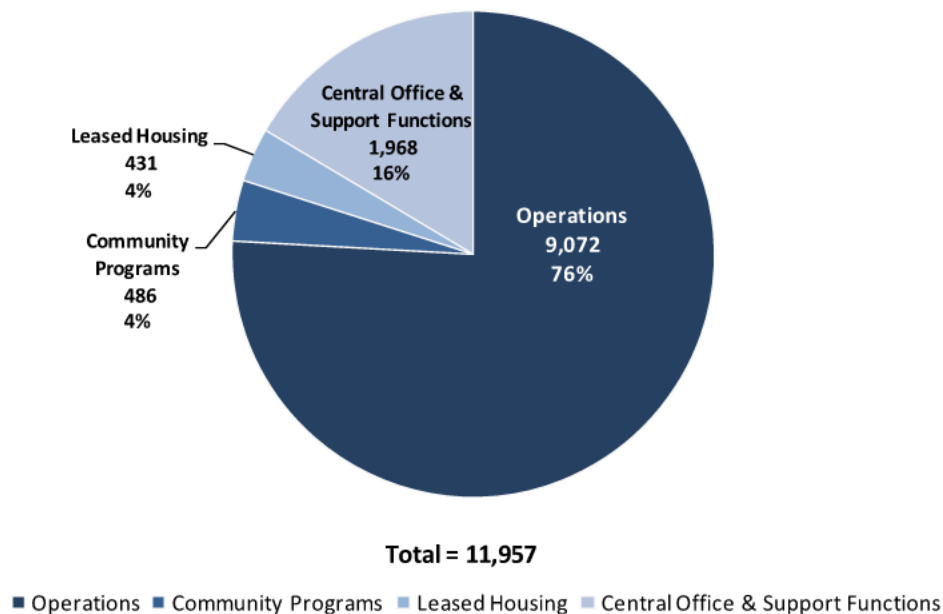
The streamlining of central office and administrative functions is expected to yield about \$35 million in savings by 2016, inclusive of salary and fringe. As discussed below in *Strengthening the Frontline*, these resources will be redirected toward frontline needs.

### Strengthening the Frontline

Several *Plan NYCHA* initiatives focus on new investment and redirected resources to strengthen frontline operations, including maintenance and repair work and other property-level services.

Authorized headcount in 2012 is 11,957 full time positions. 9,072 positions or 76 percent of total positions are in Operations, where personnel directly serve NYCHA's 400,000 residents. NYCHA's Leased Housing Department, which directly administers the Housing Choice Voucher (HCV) Program that serves over 93,000 families, and Community Programs, which delivers community development services to residents, each represent another 4 percent of NYCHA's workforce. Finally, central office and support functions account for the remaining 16 percent of NYCHA's authorized headcount.

### Authorized Headcount 2012



Note: Central Office and Support Functions includes Chair, General Manager, Capital Projects, Administration, Finance, and Information & Technology.

As detailed in *Budget Line Item Discussion*, this Plan provides for the reallocation of resources from central office and support functions to frontline operations throughout the five year planning period.

### *Invest in Maintenance & Repair*

Chronic federal underfunding of public housing operating and capital budgets combined with aging buildings have contributed to a substantial backlog of repairs and deferred maintenance. Based on apartment inspections and apartment repair work performed during 2011, NYCHA has estimated that the cost to complete work orders addressing the deferred maintenance and repair needs of apartment unit interiors is in the order of \$500 million, or approximately \$3,000 per unit on average.

Through funding reimbursement from the capital plan, the prior operating plan provided an incremental \$31 million of NYCHA resources over the five years 2011-2015 to address the backlog of apartment repairs. \$20 million of this funding is carried forward in this Plan with \$5 million dedicated each year in 2012-2015.

Early 2012, the City Council committed \$10 million for City FY2013 (Plan years 2012 and 2013) to help NYCHA hire an additional 176 positions to address maintenance and repair needs. Hiring will be through NYCHA's resident training program partnership with the Robin Hood Foundation, thereby providing opportunities for employment to additional NYCHA public housing residents.

This Plan assumes the funding is provided for only one year. NYCHA requests the City Council to renew its funding commitment throughout the Plan. If funding is renewed by the City Council these positions would be maintained into future years.

NYCHA greatly appreciates the City Council's commitment, and will continue working with its governmental partners to pursue additional funding opportunities to address maintenance and repair needs.

### *Redirect Resources to the Frontline*

Plan realignments enabled NYCHA to budget an additional \$27 million for frontline operations annually. In 2012, this funding is dedicated to increased overtime for Operations. In prior periods, actual overtime spending far exceeded budgeted overtime. The higher budgeted overtime in the Plan is based on current needs and expectations, and reflects controls that have recently been established to better manage and utilize overtime spend.

In 2013-2016, budgeted overtime for Operations is reduced with the equivalent resources redirected toward new frontline personnel. The redirection of \$15 million each year during 2014-2016 toward additional headcount is expected to allow Operations to hire about 225 more front line workers. This, in combination with additional efficiencies in borough administrative functions, is expected to allow Operations to add a total of 300 frontline positions by 2016.

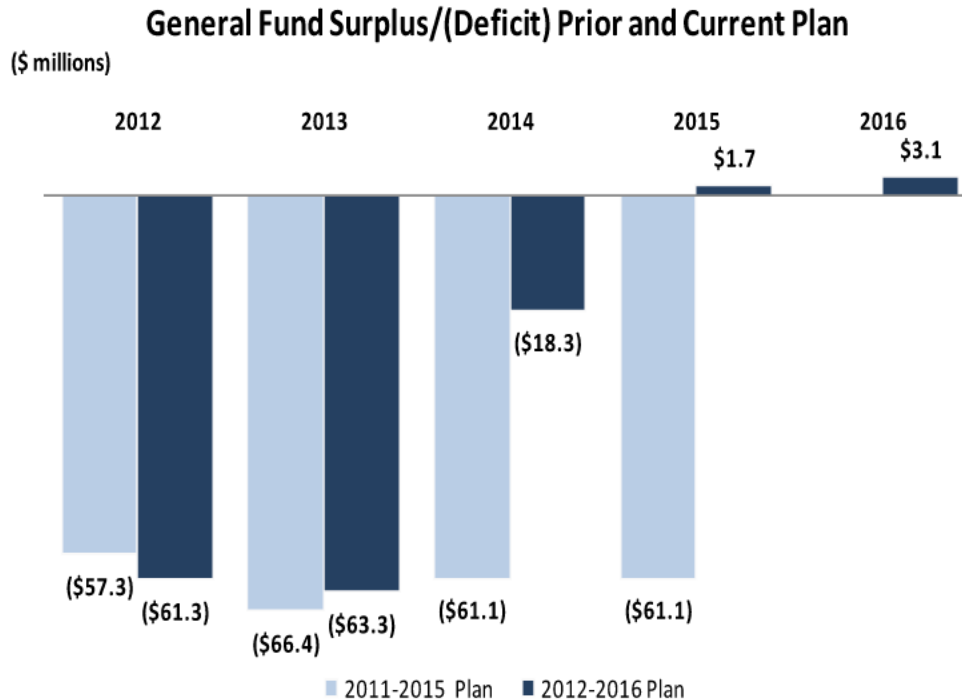
While a detailed hiring plan is being developed, it is expected that resources will be used to hire additional maintenance workers and skilled trade professionals to further address NYCHA's maintenance and repair backlog.

### *Closing the Operating Deficit*

Execution of a number of *Plan NYCHA* initiatives is underway. However, realizing the financial rewards of these initiatives will require significant effort and time to achieve. As examples, the

increased income from the rent equity policy will not begin to accrue until the latter half of 2013 and will extend over the full five year period; the full \$35 million expected annual savings from COCC and administrative efficiencies will not be realized until 2016.

The prior operating plan projected deficits of \$60-65 million in each year from 2012-2015. This Plan forecasts the General Fund deficit in 2012-2013 will remain near \$60-65 million. As *Plan NYCHA* initiatives being implemented during 2012 begin to bear fruit, this Plan expects the General Fund deficit to be substantially reduced in 2014 and eliminated in 2015-2016.



Said differently, the prior plan projected a cumulative five-year operating deficit of about \$300 million. Successful execution of *Plan NYCHA* initiatives will reduce the cumulative five-year operating deficit by over 50 percent. Operating deficits projected for 2012-2014 will be funded from NYCHA’s operating reserves.

### Federal Operating Funding

Public housing relies heavily on federal subsidies. Federal subsidies account for about 50 percent of NYCHA’s General Fund revenues (with the balance primarily rent from tenants) and 100 percent of NYCHA’s Section 8 HCV Program revenues. Yet federal resources for public housing remain under severe pressure.

As discussed in NYCHA’s 2012-2016 Five Year Capital Plan, federal capital grants for infrastructure improvements and major rehabilitation have been in steady decline for a decade. The chronic capital funding gap has jeopardized the preservation of the public housing asset. Further, as capital needs of aging buildings remain unmet, operating costs such as maintenance and repair increase, further straining operating budgets.



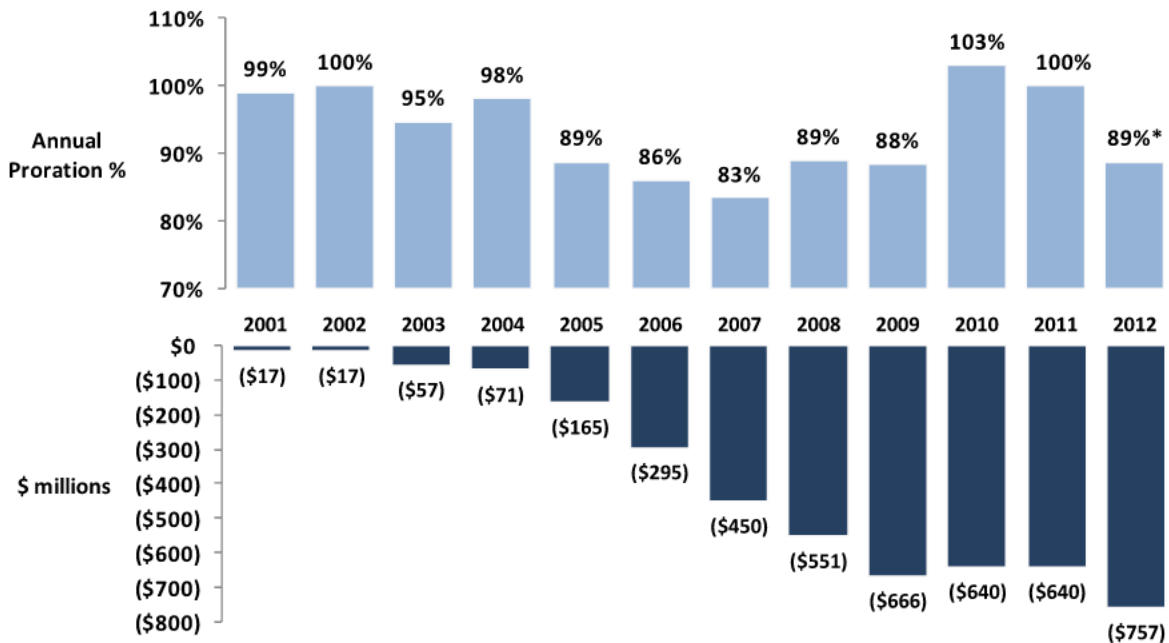
HUD’s public housing operating fund provides subsidies to public housing authorities nationwide to operate and maintain public housing in local communities. Funding is based on the subsidy eligibility of all housing authorities and the annual federal appropriation. The eligibility formula is intended to capture the costs of operating public housing and, therefore, the needed operating resources. If the total national eligibility exceeds the congressional appropriation, then it has been Congress’ practice to direct HUD to prorate its allocation of subsidy.

