

# PEEKSKILL HOUSING AUTHORITY



P. Holden Croslan  
Executive Director

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PEEKSKILL HOUSING AUTHORITY  
BOARD OF COMMISSIONERS  
MONTHLY MEETING – FEBRUARY 20, 2020  
Dunbar Heights – Community Room  
696 Highland Ave, Peekskill, NY 10566

## AGENDA

### I. ROLL CALL

### II. TENANTS' COMMENTS AND CONCERNS

### III. APPROVAL OF PREVIOUS MONTHS MINUTES:

- a) Resolution 02/01/2020 – January 16, 2020 - Regular Meeting Minutes
- b) Resolution 02/02/2020 – January 16, 2020 – Public Hearing Minutes

### IV. CORRESPONDENCE: None

### V. EXECUTIVE DIRECTOR'S REPORT:

- a) Monthly Report – February 2020
- b) Financial Report – January 2020

### VI. COUNSEL'S REPORT - None

### VII. UNFINISHED BUSINESS

- a. Rental Assistance Demonstration Program (RAD) and Repositioning Assessment

### VIII. NEW BUSINESS

- a) Resolution – 02/03/2020 – Approval of January 2020 Monthly Bills

### IX. TENANTS' COMMENTS AND CONCERNS:

### X. ADJOURNMENT

**PEEKSKILL HOUSING AUTHORITY  
RESOLUTION APPROVING  
JANUARY 16, 2020 BOARD MEETING MINUTES  
REGULAR SESSION**

**WHEREAS**, The Board of Commissioners have reviewed the minutes of January 16, 2020 public meeting; and

**WHEREAS**, The Board of Commissioners find the minutes to accurately reflect the comments and statements made by the public and the Commissioners.

**NOW, THEREFORE BE IT RESOLVED** that the Board of Commissioners of the Peekskill Housing Authority approve the minutes of January 16, 2020 public meeting.

Commissioner \_\_\_\_\_ motioned to vote and Commissioner \_\_\_\_\_ seconded.

The vote is as follows:

<b>VOTE</b>	<b>YES</b>	<b>NO</b>	<b>ABSENT</b>	<b>ABSTAIN</b>
Chairman Michael Kane				
Vice-Chairman Dwight H. Douglas				
Commissioner Alexandra Hanson				
Tenant Commissioner Duane Timms				

I hereby certify that the above resolution is as the Board of Commissioners of the Housing Authority of the City of Peekskill adopted.

Effective: February 20, 2020

\_\_\_\_\_  
P. Holden Croslan, Executive Director

Date:

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## PEEKSKILL HOUSING AUTHORITY BOARD OF COMMISSIONERS MONTHLY MEETING MINUTES JANUARY 16, 2020

### ROLL CALL:

Commissioner Kane, Chairman  
Commissioner Douglas, Vice Chairman  
Commissioner Taylor, Tenant  
Commissioner Timms, Tenant

P Holden Croslan, Executive Director  
Gerald Klein, PHA Counsel

### Resolution 01/01/2020 – November 21, 2019 - Regular Meeting Minutes

Vice Chairman Kane asked for a motion. Vice Chairman Douglas made a motion to approve Resolution 01/01/2020 and Commissioner Taylor seconded the motion. Vice Chairman Kane asked if there were any comments on the minutes. Vice Chairman Douglas stated that the minutes were quite accurate and indicative of a terrible meeting. Commissioner Taylor stated the meeting was pretty bad but not something she couldn't handle. Commissioner Taylor also stated that the tenants who were present and the administration need to have a conversation because it was really bad. The vote was as follows: Chairman Kane – Abstain; Vice Chairman Douglas – Aye; Commissioner Taylor – Aye, Commissioner Timms – Aye.

### EXECUTIVE DIRECTOR'S REPORT

**Revenue** – HUD subsidy for November, \$101,302; December, \$107,069.

**Other Revenue** – November, \$3,318; December, \$4,356.

#### Tenant Charges

Total tenant charges for November, \$148,950; December, \$155,001.

Charges collected through November 5<sup>th</sup>, \$71,871; December 5<sup>th</sup>, \$96,305.

Total charges collected for November, \$115,959; December, \$149,830.

Unpaid tenant balance, November, \$32,991; December, \$5,171.

All Outstanding Tenant Charges, November, \$247,599; December, \$259,388.

**Bills Paid** –The Executive Director reviewed the November and December bills.

Total expenses for November, \$306,794; December, \$247,669.

The Executive Director stated that the retirement contribution in the amount of \$72,376 made a significant difference in expenses between November and December.

Commissioner Taylor asked why the security payments are different every month. Ms. Crosland responded that the security company gives PHA an hourly rate. The change every month could be for differentials between weekends, evenings and holidays. PHA is billed every week for security hours worked. Commissioner Taylor asked if it would be different every time. Ms. Crosland responded, it may be. The security company can pay their employees whatever they choose, as long as it's within the contracted amount.