***Chronic Operating Underfunding***

Based on HUD’s eligibility formula NYCHA would not have an operating deficit in 2012 or in any of the Plan’s outer years. In fact, NYCHA would have additional resources to hire hundreds of critically needed frontline staff, such as maintenance workers, caretakers, and skilled trade persons.

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

**Annual Operating Subsidy Proration % and Cumulative Funding Loss vs. Eligibility**



\*Effective proration includes \$70 million of reserves offset

For 2012, the \$3.962 billion national appropriation was nearly \$1 billion short of eligibility. HUD implemented a combination of an “operating reserves offset” and proration to distribute the \$1 billion shortfall nationally. NYCHA aggressively appealed HUD’s reserves offset, arguing that HUD in fact recaptured funds prudently set aside for the future payment of long-term liabilities, including NYCHA’s self insurance reserves.

Nevertheless NYCHA suffered an approximately \$70 million reserves offset in 2012, and expects to lose an additional \$45 million of subsidy through proration. In total, NYCHA expects to lose about \$115 million of funding due to the combined effects of HUD’s reserves offset and proration. This yields an effective proration of about 89 percent for 2012.

From 2001 to 2012, proration resulted in a cumulative operating funding loss of over \$750 million compared to eligibility. Additionally, the volatility of funding appropriations makes efficient and effective multi-year spend planning incredibly challenging. Finally, the efficient management of NYCHA’s limited resources is complicated by the current statutory restrictions on fungibility of funding streams.

### ***2013 Outlook and Risk to Plan***

The President’s 2013 proposed budget for the public housing operating fund requests \$4.524 billion from Congress. While this funding level is \$560 million above the 2012 congressional appropriation, it remains \$400-500 million short of estimates of national eligibility and suggests 90-92 percent proration for 2013. For NYCHA, this suggests a federal operating funding level in 2013 that similar to 2012 is \$90-100 million below eligibility.

A substantial risk to the 2013 federal operating subsidy is the potential federal budget sequestration, which may result in additional proration and funding loss of 9 percent or more. Under the 2011 Budget Control Act, a sequestration of \$109 billion will take effect January 2013 allocated evenly among defense and non-defense programs. The House Budget Committee has approved two bills that alter that arrangement, allowing for an increase in defense spending while further lowering the spending levels for non-defense discretionary programs. There is no indication that the Senate is prepared to consider the approach taken by the House.

The sequester risk is not reflected in this Plan. An additional funding loss of this magnitude would negatively impact service levels as NYCHA is forced to seek spending cuts not in this Plan, and would place severe pressure on NYCHA’s declining operating reserves. Indeed, each percentage point decrease in NYCHA’s proration rate drives a decrease of approximately \$9 million in operating subsidy revenue.

### **Housing Choice Voucher (HCV) Program (Section 8)**

The Housing Choice Voucher (HCV) Program, generally referred to as Section 8, assists low-income families in obtaining safe, decent, and affordable housing in the private market by providing rental subsidy. NYCHA administers the largest Section 8 program in the nation with over 93,000 families served through a network of over 32,000 participating landlords.

NYCHA administers the program paying HUD subsidies to participating landlords on behalf of eligible participating tenants. Program participants generally pay rent directly to the landlord equal to 30 percent of family income. NYCHA pays the landlord the difference towards the approved contract rent on the apartment unit, referred to as the Housing Assistance Payment, or HAP. NYCHA earns an administrative fee from HUD for administration of the program.

HUD establishes the total number of authorized vouchers for a public housing authority. Annual HAP subsidies are determined by the number of vouchers under lease and housing assistance payments made the prior year, adjusted for inflation and congressional appropriations. Rental subsidy payments are primarily influenced by changes in local housing market costs and family income. Additionally, while HUD requires programs to maintain positive reserves balances, it may recapture reserves balances deemed too large.

Therefore, the number of vouchers that NYCHA can prospectively administer depends on current year appropriation and funding availability, changes in landlord rents, changes in family incomes, and the balance of HAP reserves to draw upon to fund HAP in excess of current year subsidy. Program administration costs are primarily determined by labor costs and mandated program compliance activities including annual eligibility recertification of participants and inspection of landlord apartments.

Administration of the HCV Program requires prudent stewardship over annual funding resources and program reserves.

### **Housing Assistance Payments (HAP)**

NYCHA provides rental subsidies on behalf of eligible participants to landlords through housing assistance payments. Unused subsidies must be maintained in restricted reserves and may only be used for the issuance of additional vouchers or to pay for any shortfall in annual funding for lease renewals. Between 2005 and 2011, NYCHA's rental subsidy was underfunded by over \$140 million. As a result, HAP reserves levels have declined to less than one month of program costs. Therefore, the number of families NYCHA can serve is primarily determined by annual appropriations, or renewal funding.

NYCHA expects its renewal funding for HAP to increase modestly consistent with national renewal funding. Increased funding is expected to allow for HAP spend to increase from an estimated \$998 million in 2012 to \$1.133 billion in 2016. NYCHA's rental plan projects modest HAP deficits in some years of the Plan, and these deficits will be funded from HAP restricted reserves.

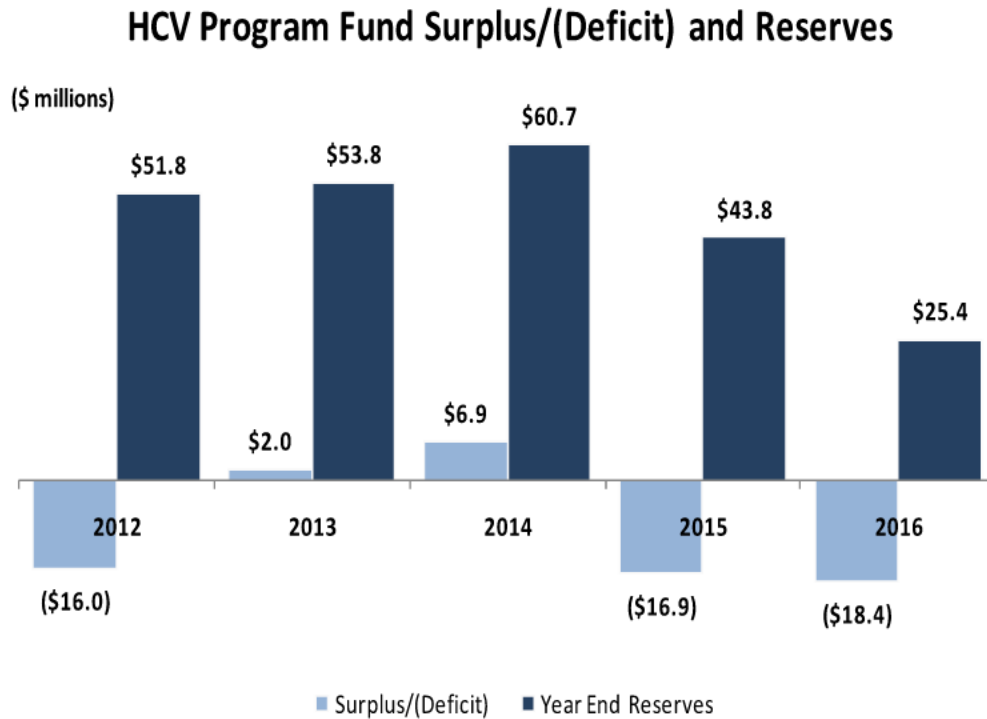
**Administrative Fee**

The administrative fee available to NYCHA for administration of the program is subject to proration by HUD. Also, HUD requires that all Section 8 programs maintain adequate administrative fee reserves. HUD reduced administrative fee funding for 2012 compared to 2011, and only a minimal increase in fee is expected in 2013. Lower fee income combined with escalating administrative costs of managing a complex, highly regulated benefits program pressure NYCHA’s ability to administer the program.

This Plan balances the administrative fee and maintains an appropriate level of administrative fee reserves by substantially reducing NYCHA’s management fee, which would otherwise be recognized as revenue to the General Fund.

**HCV Program Annual Surplus/(Deficit) and Reserves**

The following chart shows the projected total annual surplus and deficit of the HCV Program and year-end program reserves.



Note: This chart combines presentation of the HAP and Administrative Fee components of the program.

## ***Budget Line Item Discussion***

This section provides explanation and analysis of the Plan by budget line item as presented in the budget tables appended to this narrative.

### **Basis of Presentation**

#### ***Budgetary Funds***

The Plan consists of three component funds:

- The *General Fund* reflects activities of frontline operations and central office and field support functions for NYCHA-owned and/or privately-managed housing, including all public housing activities;
- The *Housing Choice Voucher (HCV) Program Fund* reflects activities and administration of the Section 8 programs, including Housing Choice Voucher (HCV), Veterans Affairs Supportive Housing (VASH), and Five Year Mainstream.

The HCV Program also contributes revenues to the General Fund in the forms of a program management fee and housing assistance payments (HAP) to Section 8 units owned and managed by NYCHA (referred to as *Section 8 Phased Conversion*);

- The *Categorical Grants Fund* reflects all other grant programs by which NYCHA receives funding from federal, state, city, or private sources for operating and/or administering a variety of community development and benefits programs.

The *All Funds* presentation of the Plan reflects the consolidation of these three component funds with appropriate elimination of inter-fund transactions and activities.

The Plan is developed on a modified accrual basis, and thereby combines elements of accrual-basis with cash-basis budgeting. The Plan does not include provisions for non-cash expenditures including depreciation, amortization, and the non-cash costs of other post-employment benefits (OPEB).