**Court Proceedings** – There are 59 people in the court process owing an outstanding balance of 94,923. Skipped or evicted balance, \$100,276.

**Repayment Agreements** – 12 remaining repayment agreements, \$34,310.

**Work Orders** – September and October, outstanding 2; November 126, Outstanding 2; December 98, Outstanding 4.

**Unit Turnovers** – 5 vacancies at the end of December. Commissioner Taylor asked where the vacancies were. Ms. Crosland directed Commissioner Taylor to the report; 4 at Bohlmann Towers and 1 at Dunbar Heights.

**Exterminations** – 10 bed bug exterminations for 2019 totaling, \$6,086.

**Tenants Account Receivable (TAR)** – At the end of December, 71 Bohlmann Towers residents owe \$125,160; 51 Dunbar Heights residents owe \$84,393; 22 Turnkey residents owe \$49,835.

Total past due for December, 144 residents (56%) owed \$259,388.

### **Police Report**

**Police Activity PHA 11/30-12/06** - 30 visits to Bohlmann Towers, 26 routine; 16 visits to Dunbar Heights; 14 routine

**Police Activity PHA 12/21-12/27** – 31 visits to Bohlmann Towers, 28 routine; 37 visits to Dunbar Heights, 36 routine.

Commissioner Taylor asked if a letter is sent to those residents who receive a visit from the police regarding a noise complaint. Ms. Crosland responded, no, that's handled by the police, however recently, signs were posted around the building regarding loud music.

### **PROPOSED BUDGET 2021**

#### **Income**

Current budget for 2020, \$3,052,148; Proposed budget for 2021, \$3,278,120.

#### **Expenditures**

Current budget for 2020, \$3,218,794, Deficit (\$166,646); Proposed budget for 2021, \$3,434,779 Deficit (\$156,659).

Vice Chairman Douglas stated that the proposed budget shows a negative, and one of those items that went up a fair amount is maintenance and operations. How can we continue to run with a substantial deficit? Ms. Croslan responded that each year we can take a portion of our capital funds and put into the operating budget, that is what we use to offset maintenance. The deficit we have is for security because it's no longer funded by HUD. Ms. Croslan further stated that although we have security in the budget, it will always be a deficit.

Vice Chairman Douglas asked what is the long-term plan. Ms. Croslan responded that hopefully we won't have security for the long term, the plan was to have it for two years and then re-evaluate. If security was not in the budget there would be no deficit. You cannot pay for security from Capital Funds, CFP or rent collected. The board asked how security is being paid for if capital funds and rent cannot be used. Ms. Croslan explained that funds are coming from the surplus and those funds are continuing to go down. Commissioner Douglas stated that there's a five-year period before it's wiped out. Ms. Croslan responded, that is correct. Ms. Croslan further stated that she eliminated security when she was hired, and the board wanted reinstated. This was a board decision and I function at the direction of the board. Commissioner Taylor stated that in all fairness she believes that security is needed.

### **Utilities**

Current budget for 2020, \$700,000; Proposed budget for 2021, \$710,000.

### **Contract Costs**

The Executive Director reviewed the contract costs.

Vice Chairman Douglas stated that \$70,000 was proposed for 2021 unit turnovers, that number wasn't in the current budget but that's what was spent. Ms. Croslan explained that was the budget, however we may not spend that amount, we have fewer vacant units. The unit turnover amount went up last year when maintenance had to work 24 hours a day during the Dunbar Heights heat issue. Maintenance could not turnover units and perform daily maintenance duties; we solicited contracts for the work.

### **Insurance**

Commercial - \$200,000; Auto - \$4,200; WC - \$28,000; Boiler and Machinery - \$6,600.

**TOTAL \$238,800**

### **Employee Benefits**

FICA - \$73,306; Health - \$320,000; Retirement - \$75,000; Dental/Optical - \$17,500; Retiree Medical - \$17,000; Clothing Allowance (maintenance) - \$3,200.

**TOTAL \$506,006**

### **FYI - BAD DEBT WRITE-OFFS**

PHA writes off bad debt annually, at the end of the fiscal year.

The debts are usually left by residents who are evicted, skip before being evicted or move out leaving a balance. This debt is deemed uncollectable when the debtor cannot be located, or the cost of recovery will come close to or exceed the anticipated recovery cost. All debtors are turned over to a collection agency.

History of PHA rent write-offs:

✓ 2011	\$197,062
✓ 2012	15,905
✓ 2013	130,789
✓ 2014	44,298
✓ 2015	44,586
✓ 2016	26,122
✓ 2017	59,664
✓ 2018	77,406
✓ 2019	89,541

**TOTAL \$ 685,373**

We had anticipated the 3/31/2020 write off to be approximately \$60,000.