#### ***OPEB Disclosure***

This Plan includes projections only for the “pay as you go” component of OPEB. Total OPEB expense and the OPEB liability are recognized in NYCHA’s audited financial statements, which are prepared in accordance with Generally Accepted Accounting Principles. OPEB costs have continued to rise dramatically in recent years, and the expectation is this trend continues.

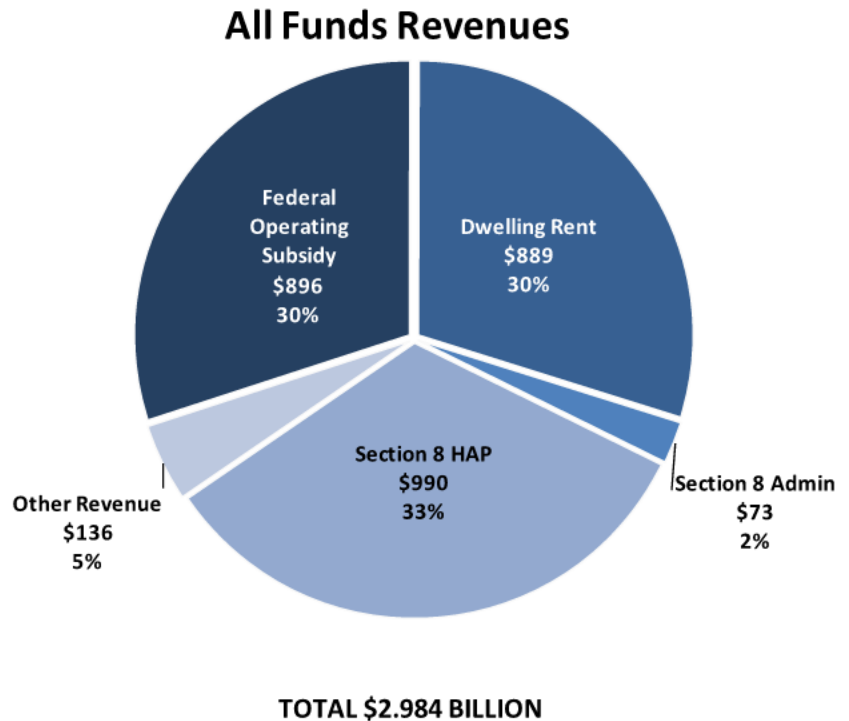
As of December 31, 2011, NYCHA faced a \$2.7 billion liability for OPEB. Similar to other governmental entities, NYCHA’s resources have not kept pace with the costs accrued. This liability remains unfunded, and given NYCHA’s financial challenges there are no significant sources to fund this liability in the foreseeable future.

## Revenues Categories

The following chart shows by category the \$2.984 billion revenues in NYCHA’s 2012 operating budget:

(Dollars in Millions)

Other Revenue	
Capital Fund Reimbursements	\$84
Revenue from Operations	18
Contract-Based Section 8 Properties	11
Commercial Tenants	8
Other	5
Categorical Grants	5
Non Dwelling Rent	2
Interest on Investments	2
Debt Service Subsidies	1
<b>Total Other Revenue</b>	<b>\$136</b>



Dwelling Rent and Federal Subsidies account for 60 percent of total revenues. Section 8 Subsidy for HAP and Administrative Fee accounts for 35 percent of total revenues. The remaining 5 percent consists of many different components, but principally Capital Fund Reimbursements.

### Dwelling Rent

Projected rent paid to NYCHA by residents represents 98 percent of operating revenues and 30 percent of total revenues in 2012. Rent projections are modeled at the property level based on data that includes the number of occupied units, average base rents, and collection losses. The Plan reflects the projected impact of the Board-approved rent equity policy, which is expected to take effect beginning Q2 2013.

This Plan projects Dwelling Rent to increase from \$889 million in 2012 to \$1.036 billion in 2016, a compound growth rate of 4 percent. The rent increase is a significant driver of higher funding sources in the Plan.

### ***Other Revenue from Operations***

Other Revenue from Operations consists of ancillary fees, primarily from tenants, including sales and services charges, parking fees, and appliance surcharges intended to defer a portion of the cost of excess utility consumption. Other revenue from operations is projected to increase from \$18 million in 2012 to \$20 million in 2016. The increase is primarily attributable to higher excess utility charges and higher parking fees.

### ***Federal Subsidies***

Projected operating subsidy eligibility is based on many factors including the number of eligible units, project expense levels, utility expense levels, and formula income which is based on dwelling rent. Further, assumptions must be made about future appropriations and proration levels. Over the last decade, operating subsidy proration has ranged from 83 percent to 103 percent of eligibility, with an average of 92 percent.

For 2012, the federal appropriation was nearly \$1 billion short of national eligibility. HUD implemented a combination of an “operating reserves offset” and proration to distribute the shortfall nationally. NYCHA was subjected to an approximately \$70 million reserves offset, and expects to lose an additional \$45 million of subsidy to proration. In total, NYCHA expects to lose about \$115 million of funding due to the combined effects of HUD’s reserves offset and proration, for an effective proration of about 89 percent in 2012.

For years 2013-2016, the Plan assumes operating subsidy proration in the low 90s. Since proration results from the appropriation process, these rates are difficult to accurately predict. Also, the Plan does not include the risk of Congressional sequestration.

This Plan projects federal operating subsidy to increase from \$896 million in 2012 to \$958 million in 2016, a compound growth rate of 1.7 percent.

### ***Contract-Based Section 8 Properties Subsidy***

NYCHA owns and operates six developments that exclusively contain project-based Section 8 units. This line reflects the HAP subsidy received for these units, and is estimated at approximately \$11 million annually. Tenant rent for these units is accounted for in *Dwelling Rent*.

### ***Section 8 Subsidy***

Section 8 Subsidy represents the total of the Housing Assistance Payments (HAP) and the Administrative Fees subsidy in the Housing Choice Voucher (HCV) Program Fund, less the portion of HAP that is paid to the General Fund as subsidy for the Section 8 Phased Conversion units owned by NYCHA.

The projected subsidy reflects the expected vouchers in service in the HCV Program five-year rental plan. This takes into account the interplay of program attrition, restorations, per unit costs, inflation factors, rate increases, funding proration, and the maintenance of required HAP and administrative fee reserves.

The Plan projects Section 8 Subsidy to increase from \$1.026 billion in 2012 to \$1.115 billion in 2016, a compound growth rate of 2.1 percent.

### ***Section 8 Phased Conversion***

Under a 2008 voluntary conversion plan approved by HUD, NYCHA was authorized to convert to Section 8 up to 8,400 public housing units in the City/State Developments which received no dedicated funding. Only approximately 2,700 units have been converted to date. Over 5,700 units have not been converted to Section 8 funding and remain without a dedicated funding source. Securing dedicated federal funding for these remaining unfunded housing units is critical if NYCHA is to eliminate the General Fund operating deficit as presented in this Plan.

This Plan reflects an initiative to accelerate conversion of approximately 3,000 (of the remaining 5,700) unfunded public housing units to the Section 8 model by implementing a conversion program beginning 2013. Through this initiative, subsidy income is projected to nearly double from \$38 million in 2012 to \$74 million in 2016.

### ***Categorical Grants***

NYCHA receives grant awards from federal, state, city, and private sources to fund specific community development and benefits programs. The Plan reflects only grants awarded, and does not reflect anticipated awards. Categorical grants funding for all years is budgeted at less than \$5 million.

### ***Capital Fund Reimbursements***

Capital Fund Reimbursements are reimbursements from the capital program to the operating program for capital-related costs incurred in the operating budget.

This line includes the 10 percent management fee which NYCHA is permitted to charge against capital fund grants to cover capital program administration costs funded from the operating budget. Further, it includes the reimbursement of direct costs of frontline staff involved in designing and managing capital projects. Finally, this line includes reimbursements from the capital program for funding the capital replacement reserves of NYCHA's mixed finance portfolios (which are funded from the operating budget) and selected maintenance and repair work, including that funded by the City Council's \$10 million commitment.

Capital Fund Reimbursements are projected to decrease from \$84 million in 2012 to \$66 million in 2016 due to lower expected reimbursement of frontline costs resulting from changes in the capital projects delivery model, and the assumption that the City Council commitment is a one-time benefit in 2012-2013.

### ***Interest on Investments***

Interest on Investments represents expected earnings on cash and investments, excluding earnings on self insurance funds since the expected returns are netted against insurance costs. This revenue is projected to increase from \$2 million in 2012 to \$9 million in 2016, reflecting the low current interest rate environment and expectation of modest increases in yields over the planning period.



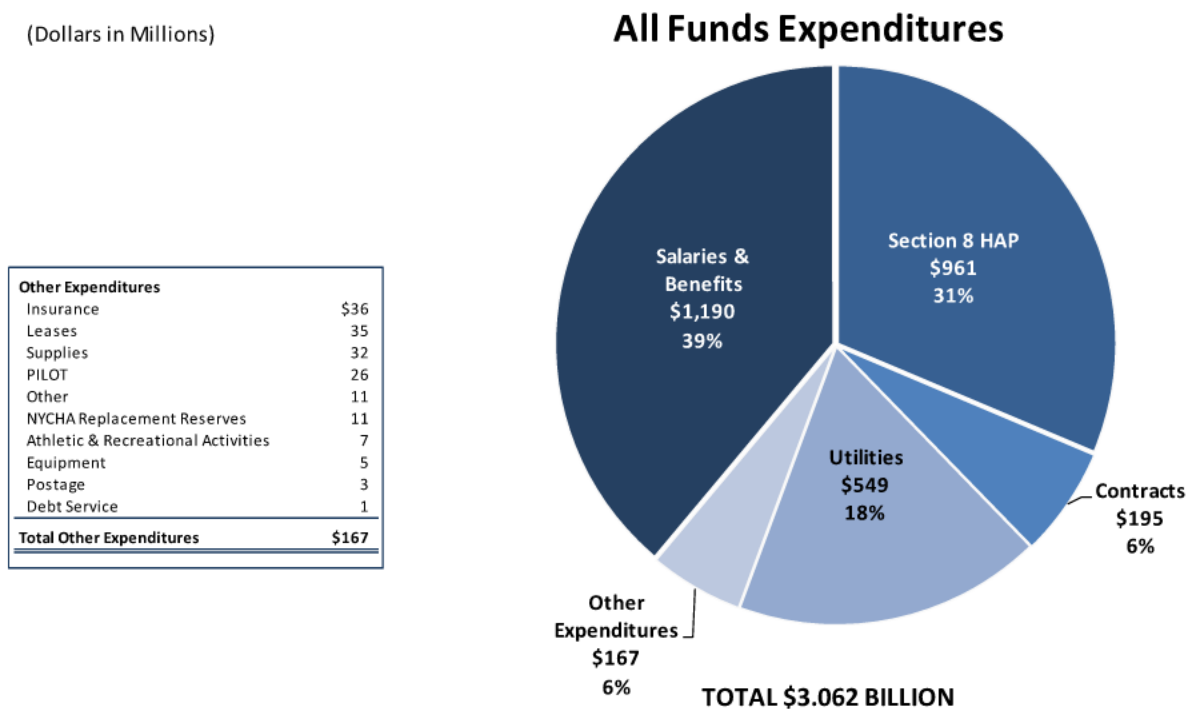
**Other Non-Operating Revenues**

NYCHA generates ancillary revenues from third parties from its property assets, including commercial storefront leases, rooftop leases (i.e., to mobile telecommunications providers), and others. This Plan projects other non-operating revenues to increase from \$15 million in 2012 to \$22 million in 2016. The increase is primarily driven by *Plan NYCHA* initiatives including new advertising and sponsorship revenues and sublease income from underutilized office space.