**FEDERAL FISCAL YEAR (FFY) ENDING MARCH 31, 2019 INDEPENDENT AUDIT**

PHA received the results of the most recent independent financial audit, the findings are as follows:

**FINDINGS**

**1. There were no Basic Financial Statement Findings**

**2. Deficiencies noted in the examination of Low Rent Public Housing Tenant Files**

- 5 files lacked income verification
- 3 files lacked Annual Inspection
- 2 files lacked accurate Rent Calculation
- 1 file lacked 214 Citizen form for all members
- 4 files lacked documented Flat Rent offer
- 2 files lacked EIV documentation
- 1 file lacked timely FY 2019 Annual Recertification

Recommendations: We recommend the Authority implement internal control procedures which will eliminate such errors

PHA Reply: We will review the internal control procedures over tenant file re-certifications and documents. Management has implemented procedures to clear this finding in FY 2020

Vice Chairman Kane asked if 18 files were found to have a finding. Ms. Croslan stated not necessarily, some of the findings could have been in the same file. Vice Chairman Kane asked if we are continually working on the files. Ms. Croslan responded, we are.

**UNFINISHED BUSINESS**

Rental Assistance Demonstration Program (RAD) and Repositioning Assessment – Tabled until February

## **NEW BUSINESS**

### **Resolution – 01/02/2020 – Approval of November 2019 Monthly Bills**

Chairman Kane asked for a motion. Vice Chairman Douglas made a motion to approve Resolution 01/02/2020 and Commissioner Taylor seconded the motion. Chairman Kane asked if there were any comments or concerns, the response was no. The vote was as follows: Chairman Kane – Aye; Vice Chairman Douglas – Aye; Commissioner Taylor – Aye, Commissioner Timms – Aye.

### **Resolution – 01/03/2020 – Approval of December 2019 Monthly Bills**

Chairman Kane asked for a motion. Vice Chairman Douglas made a motion to approve Resolution 01/03/2020 and Commissioner Taylor seconded the motion. Chairman Kane asked if there were any comments or concerns, the response was no. The vote was as follows: Chairman Kane – Aye; Vice Chairman Douglas – Aye; Commissioner Taylor – Aye, Commissioner Timms – Aye.

### **Resolution – 01/04/2020 – Approval of Operating Budget for April 1, 2020 to March 31, 2021**

Chairman Kane asked for a motion. Vice Chairman Douglas made a motion to approve Resolution 01/04/2020 and Commissioner Taylor seconded the motion. The vote was as follows: Chairman Kane – Abstain; Vice Chairman Douglas – Aye; Commissioner Taylor – Aye, Commissioner Timms – Aye.

### **Nomination for Vice Chairman of the Board – Tabled until February**

Chairman Kane stated that the Mayor will be the new liaison to the City of Peekskill it will no longer be Vanessa Agudelo.

Chairman Kane also stated that there are two new commissioners appointed by the City Manager.

## **TENANTS COMMENTS AND CONCERNS**

### **Ilene Staggers – Bohlmann Towers**

1. Concerned with the flies on her floor and how dirty apartments are passing inspections.

**Chairman Kane asked that the Executive Director give a written response in the next board meeting packet. Ms. Croslan stated she could send the response directly to Ms. Staggers. Chairman Kane stated he needs it in his packet as well.**

2. Concerned that there will no longer be security.

**Vice Chairman Douglas explained the deficit that security is causing and the fact that it was only supposed to be for two years. We don't have to worry about it this year but at some point, the day of reckoning is coming.**

**Chairman Kane stated that this is an election year for your congress person and that congress gives HUD the budget. There are approximately seven people that are primarying for this district, they are the ones that can make the difference.**

**Vice Chairman Douglas stated that Nita Lowey was the best and to replace her with anyone nearly as good would be a miracle.**

**Visitor - Robin**

1. Asked for the names of the new commissioners.

**Chairman Kane responded that he did not know the names of the new commissioners.**

2. What does the board think about the low turnout of residents at the meeting?

**The board responded that we usually get a good crowd, maybe it's the cold weather.**

The Board made a motion to accept the resignation of Cynthia Knox and thank her for her service on the board. Commissioner Taylor seconded the motion. The vote was as follows: Chairman Kane – Aye, Vice Chairman Douglas – Aye, Commissioner Taylor – Aye, Commissioner Timms – Aye.

**Adjourn**

Chairman Kane asked for a motion to adjourn. Commissioner Timms made the motion and Vice Chairman Douglas seconded the motion. The vote was as follows: Chairman Kane – Aye, Vice Chairman Douglas – Aye, Commissioner Taylor – Aye, Commissioner Timms – Aye.