**Expenditures Categories**

The following chart shows by category the \$3.062 billion expenditures in NYCHA’s 2012 operating budget:

(Dollars in Millions)



Personal Service (salary, overtime, fringe benefits, and others) accounts for 39 percent of total operating budget expenditures. Section 8 Housing Assistance Payments account for 31 percent of total expenditures. Utilities account for 18 percent of total expenditures, and all other expenditures account for the remaining 12 percent.

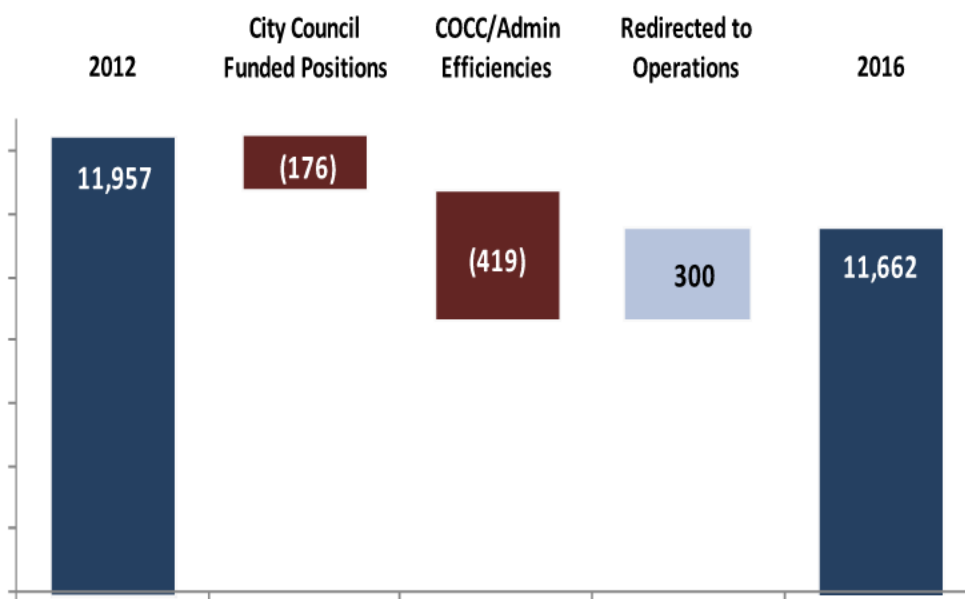
**Salary**

Salary is driven by authorized headcount. While the prior plan called for 11,840 full-time positions in 2012 increasing to 11,874 in 2015, this Plan provides for a higher headcount of 11,957 in 2012 declining to 11,662 in 2016.

Although NYCHA’s total headcount declines over the planning period, this Plan dedicates a greater number and higher percentage of NYCHA’s total headcount to frontline operations than the prior plan.

The decline in authorized headcount from 2012 to 2016 reflects initiatives to streamline central office and operations administrative functions. Savings from administrative functions enable an additional 300 frontline positions to be funded in Operations. Also, the 2012 headcount reflects the temporary increase of 176 positions funded from the \$10 million commitment by the City Council.

**Changes to Authorized Headcount 2012 - 2016**



Full time salary expenditures are budgeted at \$636 million in 2012, increase to \$649 million in 2013 as resources are redirected toward the frontline, and then decline to \$633 million in 2016, reflecting the reduction of administrative salary offset by additional salary spend directed to frontline operations.

Part-time salary represents expenditures associated with part-time or temporary staff positions. Seasonal salary represents expenditures associated with the Authority’s seasonal hiring program. Other Salary includes assignment differentials, license differentials, increment payments, meal allowances, and other miscellaneous pay adjustments.

This Plan reflects no collective bargaining wage increases.

### **Overtime**

In prior years, actual overtime expenditures exceeded budgeted overtime. Budgeted overtime in 2012 was increased from \$44 million in the prior plan to \$69 million in this Plan. The increased budgeted overtime in the Plan reflects current needs and expectations, and controls that have recently been established to better manage and utilize overtime spend. In 2013-2016, budgeted overtime for Operations is reduced with the equivalent resources redirected toward new frontline personnel, reflected in *Salary*.

Overtime is projected to decline from \$69 million in 2012 to \$53 million in 2014-2016, with the resources shifted from overtime to salary to fund new frontline hires.

### **Fringe**

Fringe includes health insurance, welfare, pension, annuity, social security, unemployment, workers' compensation, and others. NYCHA expects continued increases in employee and retiree entitlement costs, particularly health insurance, welfare, and pension. Workers' compensation costs, which are budgeted in the Fringe line, are also expected to continue to increase.

NYCHA maintains a self insurance program for workers' compensation. Expenditures include contributions to the self insurance fund for estimated losses, premiums for the procurement of excess insurance, and assessments paid to the State of New York Workers' Compensation Board. The funding contributions to the self insurance program also provide for professional services of actuaries, brokers, third-party administrators, and risk management consultants.

Fringe is projected to increase from \$460 million in 2012 to \$565 million in 2016, a compound growth rate of 5 percent. As a percentage of total Personal Service expenditures, Fringe is projected to increase from 39 percent in 2012 to 44 percent in 2016.

### **Leases**

NYCHA leases office space and warehouse facilities under a number of long-term operating leases. Under these leases NYCHA is generally responsible for paying operating costs including taxes and utilities. Further, a number of these leases contain rent escalation clauses during the Plan period.

The Plan projects Leases expenditures to increase from \$35 million in 2012 to \$41 million in 2016. Expenditures in 2012-2013 include moving costs and broker costs associated with NYCHA's initiative to consolidate employees to more efficiently utilize office space and sublease excess office space. Projected sublease income is included in *Other Non-Operating Revenues*.

### **Utilities**

Utility expenditures, a significant component of NYCHA's operating budget, represent approximately 18 percent of total expenditures, and more importantly 27 percent of General Fund expenditures. Utility costs include electricity, gas, water, steam and fuel oil. NYCHA's utility spending averages over \$250 per month per housing unit. Utility costs have increased significantly over the past five years, driven by increases in electricity and water.

This Plan projects Utility expenditures to continue to increase from \$549 million in 2012 to \$626 million in 2016, a compound growth rate of 3 percent. Given the substantial weight of utility costs in NYCHA's overall cost structure, NYCHA will continue to work with HUD to develop mutually beneficial energy performance contracts (EPCs) that increase the funding available for energy efficient capital projects that will produce utility cost savings over time.

### ***Insurance***

Insurance expenditures include contributions to NYCHA's general liability self insurance fund for retained estimated losses, and premiums for the procurement of myriad liability, boiler and machinery, and property insurance. The funding contributions to the self insurance program also provide for professional services of actuaries, brokers, and risk management consultants. Insurance expenditures are projected to increase from \$36 million in 2012 to \$45 million in 2016, a compound growth rate of 6 percent.

Costs associated with NYCHA's workers' compensation self insurance fund are budgeted in the *Fringe* line.

### ***Section 8 Payments***

Expenditures for Section 8 housing assistance payments are projected based on the leased housing program rental plan. This Plan projects Section 8 Payments to third parties to increase from \$961 million in 2012 to \$1.059 billion in 2016, a compound growth rate of 2 percent. Section 8 Payments to NYCHA's Section 8 Phased Conversion units eliminate in All Funds consolidation of the General Fund and HCV Program Fund.

### ***Payment in Lieu of Taxes (PILOT)***

NYCHA is exempt from property taxes. However, the Authority provides payments in lieu of taxes (PILOT) to the City of New York. The amounts paid vary by development and are either fixed or subject to formulas based on tenant rent and utility expenditures. PILOT is projected to increase from \$26 million in 2012 to \$31 million in 2016, a compound growth rate of 5 percent. The increase in PILOT is due to tenant rent increases exceeding utility expenditures increases over the planning period.

### ***Contracts, Supplies, Equipment, and Other***

*Contracts* includes third-party services payments for painting, floor tiling, elevator maintenance, fire safety, environmental services, marshal fees, security services, energy contracts, carting fees, automotive services, office equipment rentals and services, information technology software and hardware services, telecommunications services, lockbox fees, professional services, and others. Payments by NYCHA to the New York Police Department for services are included in this line.

*Supplies* includes materials and supplies required for property management operations as well as administrative functions, including paints, tiles, carpentry supplies, electrical and plumbing supplies, auto repair shop supplies, uniforms, office supplies, and others.

*Equipment* includes ranges, refrigerators, telecommunications, automotive, machinery, computer hardware, grounds, tools, and other, all of which must be above NYCHA's capitalization threshold. While funded in the operating plan, these amounts are capitalized as assets.

*Other* includes operating budget funding of the capital replacement reserves for NYCHA's mixed finance portfolios, athletic and recreational activities, postage, petty cash reimbursements, training, and a number of other miscellaneous expenditure categories.

In aggregate, these four lines are projected to decrease from \$264 million in 2012 to \$256 million in 2016 due to reductions in usage in central office and administrative functions.