**PEEKSKILL HOUSING AUTHORITY  
RESOLUTION APPROVING  
JANUARY 16, 2020 PUBLIC HEARING MINUTES**

**WHEREAS**, The Board of Commissioners have reviewed the minutes of January 16, 2020 public hearing; and

**WHEREAS**, The Board of Commissioners find the minutes to accurately reflect the comments and statements made by the public and the Commissioners.

**NOW, THEREFORE BE IT RESOLVED** that the Board of Commissioners of the Peekskill Housing Authority approve the minutes of January 16, 2020 public hearing.

Commissioner \_\_\_\_\_ motioned to vote and Commissioner \_\_\_\_\_ seconded.

The vote is as follows:

<b>VOTE</b>	<b>YES</b>	<b>NO</b>	<b>ABSENT</b>	<b>ABSTAIN</b>
Chairman Michael Kane				
Vice-Chairman Dwight H. Douglas				
Commissioner Alexandra Hanson				
Tenant Commissioner Duane Timms				

I hereby certify that the above resolution is as the Board of Commissioners of the Housing Authority of the City of Peekskill adopted.

Effective: February 20, 2020

\_\_\_\_\_  
P. Holden Croslan, Executive Director

Date:



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**PEEKSKILL HOUSING AUTHORITY  
BOARD OF COMMISSIONERS  
PUBLIC HEARING MINUTES  
JANUARY 16, 2020**

**ROLL CALL:**

Commissioner Kane, Chairman  
Commissioner Douglas, Vice Chairman  
Commissioner Taylor, Tenant  
Commissioner Timms, Tenant

P Holden Croslan, Executive Director  
Gerald Klein, PHA Counsel

Vice Chairman Douglas noted that this is the third meeting Joseph Shuder was not present. It was determined that his resignation is accepted.

**Resolution – 01/05/2020 – Approval of the 2015-2020 – 5 Year and Annual Plan Amendment**

Chairman Kane asked for a motion. Vice Chairman Douglas made a motion to approve Resolution 01/05/2020 and Commissioner Taylor seconded the motion. Chairman Kane asked if a discussion was needed. Vice Chairman Douglas explained to Commissioner Taylor that on Page 2, Goal #9 states that a small parcel of land would be transferred to 709 Main Street. This would enable PHA to move forward with the goals of the Kiley Center, the land would still be owned by PHA, but not under HUD control. Commissioner Taylor asked if the property line was being moved. Vice Chairman Douglas responded, yes. Vice Chairman Kane asked if any further discussion was needed, the response was no. The vote was as follows: Chairman Kane, Aye; Vice Chairman Douglas, Aye; Commissioner Taylor, Aye; Commissioner Timms, Aye.

**Resolution 01/06/2020 – Approval of the 2020-2025 – 5 Year and Annual Plan**

Chairman Kane asked for a motion. Vice Chairman Douglas made a motion to approve Resolution 01/06/2020 and Commissioner Taylor seconded the motion. Chairman Kane asked if there were any questions or comments, the response was no. The vote was as follows: Chairman Kane, Aye; Vice Chairman Douglas, Aye; Commissioner Taylor, Aye; Commissioner Timms, Aye.

PEEKSKILL HOUSING AUTHORITY  
 BOARD OF COMMISSIONERS MEETING  
 February 20, 2020

EXECUTIVE DIRECTOR'S REPORT

FINANCIAL

Revenue	December	January
HUD Subsidy – Bohlmann (AMP 1))	52,608	75,422
HUD Subsidy – All other sites (AMP 2)	54,461	78,077
<b>Total HUD Operating Subsidy</b>	<b>107,069</b>	<b>153,499</b>
<b>Other Revenue– Non-Federal</b>		
Laundry Commissions	1,721	1,468
CAP Office	900	900
Health Center	1,480	740
Verizon	192	152
Community Room Rental	0	0
Interest	63	59
<b>Total</b>	<b>4,356</b>	<b>3,319</b>

TENANT CHARGES	December	January
Rent	143,903	143,620
Retro Rent (unreported income)/adjustment	6,543	0
Parking	1,875	1,860
Late Fees	2,398	2,615
Misc ( key cards, maintenance charges, legal fees)	282	220
Air Conditioners	0	(120)
<b>TOTAL TENANT CHARGES</b>	<b>155,001</b>	<b>148,195</b>
<b>Collected from Tenants thru 5th</b>	<b>96,305</b>	<b>60,177</b>
<b>Total Collected</b>	<b>149,830</b>	<b>145,874</b>
<b>Unpaid Tenant Balance</b>	<b>5,171</b>	<b>2,321</b>
<b>Reclassification from TAR to Vacated TAR</b>	<b>0</b>	<b>(4,568)</b>
<b>Change in Prepaid rent</b>	<b>6,618</b>	<b>2,725</b>
<b>All Outstanding Tenant Charges</b>	<b>259,388</b>	<b>259,866</b>

**BILLS PAID**

	<b>December</b>	<b>January</b>
Payroll (M)	72,248	74,734
Elevator (Q)	0	
Exterminator (M)	2,594	2,194
Trash – Dumpsters	635	
City Trash Collection (Q)	21,060	
City Water (Q)	0	55,519
Sewer Tax (Semi-Annual)	0	
Robison Fuel Oil (M)	8,127	44,261
Electric (M)	11,083	13,270
Gas (M)	12,714	19,554
Propane (M)	718	687
Legal – PHA Attorney (M)	3,000	9,290
Legal – Labor Attorney	0	
Health Insurance/Dental Insurance(M)	1,039	52,824
Process Server – Evictions (M)	0	1,152
Insurance – Commercial (Q), Liability (Q), WC (M), Auto (Q)	9,928	58,029
Credit Card (M)	6,105	5,664
Maintenance Supplies/Contracts(M)	14,901	11,795
Office Expenses (M)	2,161	3,610
PILOT	38,279	
Lawsuit Deductibles	0	832
Security	11,481	19,204
Unit Turnover	0	
Camera Upgrade	29,970	39,960
ACOP Update	0	6,286
Medicare Part B Reimbursement	1,626	1,626
Audit (A)	0	8,860
<b>TOTAL EXPENSES</b>	<b>\$247,669</b>	<b>\$429,351</b>
<b>CAPITAL FUND PROJECTS</b>		
BT Boiler Work	\$0	\$0

**COURT PROCEEDINGS**

MONTH	# RESIDENTS	BALANCE	# PAID	AMOUNT PAID	COURT STIPS/COMMENTS
<b>January 2018</b>	12	25,031	09	19,821	1 Stip, 1 Skip - 8,062, 1 Eviction 7,222
February	11	23,014	10	19,000	1 Stipulation
March	11	22,437	11	22,437	
April	11	11,874	09	7,754	2 Eviction 24,854
May	13	28,201	12	25,894	1 Stipulation
June	08	7,809	07	6,510	1 Eviction - 4,478
July	09	14,375	09	14,375	
August	10	13,088	10	13,088	
September	12	26,403	11	24,793	1 Eviction - 4,595
October	11	15,709	11	26,877	
November	11	18,102	11	18,102	
December	11	21,571	10	19,051	1 - Skipped 5,114
<b>January 2019</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
February	12	34,017	11	30,151	1 - Eviction - 9,755
March	10	12,158	10	12,158	
April	10	15,472	09	14,256	1 - Eviction - 3,157
May	07	8,974	07	8,974	
June	01	3,061	01	3,061	
July	20	44,574	16	39,972	2 - Court, 2 Stipulations
August	08	11,367	08	11,367	
September	04	1,639	04	1,639	
October	45	64,700	30	28,488	14 - Court, 1 - Skipped 5,841
November	15	18,117	11	12,106	1 - Skipped 4,296
December	19	17,976	17	15,742	
<b>January 2020</b>	16	18,860	11	8,137	
<b>TOTAL</b>	<b>297</b>	<b>478,529</b>	<b>255</b>	<b>403,753</b>	<b>Outstanding Balance 74,776</b> <b>Skip/Evicted Balance 77,374</b>

**REPAYMENT AGREEMENTS**

MONTH	AGREEMENTS	TOTAL AMOUNT	REMAINING AGREEMENTS	BALANCE	COMMENT
<b>2018 January - June</b>	0	0	0	0	
July	2	8,301	1	2,145	1 Court – 1,709
August	3	27,850	1	12,772	1 Court – 1,161
September-November	0	0	0	0	
December	1	4,775	1	586	1 Court - 586
<b>2019 January - February</b>	0	0	0	0	
March	2	2,996	1	0	
April	0	0	0	0	
May	4	6,175	2	1,404	1 Court, 1 Default
June	1	562	0	0	
July	0	0	0	0	
August	2	9,166	1	2,809	1 Court – 5,037
September	1	4,170	1	2,881	
October	0	0	0	0	
November	3	8,148	3	7,098	
December	1	4,005	1	3,605	
January	1	4,460	1	3,845	
<b>TOTALS</b>	21	80,608	13	37,145	

**WORK ORDERS**

MONTH	CALLS	COMPLETE	OUTSTANDING OR COMMENTS
<b>January - 2019</b>	119	119	
February	88	88	
March	146	146	
April	119	119	
May	147	147	
June	155	155	
July	147	147	
August	161	161	
September	117	117	
October	144	144	
November	126	125	1
December	98	97	1
<b>January 2020</b>	94	89	5