## **2012-2016 Operating Plan**

## 2012-2016 Operating Plan by Fund

## All Funds

	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget
<b>Revenues</b>					
<b>Revenue from Operations:</b>					
Dwelling Rent	\$889,129	\$916,095	\$956,820	\$998,408	\$1,036,287
Other Revenue from Operations	18,178	20,430	20,971	19,987	20,415
<b>Total Revenue from Operations</b>	<b>\$907,307</b>	<b>\$936,525</b>	<b>\$977,791</b>	<b>\$1,018,395</b>	<b>\$1,056,702</b>
<b>Other Revenues</b>					
Federal Subsidies	\$896,426	\$907,202	\$936,825	\$953,408	\$957,733
Contract-Based Section 8 Properties Subsidy	10,500	10,605	10,711	10,818	10,926
Debt Service Subsidies	1,127	1,047	930	678	584
Section 8 Subsidy	1,025,741	1,055,767	1,062,908	1,073,384	1,115,224
Section 8 Phased Conversion	37,576	47,217	63,315	72,092	74,479
Categorical Grants	4,867	4,126	3,175	3,175	3,175
Capital Fund Reimbursements	83,676	76,157	73,120	72,120	66,120
Interest on Investments	1,720	1,720	3,440	5,873	8,809
Other	15,397	16,827	19,655	20,832	21,598
<b>Total Other Revenues</b>	<b>\$2,077,031</b>	<b>\$2,120,667</b>	<b>\$2,174,079</b>	<b>\$2,212,380</b>	<b>\$2,258,649</b>
<b>Total Revenues</b>	<b>\$2,984,338</b>	<b>\$3,057,191</b>	<b>\$3,151,869</b>	<b>\$3,230,775</b>	<b>\$3,315,351</b>
<b>Expenditures</b>					
<b>Personal Service:</b>					
Salary F/T	\$636,273	\$649,241	\$644,868	\$639,569	\$633,426
Salary P/T	1,839	1,842	1,842	1,842	1,842
Seasonal	8,263	8,263	8,263	8,263	3,263
Overtime	68,814	58,119	53,079	53,029	52,963
Shift Differential	2,950	2,950	2,950	2,950	2,950
Fringe	460,179	480,494	509,922	537,447	565,179
Other Salary	11,740	11,992	11,988	11,988	11,988
<b>Total Personal Service</b>	<b>\$1,190,058</b>	<b>\$1,212,901</b>	<b>\$1,232,912</b>	<b>\$1,255,088</b>	<b>\$1,271,612</b>
<b>Other Than Personal Service:</b>					
Leases	\$35,133	\$36,066	\$36,765	\$40,085	\$41,291
Supplies	31,739	30,644	30,629	30,634	30,634
Equipment	4,818	5,116	4,195	4,180	3,804
Utilities	548,834	566,577	585,347	605,205	626,222
Contracts	194,902	189,923	189,324	189,378	189,369
Insurance	36,322	38,405	40,594	42,887	45,289
Section 8 Payments	960,579	979,384	982,378	1,016,010	1,058,557
Payment in Lieu of Taxes	25,839	26,637	28,264	29,739	30,926
Debt Service	815	695	593	498	498
Other	32,605	32,216	32,232	32,330	32,447
<b>Total Other Than Personal Service</b>	<b>\$1,871,586</b>	<b>\$1,905,663</b>	<b>\$1,930,321</b>	<b>\$1,990,946</b>	<b>\$2,059,035</b>
<b>Total Expenditures</b>	<b>\$3,061,644</b>	<b>\$3,118,564</b>	<b>\$3,163,233</b>	<b>\$3,246,034</b>	<b>\$3,330,647</b>
<b>Surplus/(Deficit)</b>	<b>(\$77,306)</b>	<b>(\$61,373)</b>	<b>(\$11,364)</b>	<b>(\$15,259)</b>	<b>(\$15,296)</b>

General Fund

	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget
<b>Revenues</b>					
<i>Revenue from Operations:</i>					
Dwelling Rent	\$889,129	\$916,095	\$956,820	\$998,408	\$1,036,287
Other Revenue from Operations	18,178	20,430	20,971	19,987	20,415
<b>Total Revenue from Operations</b>	<b>\$907,307</b>	<b>\$936,525</b>	<b>\$977,791</b>	<b>\$1,018,395</b>	<b>\$1,056,702</b>
<i>Other Revenues</i>					
Federal Subsidies	\$894,926	\$905,702	\$935,325	\$951,908	\$956,233
Contract-Based Section 8 Properties Subsidy	10,500	10,605	10,711	10,818	10,926
Debt Service Subsidies	1,127	1,047	930	678	584
Section 8 Phased Conversion	37,576	47,217	63,315	72,092	74,479
Section 8 Management Fee	17,940	9,029	8,972	9,156	9,196
Capital Fund Reimbursements	83,676	76,157	73,120	72,120	66,120
Interest on Investments	1,720	1,720	3,440	5,873	8,809
Other	14,456	15,883	18,708	19,886	20,652
<b>Total Other Revenues</b>	<b>\$1,061,922</b>	<b>\$1,067,359</b>	<b>\$1,114,522</b>	<b>\$1,142,531</b>	<b>\$1,147,000</b>
<b>Total Revenues</b>	<b>\$1,969,229</b>	<b>\$2,003,884</b>	<b>\$2,092,312</b>	<b>\$2,160,926</b>	<b>\$2,203,702</b>
<b>Expenditures</b>					
<i>Personal Service:</i>					
Salary F/T	\$604,449	\$615,734	\$612,013	\$607,214	\$601,071
Salary P/T	1,561	1,564	1,564	1,564	1,564
Seasonal	8,263	8,263	8,263	8,263	3,263
Overtime	67,036	57,019	51,979	51,929	51,863
Shift Differential	2,950	2,950	2,950	2,950	2,950
Fringe	440,793	460,062	489,070	516,067	542,916
Other Salary	10,778	11,031	11,026	11,026	11,026
<b>Total Personal Service</b>	<b>\$1,135,831</b>	<b>\$1,156,622</b>	<b>\$1,176,867</b>	<b>\$1,199,013</b>	<b>\$1,214,653</b>
<i>Other Than Personal Service:</i>					
Leases	\$31,073	\$31,920	\$32,465	\$35,316	\$36,343
Supplies	31,520	30,456	30,461	30,466	30,466
Equipment	1,241	1,239	1,239	1,189	1,189
Utilities	548,657	566,401	585,171	605,029	626,046
Contracts	189,749	185,369	185,368	185,422	185,413
Insurance	35,866	37,950	40,139	42,432	44,834
Payment in Lieu of Taxes	25,839	26,637	28,264	29,739	30,926
Debt Service	815	695	593	498	498
Other	29,956	29,930	30,045	30,143	30,260
<b>Total Other Than Personal Service</b>	<b>\$894,716</b>	<b>\$910,597</b>	<b>\$933,745</b>	<b>\$960,234</b>	<b>\$985,975</b>
<b>Total Expenditures</b>	<b>\$2,030,547</b>	<b>\$2,067,220</b>	<b>\$2,110,612</b>	<b>\$2,159,247</b>	<b>\$2,200,629</b>
<b>Surplus/(Deficit)</b>	<b>(\$61,318)</b>	<b>(\$63,336)</b>	<b>(\$18,299)</b>	<b>\$1,679</b>	<b>\$3,074</b>



**Housing Choice Voucher Program Fund**

	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget
<b><u>Housing Assistance Payments</u></b>					
<b>Revenues</b>					
Total Housing Assistance Payments	\$990,108	\$1,028,563	\$1,052,628	\$1,071,164	\$1,114,666
<b>Expenditures</b>					
Total Section 8 Payments	\$998,156	\$1,026,600	\$1,045,693	\$1,088,102	\$1,133,036
Surplus/(Deficit)	(\$8,048)	\$1,963	\$6,935	(\$16,938)	(\$18,370)
<b><u>Administrative Fees</u></b>					
<b>Revenues</b>					
Operating Subsidy	\$73,209	\$74,420	\$73,595	\$74,312	\$75,037
Other	625	625	625	625	625
Total Revenues	\$73,834	\$75,045	\$74,220	\$74,937	\$75,662
<b>Expenditures</b>					
<b>Personal Service:</b>					
Salary F/T	\$29,360	\$30,958	\$30,458	\$29,959	\$29,959
Overtime	1,778	1,100	1,100	1,100	1,100
Fringe	18,238	19,557	20,055	20,584	21,467
Other Salary	962	962	962	962	962
Total Personal Service	\$50,338	\$52,576	\$52,575	\$52,604	\$53,487
<b>Other Than Personal Service:</b>					
Leases	\$4,059	\$4,146	\$4,301	\$4,769	\$4,948
Supplies	169	169	169	169	169
Equipment	3,577	3,877	2,956	2,990	2,614
Utilities	176	176	176	176	176
Contracts	22,186	12,985	12,928	13,112	13,152
Insurance	456	454	454	454	454
Other	815	661	661	661	661
Total Other Than Personal Service	\$31,438	\$22,469	\$21,645	\$22,333	\$22,175
Total Expenditures	\$81,776	\$75,045	\$74,220	\$74,937	\$75,662
Surplus/(Deficit)	(\$7,940)	\$0	\$0	\$0	\$0
<b>Total Housing Choice Voucher Program Surplus/(Deficit)</b>	<b>(\$15,988)</b>	<b>\$1,963</b>	<b>\$6,935</b>	<b>(\$16,938)</b>	<b>(\$18,370)</b>

**Categorical Grants Fund**

	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget
<b>Revenues</b>					
<b>Total Grants</b>	\$6,683	\$5,945	\$4,996	\$4,996	\$4,996
<b>Expenditures</b>					
<i>Personal Service:</i>					
Salary F/T	\$2,464	\$2,550	\$2,397	\$2,397	\$2,397
Salary P/T	278	278	278	278	278
Fringe	1,148	875	797	797	797
<b>Total Personal Service</b>	<b>\$3,890</b>	<b>\$3,703</b>	<b>\$3,471</b>	<b>\$3,471</b>	<b>\$3,471</b>
<i>Other Than Personal Service:</i>					
Supplies	\$50	\$20	-	-	-
Contracts	908	598	-	-	-
Other	1,835	1,624	1,525	1,525	1,525
<b>Total Other Than Personal Service</b>	<b>\$2,793</b>	<b>\$2,242</b>	<b>\$1,525</b>	<b>\$1,525</b>	<b>\$1,525</b>
<b>Total Expenditures</b>	<b>\$6,683</b>	<b>\$5,945</b>	<b>\$4,996</b>	<b>\$4,996</b>	<b>\$4,996</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**2012 Budget by Responsibility Group****By Department**