**UNIT TURNOVER**

SITE/UNIT	SIZE	VACANT	COMPLETE	LEASED	COMMENT
BT 1-H	0	01/27/20			
BT 2-F	5	06/03/19	07/19/19	08/01/19	
BT 3-R	3	08/26/19	10/09/19		
BT 3-V	1	08/22/19	11/18/19	11/26/19	
BT 4-D	4	06/19/19	09/04/19	11/01/19	
BT 4-E	3	01/16/20			
BT 4-R	3	12/04/18	06/19/19	07/01/19	
BT 5-J	4	01/31/20			
BT 6-A	0	02/01/19	07/11/19	08/01/19	
BT 6-E	3	10/30/19			
BT 6-F	5	10/06/19			
BT 6-H	3	05/09/19	07/24/19	09/09/19	
BT 6-N	3	08/09/19	09/03/19	11/01/19	
BT 7-B	3	01/31/19	04/18/19	06/17/19	
BT 7-C	3	04/06/19	07/24/19	09/03/19	
BT 8-G	3	04/01/19	06/26/19	07/15/19	
BT 8-M	1	06/14/19	10/10/19	11/01/19	
BT 8-R	3	10/01/19			
DH 5-C	3	02/04/19	07/23/19	09/03/19	
DH 6-B	4	03/08/19	08/30/19	11/01/19	
DH 7-C	2	08/26/19	09/26/19	11/20/19	
DH 11-B	1	12/04/18	03/22/19	07/01/19	
DH 17-A	2	11/04/19			
DH 23-A	2	09/21/18	03/11/19	05/01/19	
TK 1719A-5M	4	01/07/19	07/23/19	08/01/19	
<b>TOTAL VACANT</b>	<b>8</b>				

**EXTERMINATION SUMMARY – BEDBUGS - # Treatments**

	2014	2015	2016	2017	2018	2019	2020	Comments
January	0	2	0	1	0	3	0	
February	6	3	0	0	1	1		
March	0	1	0	0	3	0		
April	0	1	0	2	0	0		
May	1	0	1	1	0	2		
June	2	2	2	0	0	0		
July	0	0	2	1	1	0		
August	0	0	3	4	3	1		
September	0	4	2	3	0	1		
October	0	0	3	1	0	1		
November	0	0	0	1	1	1		
December	0	0	1	1	0	1		
<b>TOTAL</b>	<b>9</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>9</b>	<b>10</b>		
<b>COST</b>	<b>\$2,950</b>	<b>\$4,860</b>	<b>\$4,841</b>	<b>\$9,880</b>	<b>\$2,980</b>	<b>\$6,086</b>	<b>\$0</b>	

**TENANT ACCOUNTS RECEIVABLE - LATE OR NO RENT PAYMENT**

SITE	# Units	Late	Not At All	Past Due DEC 2019	Past Due JAN 2020
Bohlmann Towers	144	(57) 60	(25) 25	71 owed \$125,160	70 owed \$124,335
Dunbar Heights	96	(38) 44	(20) 15	51 owed \$84,393	46 owed \$80,060
Turnkey	33	(18) 17	(7) 9	22 owed \$49,835	22 owed \$55,471
Totals	273	(113) 121	(52) 49	144 (53%) - \$259,388	138 (51%) - \$259,866

Parenthesis ( ) represents the previous month

**PEEKSKILL POLICE DEPARTMENT INCIDENT REPORTS**

PHA Activity Jan 4-10, 2020	Total Visits	Patrol/Follow-up	Other
Bohlmann Towers	29	26	3*
Dunbar Heights	25	24	1*
*BT – Other (medical aid, 2 traffic stops) *DH – Other (medical aid)			
PHA Activity Jan 11-17, 2020	Total Visits	Patrol/Follow-up	Other
Bohlmann Towers	41	32	9*
Dunbar Heights	38	36	2*
*BT – Other ( parking complaint, 4 noise complaints, disorderly person, disorderly group, medical aid, lost property) *DH – Other (medical aid, domestic)			

**REPOSITIONING CONSULTANTS**

Fresnal/LouWalt Consultants provided the final document that was previously presented to the Board in draft form. No changes were made to the draft. It is included for your consideration.

**TENANT COMPLAINT**

Tenant complained that neighbors unit is not maintained, causes discomfort to her household and PHA is doing nothing about it.

As per Board request for additional information:

- ✓ The tenant in question had several housekeeping inspections (always unacceptable) and improved enough before each follow-up inspection to warrant no further action. Some months after each re inspection the unit reverted to unacceptable standards
- ✓ December 14, 2018 PHA sent the tenant a 30-day notice to vacate
- ✓ Tenant engaged an attorney and the case was in court March 12, 2019
- ✓ May 24, 2019, PHA performed a housekeeping inspection and submitted the results to her attorney. The unit was unacceptable.



- ✓ PHA performed subsequent housekeeping inspections June 5, 2019, July 5, 2019 and the unit was satisfactory
- ✓ July 23, 2019, the court stipulated, in agreement with tenants attorney, that PHA could inspect the unit monthly through January 2020
- ✓ September 18, 2019 was the annual inspection and the unit was passable
- ✓ September 12, 2019 PHA received a neighbor complaint regarding numerous flies coming from the unit
- ✓ September 12 and 27, 2019 exterminator treated the unit for drain flies
- ✓ January 2, 2020 exterminator reported unsatisfactory conditions in the unit
- ✓ January 25, 2020, exterminator information was shared with PHA Attorney for guidance
- ✓ February 3, 2020 documentation was set to attorney to get this family back to court

Respectfully Submitted,

P Holden Croslan

*Pat C*

Executive Director

# PEEKSKILL HOUSING AUTHORITY

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Shaun Lemister, CPA  
Chief Financial Officer

807 Main Street  
Peekskill, New York 10566  
Phone: 914-739-1700  
Fax: 914-739-1787

## FINANCIAL REPORT

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1. Chief Financial Officer's Report
2. Year-to-Date Financial Statement - Operating
3. Monthly Financial Statement – Operating
4. Summary of Tenant Account Receivables
5. Balance Sheet
6. Profit & Loss – Operating

# PEEKSKILL HOUSING AUTHORITY



Shaun Lemister, CPA  
Chief Financial Officer

807 Main Street  
Peekskill, New York 10566  
Phone: 914-739-1700  
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## Chief Financial Officer's Report – January 2020

### Year-to-Date Financials –

Dwelling rents are over budget. Unreported income by tenants created large retro rent charges. Other income is close to budget. Operating subsidy continues to be over budget. It is hard to predict what allocation PHA will get each year for subsidy. CFP operations will be under budget until we are able to draw down the funds.

Administrative salaries are under budget. Legal expenses are over budget due one case being appealed and extra cases that were sent to the attorney. Auditing fees were due in December but will even out over the next few months. Office expenses are over budget due to updating the ACOP.

Tenant Services is over budget due to hotel costs for mold remediation.

Water and sewer is over budget. Quarterly invoices were paid in January and have been greater than budgeted. Electricity varies from year to year but is currently under budget. Gas and oil are under budget with two months left in the fiscal year.

Maintenance labor is under budget. Overtime is kept to a minimum. Materials are close to budget. Contract costs are over budget due to concrete and erosion work for REAC inspections and unit turnover.

Protective services are close to budget.

Insurance is close to budget. The second half PILOT payment was made in December. This will even out over the next few months. Employee benefits are under budget even after the retirement contribution that was made in December. Collection losses will be written off at year end. Currently vacated TAR is \$47,286 which is slightly under budget.

The extraordinary items are a new dump truck and trailer, a pallet jack and the security camera upgrade.

## **January Financial –**

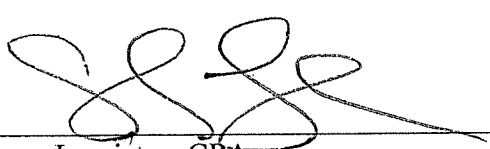
Dwelling rents and subsidy were over budget for the month of January. This helped offset an increase in legal expenses, high quarterly water bills, increased heating expenses, unit turnovers and the final payment for the camera system upgrade.

## **Tenant Accounts Receivable –**

This summary shows the prior TAR balance, current month charges, money received, and current TAR. Highlights are:

1. Total tenant charges for January were \$148,195.20. Total collected for January was \$145,874.06 which is a monthly cash flow deficit of \$2,321.14.
2. 3 units became vacant in January.
3. Number of tenants who paid late and not at all:
  - A. Bohlmann – 60 late/25 not at all
  - B. Dunbar Heights – 44 late/15 not at all
  - C. Turnkey – 17 late/9 not at all
4. 121 out of 273 (44%) paid late and 49 out of 273 (18%) did not pay at all.
5. Number of units that owe money at the end of the month:
  - A. Bohlmann – 70 out of 144 units (\$124,334.87)
  - B. Dunbar Heights – 46 out of 96 units (\$80,060.49)
  - C. Turnkey – 22 out of 33 units (\$55,471.07)
6. This means 138 units out of 273 (51%) still owes \$259,866.43 at the end of the month.

PHA is ten months through the fiscal year. We are waiting for our current 5 Year Action Plan to be approved and once it is, we will be able to draw down our operating portion of CFP 2018. This will put us closer in line with the current budget. Due to the increased operating subsidy, PHA has been able to update maintenance equipment and the security camera system.