<b>Department</b>	<b>HC</b>	<b>PS</b>	<b>OTPS</b>	<b>Total</b>
<b>Chair</b>				
Chair	20	\$3,043	\$69	\$3,112
Secretary	28	2,872	165	3,037
Equal Opportunity	25	2,350	15	2,365
Inspector General	49	4,919	81	5,000
Communications	26	2,738	895	3,633
Intergovernmental Relations	7	939	5	944
Law	206	21,061	1,093	22,154
Audit	21	2,558	614	3,172
Research & Management Analysis	21	2,469	24	2,493
Development	25	3,522	600	4,122
<b>Total Chair</b>	<b>428</b>	<b>\$46,471</b>	<b>\$3,561</b>	<b>\$50,032</b>
<b>General Manager</b>				
General Manager	5	\$772	\$130	\$902
Leased Housing	431	40,181	1,875	42,056
Housing Choice Voucher Payments	-	-	960,580	960,580
Enterprise Program Management Office	7	967	42	1,009
<b>Total General Manager</b>	<b>443</b>	<b>\$41,920</b>	<b>\$962,627</b>	<b>\$1,004,547</b>
<b>Operations</b>				
EVP - Operations	30	\$4,068	\$529	\$4,597
VP - Operations	6	750	78	828
Manhattan Property Management	1,994	176,923	201,678	378,601
Brooklyn Property Management	2,151	200,525	196,003	396,528
Queens/Staten Island Property Management	908	85,569	79,382	164,951
Bronx Property Management	1,597	150,262	160,995	311,257
VP - Support Services	2	332	-	332
Technical Services	1,203	134,296	16,587	150,883
Emergency Services	129	15,244	362	15,606
Applications & Tenancy Administration	179	16,213	102	16,315
Private Management	-	-	28,362	28,362
Customer Contact Center	238	15,840	675	16,515
Social Services	154	12,296	1,298	13,594
Mixed Finance Asset Management	481	60,938	104,117	165,055
<b>Total Operations</b>	<b>9,072</b>	<b>\$873,256</b>	<b>\$790,168</b>	<b>\$1,663,424</b>

Department	HC	PS	OTPS	Total
<b>Capital Projects</b>				
VP - Capital Projects	7	\$1,166	\$1	\$1,167
Bronx/Queens Program Unit	55	6,326	24	6,350
Brooklyn/S.I. Program Unit	54	6,601	24	6,625
Capital Projects Administration	99	9,306	169	9,475
Design	96	10,917	10	10,927
EVP - Capital Projects	3	566	107	673
Manhattan Program Unit	54	6,669	24	6,693
Technical Support	57	6,643	9	6,652
<b>Total Capital Projects</b>	<b>425</b>	<b>\$48,194</b>	<b>\$368</b>	<b>\$48,562</b>
<b>Administration</b>				
Procedures Development & Administration	12	\$1,455	\$5	\$1,460
EVP - Administration	4	601	-	601
Facility Planning & Administration	48	4,914	35,480	40,394
General Services	143	11,177	8,692	19,869
Human Resources	182	18,079	926	19,005
Security	20	1,811	2,025	3,836
Supply Chain Operations	114	10,156	264	10,420
<b>Total Administration</b>	<b>523</b>	<b>\$48,193</b>	<b>\$47,392</b>	<b>\$95,585</b>
<b>Finance</b>				
Accounting & Fiscal Services	161	\$15,893	\$250	\$16,143
VP - Finance	6	1,069	1	1,070
Budget & Financial Planning	61	6,403	543	6,946
Business and Revenue Development	6	758	2,189	2,947
EVP - Finance	3	555	353	908
Energy Finance & Sustainability Management	32	3,727	276	4,003
Risk Finance	10	1,123	94	1,217
Treasury	19	2,000	60	2,060
Debt, Insurance & Other	-	18,745	40,023	58,768
<b>Total Finance</b>	<b>298</b>	<b>\$50,273</b>	<b>\$43,789</b>	<b>\$94,062</b>
<b>Information &amp; Technology</b>				
EVP - Information & Technology	9	\$2,071	\$143	\$2,214
IT - Business Solution Technology	99	15,164	38	15,202
IT - Enterprise Technology Portfolio Management	15	2,042	8	2,050
IT - Information Management	36	3,045	25	3,070
IT - Infrastructure	123	16,732	12	16,744
Technical System & Maintenance	-	-	13,056	13,056
<b>Total Information &amp; Technology</b>	<b>282</b>	<b>\$39,054</b>	<b>\$13,282</b>	<b>\$52,336</b>

<b>Department</b>	<b>HC</b>	<b>PS</b>	<b>OTPS</b>	<b>Total</b>
<b>Community Programs</b>				
Bronx Community Programs	69	\$5,487	\$227	\$5,714
Brooklyn Community Programs	128	9,951	908	10,859
Community Programs - Administration	47	5,827	1,931	7,758
Community Programs - Citywide Prog & Assess	23	2,331	3,535	5,866
EVP - Community Programs	11	1,422	1,810	3,232
Manhattan Community Programs	81	6,378	456	6,834
Office of Public Private Partnerships	7	819	1,108	1,927
Queens\Staten Island Community Programs	58	4,543	223	4,766
Resident Economic Empowerment & Sustainability	52	4,921	189	5,110
Resident Support Services	10	1,018	12	1,030
<b>Total Community Programs</b>	<b>486</b>	<b>\$42,697</b>	<b>\$10,399</b>	<b>\$53,096</b>
<b>Total</b>	<b>11,957</b>	<b>\$1,190,058</b>	<b>\$1,871,586</b>	<b>\$3,061,644</b>

## By Development

## Manhattan Property Management - 2012

DEVELOPMENT	DWELLING UNITS	HC	PS BUDGET	OTPS BUDGET	TOTAL BUDGET
Amsterdam Consolidated	1,636	50	\$3,820	\$6,867	\$10,687
Baruch Consolidated	2,391	51	4,037	9,528	13,565
Campos Plaza Consolidated	493	17	1,224	2,631	3,855
Carver	1,246	40	3,013	5,113	8,126
Chelsea Consolidated	1,128	27	2,495	5,651	8,146
Clinton	749	22	1,658	3,571	5,229
Douglass Consolidated	2,350	57	4,402	9,195	13,597
Drew Hamilton Consolidated	1,336	33	4,257	5,842	10,099
Dyckman	1,167	25	2,031	4,020	6,051
East River Consolidated	2,073	66	4,951	8,726	13,677
Ft. Washington Consolidated	592	24	1,794	2,622	4,416
Fulton	944	24	1,812	5,756	7,568
Gompers Consolidated	1,504	46	3,462	7,268	10,730
Grant	1,940	43	3,265	8,453	11,718
Harlem River Consolidated	1,261	47	3,278	4,951	8,229
Isaacs Consolidated	1,322	35	2,568	5,321	7,889
Jackie Robinson Consolidated	705	23	1,675	2,584	4,259
Jefferson Consolidated	1,725	43	3,460	7,475	10,935
Johnson	1,298	36	2,730	5,145	7,875
Kings Tower Consolidated	1,865	52	4,090	6,848	10,938
La Guardia Consolidated	1,490	41	2,860	6,264	9,124
Lehman	616	13	1,071	2,619	3,690
Lincoln	1,283	33	2,545	5,513	8,058
Lower East Side Consolidated	499	24	1,785	2,487	4,272
Manhattan Borough Office		623	76,069	389	76,458
Manhattanville Consolidated	1,369	37	3,979	6,655	10,634
Polo Grounds Tower	1,613	45	3,122	6,977	10,099
Rangel	983	32	2,436	3,894	6,331
Riis Consolidated	1,768	46	3,568	7,506	11,074
Rutgers	721	15	1,798	3,388	5,186
Saint Nicholas	1,525	41	3,252	5,786	9,038
Samuel, Frederick (City)	663	34	2,128	2,262	4,390
Smith	1,933	45	3,498	9,297	12,795
Straus Consolidated	492	13	1,344	2,718	4,062
Taft Consolidated	1,642	45	3,469	6,520	9,989

## Manhattan Property Management - 2012

<b>DEVELOPMENT</b>	<b>DWELLING UNITS</b>	<b>HC</b>	<b>PS BUDGET</b>	<b>OTPS BUDGET</b>	<b>TOTAL BUDGET</b>
Wadeck Consolidated	1,767	49	3,493	6,146	9,639
Wagner Consolidated	2,196	58	4,304	8,640	12,944
Wald	1,860	47	3,520	6,997	10,517
Washington Consolidated	1,959	51	3,786	7,930	11,716
Wise Towers Consolidated	1,376	39	3,322	7,494	10,816
<b>Total</b>	<b>53,480</b>	<b>2,092</b>	<b>\$191,371</b>	<b>\$227,049</b>	<b>\$418,421</b>

**NOTES:**

Budgets for Borough Offices resources are inclusive of floating staff.

Dwelling unit information reflects May 2012 data from Department of Research & Management Analysis

## Brooklyn Property Management - 2012

DEVELOPMENT	DWELLING UNITS	HC	PS BUDGET	OTPS BUDGET	TOTAL BUDGET
Albany Consolidated	1,481	34	\$3,125	\$6,309	\$9,434
Armstrong Consolidated	617	19	1,733	3,118	4,851
Bay View	1,609	32	3,997	6,040	10,037
Borinquen Plaza Consolidated	934	25	2,192	4,195	6,387
Boulevard Consolidated	1,495	33	3,747	5,556	9,303
Breukelen	1,594	36	3,253	6,826	10,079
Brevoort	894	24	2,254	3,592	5,846
Brooklyn Borough Office		850	84,795	463	85,258
Brownsville	1,337	35	3,080	5,109	8,189
Bushwick Consolidated	1,429	30	3,630	6,086	9,716
Carey Gardens Consolidated	1,254	40	3,444	4,701	8,145
Cooper Park	700	19	1,598	2,701	4,299
Cypress Hills Consolidated	1,508	32	2,907	5,972	8,879
Farragut	1,389	28	2,543	5,480	8,023
Garvey Consolidated	520	23	1,937	2,250	4,187
Glenwood	1,187	26	2,355	4,468	6,823
Gowanus	1,137	42	3,527	4,355	7,882
Hope Gardens Consolidated	1,313	34	3,090	5,083	8,173
Howard Consolidation	1,812	48	4,246	7,329	11,575
Ingersoll	1,826	42	3,829	6,753	10,582
Kingsborough Consolidated	1,340	34	2,767	3,933	6,700
Lafayette	880	24	2,256	3,434	5,690
Langston Hughes Consolidation	1,027	25	2,175	3,806	5,981
Linden	1,586	36	3,821	6,514	10,335
Marcy	1,714	41	3,599	6,510	10,109
Marlboro	1,756	42	3,962	7,867	11,829
Ocean Hill Consolidated	613	19	1,783	2,182	3,965
O'Dwyer Gardens Consolidated	1,330	51	4,155	5,284	9,439
Park Rock Consolidated	891	31	2,661	3,744	6,405
Pennsylvania Ave - Wortman Ave Consolidated	623	18	1,635	2,336	3,971
Pink	1,500	31	2,787	5,670	8,457
Red Hook East	1,408	34	3,101	5,992	9,093
Red Hook West	1,470	37	3,335	4,960	8,295
Reid Apartments Consolidated	801	26	2,414	3,522	5,936
Roosevelt Consolidated	1,103	28	2,438	4,592	7,030
Seth Low Consolidation	975	30	2,530	3,862	6,392
Sheepshead Bay Consolidated	2,200	48	4,388	7,987	12,375



## Brooklyn Property Management - 2012

DEVELOPMENT	DWELLING UNITS	HC	PS BUDGET	OTPS BUDGET	TOTAL BUDGET
Stuyvesant Gardens Consolidated	479	17	1,597	2,035	3,632
Sumner Consolidated	1,416	39	3,387	5,781	9,168
Surfside Gardens Consolidated	1,507	39	3,323	6,446	9,769
Taylor / Wythe Consolidation	1,268	34	3,221	4,716	7,937
Tompkins Consolidated	1,195	29	2,634	4,861	7,495
Unity Plaza Consolidated	1,015	35	2,968	4,869	7,837
Van Dyke I	1,603	36	3,271	6,881	10,152
Whitman	1,652	39	3,612	6,496	10,108
Williams Plaza	577	16	2,231	2,432	4,663
Williamsburg	1,628	36	3,351	5,987	9,338
Wyckoff Gardens Consolidated	1,026	27	2,411	3,737	6,148
<b>Total</b>	<b>58,619</b>	<b>2,354</b>	<b>\$223,095</b>	<b>\$232,822</b>	<b>\$455,917</b>

**NOTES:**

Budgets for Borough Offices resources are inclusive of floating staff.

Dwelling unit information reflects May 2012 data from Department of Research & Management Analysis

## Queens/Staten Island Property Management - 2012

DEVELOPMENT	DWELLING UNITS	HC	PS BUDGET	OTPS BUDGET	TOTAL BUDGET
Astoria	1,104	37	\$2,755	\$4,853	\$7,608
Baisley Park Consolidated	1,095	51	3,702	3,894	7,596
Beach 41st St - Beach Channel Drive	712	23	1,498	2,933	4,431
Berry Consolidation	1,008	32	2,600	3,319	5,919
Hammel Consolidated	880	25	2,396	3,673	6,069
Latimer Gardens Consolidated	918	34	2,129	3,569	5,698
Mariner's Harbor	606	24	1,711	2,541	4,252
Ocean Bay Consolidated	1,806	51	3,941	7,779	11,720
Pomonok	2,069	56	4,484	8,305	12,789
Queens Borough Office		257	37,479	203	37,682
Queensbridge North	1,540	45	3,457	4,647	8,104
Queensbridge South	1,604	46	3,213	5,914	9,127
Ravenswood	2,163	55	3,594	7,592	11,186
Redfern	603	22	1,509	2,172	3,681
Richmond Terrace Consolidated	866	24	1,915	3,430	5,345
South Beach Consolidated	697	24	1,792	2,245	4,037
South Jamaica Consolidated	1,047	35	2,855	4,834	7,689
Stapleton	681	23	2,296	3,129	5,425
West Brighton Consolidated	632	25	1,805	2,372	4,177
Woodside	1,355	42	2,735	5,108	7,843
<b>Total</b>	<b>21,386</b>	<b>931</b>	<b>\$87,866</b>	<b>\$82,512</b>	<b>\$170,378</b>

**NOTES:**

Budgets for Borough Offices resources are inclusive of floating staff.

Dwelling unit information reflects May 2012 data from Department of Research & Management Analysis

## Bronx Property Management - 2012

DEVELOPMENT	DWELLING UNITS	HC	PS BUDGET	OTPS BUDGET	TOTAL BUDGET
Adams	925	24	\$2,032	\$3,477	\$5,509
Betances Consolidated	918	27	2,419	5,431	7,850
Boston Secor Consolidation	977	22	2,088	4,085	6,173
Bronx Borough Office		647	66,622	359	66,981
Bronx River Consolidated	1,553	40	3,745	6,225	9,970
Butler	1,476	40	3,354	6,052	9,406
Castle Hill	2,023	47	4,902	9,282	14,184
Claremont Consolidated	740	25	2,235	3,509	5,744
Eastchester Gardens Consolidated	1,054	28	2,420	4,535	6,955
Edenwald	2,035	48	4,444	9,176	13,620
Forest Consolidation	2,031	58	4,954	8,457	13,411
Fort Independence Consolidated	575	19	1,625	2,334	3,959
Highbridge Gardens	699	18	1,533	2,742	4,275
Justice Sonia Sotomayor Consolidated	1,724	36	3,379	7,671	11,050
Marble Hill	1,682	30	3,635	6,391	10,026
Melrose Consolidated	1,241	27	2,355	5,263	7,618
Mill Brook Consolidated	1,450	30	2,965	5,823	8,788
Mitchel Consolidated	1,827	37	3,352	7,039	10,391
Monroe	1,101	28	2,544	5,276	7,820
Morris Consolidated	1,885	38	3,552	7,919	11,471
Morrisania Consolidated	1,709	41	3,519	7,186	10,705
Mott Haven	992	22	2,046	4,241	6,287
Murphy Consolidated	499	21	2,134	2,106	4,240
Parkside Consolidation	1,610	36	3,112	7,171	10,283
Patterson	1,790	40	3,716	7,159	10,875
Pelham Parkway Consolidated	1,497	33	2,970	6,187	9,157
Sack Wern Consolidated	811	28	2,286	3,676	5,962
Saint MaryS Park Consolidated	1,678	40	4,165	7,444	11,609
Sedgwick Consolidated	931	26	2,248	3,641	5,889
Soundview	1,258	31	2,678	5,549	8,227
Throggs Neck Consolidated	1,720	39	3,550	9,019	12,569
Twin Parks Consolidated	769	23	2,105	3,215	5,320
Union Ave Consolidated	909	34	3,222	3,881	7,103
Webster Consolidated	811	20	1,756	2,978	4,734
<b>Total</b>	<b>42,900</b>	<b>1,703</b>	<b>\$163,662</b>	<b>\$184,499</b>	<b>\$348,161</b>

**NOTES:**

Budgets for Borough Offices resources are inclusive of floating staff.

Dwelling unit information reflects May 2012 data from Department of Research & Management Analysis

By Community Center and Senior Center

Manhattan Community Center and Senior Center - 2012

	HC	PS BUDGET	OTPS BUDGET	TOTAL BUDGET
<b><u>COMMUNITY CENTERS</u></b>				
Baruch CC	3	\$198	-	\$198
Campos Plaza I CC	3	243	1	244
Clinton CC	3	193	2	195
Com Ops - Manhattan	12	1,727	411	2,138
De Hostos Apts CC	3	198	2	200
Drew - Hamilton CC	3	198	2	200
East 120Th St Rehab CC	-	-	2	2
East River CC	4	230	2	232
Isaacs CC	-	-	2	2
Jackie Robinson CC	3	234	1	235
King Towers CC	3	195	2	197
Lehman CC	3	202	2	204
Lincoln CC	-	4	-	4
Manhattanville CC	6	385	2	387
Rangel CC	-	4	-	4
Riis I CC	3	207	2	209
Rutgers CC	3	218	1	219
Saint Nicholas CC	-	4	-	4
Seward Park Ext CC	3	176	2	178
Taft CC	-	4	-	4
Wagner CC	4	280	2	282
Wilson CC	-	4	-	4
<b>Sub-Total Community Centers</b>	<b>59</b>	<b>\$4,904</b>	<b>\$438</b>	<b>\$5,342</b>

**Manhattan Community Center and Senior Center - 2012**

	HC	PS BUDGET	OTPS BUDGET	TOTAL BUDGET
<b><u>SENIOR CENTERS</u></b>				
Baruch SCC	-	-	\$1	\$1
Douglass Addition SCC	-	-	2	2
Douglass I (Bldgs 4-12,16-17) SCC	1	78	-	78
Gompers SCC	1	57	-	57
King Towers SCC	2	166	1	167
Lehman SCC	3	189	2	191
Lincoln SCC	2	128	2	130
Manhattanville SCC	1	41	1	42
Meltzer Tower SCC	2	164	1	165
Polo Grounds Tower SCC	3	198	2	200
Rangel SCC	2	154	2	156
Saint Nicholas SCC	2	120	2	122
Taft SCC	2	120	1	121
Wagner SCC	1	59	1	60
<b>Sub-Total Senior Centers</b>	<b>22</b>	<b>\$1,474</b>	<b>\$18</b>	<b>\$1,492</b>
<b>Total</b>	<b>81</b>	<b>\$6,378</b>	<b>\$456</b>	<b>\$6,834</b>

**Brooklyn Community Center and Senior Center - 2012**

	HC	PS BUDGET	OTPS BUDGET	TOTAL BUDGET
<b><u>COMMUNITY CENTERS</u></b>				
Albany CC	3	\$194	\$5	\$199
Atlantic Terminal Site 4B CC	3	202	3	205
Boulevard CC	4	252	3	255
Breukelen CC	3	193	5	198
Brevoort CC	3	202	5	207
Bushwick CC	-	4	-	4
Carey Gardens CC	3	188	11	199
Com Ops - Brooklyn	18	2,450	473	2,923
Cooper Park CC	3	206	5	211
Fiorentino Plaza CC	-	4	-	4
Garvey (Group A) CC	2	160	3	163
Glenwood CC	2	144	3	147
Gravesend CC	-	4	-	4
Haber CC	-	-	5	5
Hope Gardens CC	2	144	5	149
Howard CC	1	83	3	86
Hughes Apts CC	3	198	3	201
Independence CC	4	259	4	263
Kingsborough CC	2	144	3	147
Lafayette CC	2	148	3	151
Low Houses CC	3	231	4	235
Marlboro CC	-	4	-	4
Ocean Hill Apts CC	1	102	1	103
O'Dwyer Gardens CC	3	194	4	198
Park Rock Rehab CC	-	4	-	4
Pennsylvania Ave - Wortman Ave CC	3	206	4	210
Pink CC	-	4	-	4
Red Hook East CC	4	257	5	262
Roosevelt I CC	3	203	-	203
Roosevelt II CC	-	-	3	3
Saratoga Square CC	2	148	3	151
Sheepshead Bay CC	3	193	6	199
Stuyvesant Gardens I CC	3	190	3	193
Sumner CC	-	8	-	8
Taylor St - Wythe Ave CC	-	4	-	4
Tilden CC	3	202	4	206
Tompkins CC	3	202	3	205

**Brooklyn Community Center and Senior Center - 2012**

	HC	PS BUDGET	OTPS BUDGET	TOTAL BUDGET
Unity Plaza (Sites 4,5A,6,7,9,11,12,27) CC	3	193	4	197
Van Dyke I CC	3	231	5	236
Whitman CC	-	4	72	76
Williams Plaza CC	2	144	3	147
Williamsburg CC	5	363	8	371
Wyckoff Gardens CC	3	187	3	190
<b>Sub-Total Community Centers</b>	<b>105</b>	<b>\$8,453</b>	<b>\$677</b>	<b>\$9,130</b>
<b><u>SENIOR CENTERS</u></b>				
Armstrong I SCC	1	\$59	\$3	\$62
Brevoort SCC	-	-	7	7
Brownsville SCC	1	59	4	63
Bushwick SCC	2	112	9	121
Cooper Park SCC	1	83	6	89
Cypress Hills SCC	2	124	4	128
Farragut SCC	2	120	6	126
Garvey (Group A) SCC	1	83	6	89
Glenmore Plaza SCC	2	111	4	115
Hope Gardens SCC	1	82	-	82
Hughes Apts SCC	1	59	5	64
Independence SCC	1	83	16	99
Low Houses SCC	1	73	2	75
Palmetto Gardens SCC	-	-	13	13
Saratoga Square SCC	3	164	132	296
Stuyvesant Gardens I SCC	1	83	7	90
Sumner SCC	3	203	7	210
<b>Sub-Total Senior Centers</b>	<b>23</b>	<b>\$1,498</b>	<b>\$231</b>	<b>\$1,729</b>
<b>Total</b>	<b>128</b>	<b>\$9,951</b>	<b>\$908</b>	<b>\$10,859</b>

Queens/Staten Island Community Center and Senior Center - 2012

	HC	PS BUDGET	OTPS BUDGET	TOTAL BUDGET
<b><u>COMMUNITY CENTERS</u></b>				
Astoria CC	4	\$285	\$2	\$287
Baisley Park CC	-	4	-	4
Beach 41 St St - Beach Channel Drive CC	4	288	3	291
Berry CC	3	198	3	201
Com Ops - Queens	13	1,475	176	1,651
Com Ops - Staten Island	-	-	2	2
Hammel CC	5	407	3	410
Latimer Gardens CC	-	4	-	4
Mariner's Harbor CC	2	158	3	161
Ravenswood CC	-	4	-	4
Redfern CC	-	4	-	4
Richmond Terrace CC	3	172	3	175
South Beach CC	3	202	4	206
Todt Hill CC	3	180	3	183
West Brighton I CC	5	324	4	328
Woodside CC	5	317	2	319
<b>Sub-Total Community Centers</b>	<b>50</b>	<b>\$4,022</b>	<b>\$208</b>	<b>\$4,230</b>
<b><u>SENIOR CENTERS</u></b>				
Astoria SCC	1	\$69	\$3	\$72
Baisley Park SCC	2	120	3	123
Bland SCC	2	154	3	157
International Tower SCC	2	120	4	124
Shelton House SCC	1	58	2	60
<b>Sub-Total Senior Centers</b>	<b>8</b>	<b>\$521</b>	<b>\$15</b>	<b>\$536</b>
<b>Total</b>	<b>58</b>	<b>\$4,543</b>	<b>\$223</b>	<b>\$4,766</b>



**Bronx Community Center and Senior Center - 2012**

	HC	PS BUDGET	OTPS BUDGET	TOTAL BUDGET
<b><u>COMMUNITY CENTERS</u></b>				
Bailey Ave - West 193Rd St CC	-	\$4	-	\$4
Betances IV CC	-	4	-	4
Boston Secor CC	5	358	3	361
Butler CC	4	233	3	236
Castle Hill CC	-	8	-	8
Claremont Rehab Group 3 CC	-	4	-	4
Com Ops - Bronx	9	1,579	183	1,762
Davidson CC	-	-	3	3
East 180th St - Monterey Ave CC	-	-	2	2
Eastchester Gardens CC	-	4	-	4
Edenwald CC	-	4	-	4
Ft Independence St - Heath Ave CC	3	170	3	173
Gun Hill CC	-	-	4	4
Highbridge Gardens CC	3	207	1	208
Justice Sonia Sotomayor CC	5	294	6	300
Marble Hill CC	-	4	-	4
Monroe CC	1	66	-	66
Moore CC	-	8	-	8
Morrisania Air Rights CC	-	4	-	4
Murphy CC	3	202	1	203
Parkside CC	7	450	4	454
Patterson CC	-	4	-	4
Saint Mary's Park CC	3	190	3	193
Sedgwick CC	4	257	2	259
Throggs Neck CC	-	4	-	4
Twin Parks West (Sites 1 & 2) CC	3	194	-	194
Union Ave - East 163Rd St CC	4	249	-	249
University Ave Rehab CC	-	4	-	4
Webster CC	-	4	-	4
<b>Sub-Total Community Centers</b>	<b>54</b>	<b>\$4,509</b>	<b>\$218</b>	<b>\$4,727</b>

## Bronx Community Center and Senior Center - 2012

	HC	PS BUDGET	OTPS BUDGET	TOTAL BUDGET
<b><u>SENIOR CENTERS</u></b>				
Ft Independence St - Heath Ave SCC	1	\$83	\$2	\$85
Highbridge Gardens SCC	2	120	1	121
Morrisania Air Rights SCC	3	170	1	171
Pelham Parkway SCC	6	416	2	418
Sedgwick SCC	-	-	2	2
Soundview SCC	3	189	1	190
<b>Sub-Total Senior Centers</b>	<b>15</b>	<b>\$978</b>	<b>\$9</b>	<b>\$987</b>
<b>Total</b>	<b>69</b>	<b>\$5,487</b>	<b>\$227</b>	<b>\$5,714</b>

**2012-2016 Headcount Plan**

<b>Department</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Chair</b>					
Chair	20	20	20	20	20
Secretary	28	27	27	26	26
Equal Opportunity	25	25	24	24	24
Inspector General	49	49	49	49	49
Communications	26	25	25	25	25
Intergovernmental Relations	7	7	7	7	7
Law	206	204	202	200	198
Audit	21	20	20	20	20
Research & Management Analysis	21	20	20	20	20
Development	25	25	24	24	24
<b>Total Chair</b>	<b>428</b>	<b>422</b>	<b>418</b>	<b>415</b>	<b>413</b>
<b>General Manager</b>					
General Manager	5	5	5	5	5
Leased Housing	431	431	414	414	414
Enterprise Program Management Office	7	7	7	7	7
<b>Total General Manager</b>	<b>443</b>	<b>443</b>	<b>426</b>	<b>426</b>	<b>426</b>
<b>Operations</b>					
EVP - Operations	30	30	30	30	30
VP - Operations	6	6	6	6	6
Manhattan Property Management	1,994	2,042	2,064	2,064	2,064
Brooklyn Property Management	2,151	2,203	2,230	2,231	2,233
Queens/Staten Island Property Management	908	928	938	937	937
Bronx Property Management	1,597	1,638	1,656	1,659	1,658
VP - Support Services	2	2	2	2	2
Technical Services	1,203	1,027	1,025	1,022	1,021
Emergency Services	129	129	129	129	129
Applications & Tenancy Administration	179	168	168	168	168
Customer Contact Center	238	238	238	238	238
Social Services	154	154	152	152	152
Mixed Finance Asset Management	481	481	481	481	481
<b>Total Operations</b>	<b>9,072</b>	<b>9,046</b>	<b>9,119</b>	<b>9,119</b>	<b>9,119</b>

Department	2012	2013	2014	2015	2016
<b>Capital Projects</b>					
VP - Capital Projects	7	7	7	7	7
Bronx/Queens Program Unit	55	54	53	51	48
Brooklyn/S.I. Program Unit	54	53	51	49	46
Capital Projects Administration	99	96	93	90	85
Design	96	92	86	78	63
EVP - Capital Projects	3	3	3	3	3
Manhattan Program Unit	54	53	52	50	46
Technical Support	57	51	45	35	18
<b>Total Capital Projects</b>	<b>425</b>	<b>409</b>	<b>390</b>	<b>363</b>	<b>316</b>
<b>Administration</b>					
Procedures Development & Administration	12	12	12	12	12
EVP - Administration	4	4	4	4	4
Facility Planning & Administration	48	48	48	48	48
General Services	143	141	139	136	134
Human Resources	182	169	155	141	127
Security	20	20	20	20	20
Supply Chain Operations	114	103	85	66	47
<b>Total Administration</b>	<b>523</b>	<b>497</b>	<b>463</b>	<b>427</b>	<b>392</b>
<b>Finance</b>					
Accounting & Fiscal Services	161	156	151	146	139
VP - Finance	6	6	6	6	6
Budget & Financial Planning	61	61	61	61	61
Business and Revenue Development	6	6	6	6	6
EVP - Finance	3	3	3	3	3
Energy Finance & Sustainability Management	32	32	32	32	32
Risk Finance	10	10	10	10	10
Treasury	19	19	19	19	19
<b>Total Finance</b>	<b>298</b>	<b>293</b>	<b>288</b>	<b>283</b>	<b>276</b>
<b>Information &amp; Technology</b>					
EVP - Information & Technology	9	9	9	9	9
IT - Business Solution Technology	99	97	92	88	84
IT - Enterprise Technology Portfolio Management	15	15	15	15	15
IT - Information Management	36	34	32	30	28
IT - Infrastructure	123	120	114	108	102
<b>Total Information &amp; Technology</b>	<b>282</b>	<b>275</b>	<b>262</b>	<b>250</b>	<b>238</b>

<b>Department</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Community Programs</b>					
Bronx Community Programs	69	69	69	69	69
Brooklyn Community Programs	128	128	128	128	128
Community Programs - Administration	47	47	47	47	47
Community Programs - Citywide Prog & Assess	23	22	22	22	22
EVP - Community Programs	11	11	11	11	11
Manhattan Community Programs	81	81	81	81	81
Office of Public Private Partnerships	7	7	7	7	7
Queens\Staten Island Community Programs	58	58	58	58	58
Resident Economic Empowerment & Sustainability	52	49	49	49	49
Resident Support Services	10	10	10	10	10
<b>Total Community Programs</b>	<b>486</b>	<b>482</b>	<b>482</b>	<b>482</b>	<b>482</b>
<b>Total</b>	<b>11,957</b>	<b>11,867</b>	<b>11,848</b>	<b>11,765</b>	<b>11,662</b>