Shaun Lemister, CPA

**Peekskill Housing Authority**  
**Summary Operating Statement - Budget and Actual**  
**Ten Months Ended January 31, 2019**

	Prior Year Year-to-Date Actual	Annual Budget (Dollars)	Annual Budget (PUM)	Year-to-Date Budget	Year-to-Date Actual	Variance - Favorable (Unfavorable)
<b>Revenue</b>						
Operating Receipts						
Dwelling Rentals	1,341,746	1,620,108	494.54	1,350,090	1,371,830	21,740
Nondwelling Rent	18,293	23,040	7.03	19,200	18,210	(990)
Interest Income	969	1,000	0.31	833	702	(131)
Other Income	110,779	100,000	30.53	83,333	84,518	1,184
HUD Operating Subsidy	1,075,665	1,188,000	362.64	990,000	1,155,155	165,155
CFP Operations Subsidy	0	120,000	36.63	100,000	0	(100,000)
Total Operating Receipts - Including HUD Contril	2,547,452	3,052,148	931.67	2,543,457	2,630,415	86,958
<b>Expenses</b>						
Operating Expenditures						
Administrative:						
Administrative Salaries	286,654	360,065	109.91	300,054	290,722	9,332
Legal Expense	37,768	47,000	14.35	39,167	40,852	(1,686)
Training	900	1,000	0.31	833	129	704
Travel	0	0	0.00	0	0	0
Accounting Fees	0	0	0.00	0	0	0
Auditing Fees	8,860	8,860	2.70	7,383	8,860	(1,477)
Telephone, Office Supplies, Miscellaneous	63,314	75,835	23.15	63,196	66,193	(2,997)
Total Administrative Expenses	397,496	492,760	150.42	410,633	406,756	3,878
Tenant Services:						
Contracts	0	0	0.00	0	0	0
Recreation	12,648	5,000	1.53	4,167	8,937	(4,771)
Total Tenant Services Expenses	12,648	5,000	1.53	4,167	8,937	(4,771)
Utilities:						
Water/Sewer	199,727	211,000	64.41	175,833	234,224	(58,391)
Electricity	174,943	220,000	67.16	183,333	135,281	48,053
Gas	96,724	135,000	41.21	112,500	101,473	11,027
Fuel	78	170,000	51.89	141,667	94,901	46,766
Total Utilities Expenses	471,471	736,000	224.66	613,333	565,878	47,455
Ordinary Maintenance & Operation:						
Labor-Maintenance	503,859	567,196	173.14	472,663	432,988	39,676
Materials - Maintenance	101,374	115,000	35.10	95,833	95,105	729
Maint Contract Costs	246,670	205,040	62.59	170,867	392,346	(221,479)
Total Maintenance Expenses	851,903	887,236	270.83	739,363	920,438	(181,075)
Protective Services:						
Contracts	18,164	200,000	61.05	166,667	166,071	596
Total Protective Services	18,164	200,000	61.05	166,667	166,071	596
General Expense:						
Insurance	161,955	235,600	71.92	196,333	174,363	21,970
Payments in Lieu of Taxes	81,042	90,710	27.69	75,592	76,557	(965)
Employee Benefit Contributions	391,327	511,488	156.13	426,240	406,429	19,811
Collection Losses	(864)	60,000	18.32	50,000	(1,914)	51,914
Total General Expenses	633,460	897,798	274.05	748,165	655,435	92,730
Nonroutine Items:						
Extraordinary Items	2,500	0	0.00	0	157,774	(157,774)
Total Operating Expenses	2,387,643	3,218,794	983	2,682,328	2,881,290	(199,557)
Net Income/(Loss)	159,809	(166,646)	(50.87)	(138,872)	(250,875)	(112,004)

**Peekskill Housing Authority**  
**Summary Operating Statement - Monthly Budget and Actual**  
**January 2020**

<b>Revenue</b>	<b>Prior Year Month Actual</b>	<b>Annual Monthly Budget (Dollars)</b>	<b>Monthly Actual</b>	<b>Variance - Favorable (Unfavorable)</b>
Operating Receipts				
Dwelling Rentals	133,477	135,009	143,620	8,611
Excess Utilities	0	0	0	0
Nondwelling Rent	1,823	1,920	1,860	(60)
Interest Income	93	83	59	(25)
Other Income	5,039	8,333	5,975	(2,358)
HUD Operating Subsidy	91,611	99,000	153,499	54,499
CFP Operations Subsidy	0	10,000	0	(10,000)
<b>Total Operating Receipts - Including HUD Contril</b>	<b>232,043</b>	<b>254,346</b>	<b>305,013</b>	<b>50,667</b>
<b>Expenses</b>				
Operating Expenditures				
Administrative:				
Administrative Salaries	26,459	30,005	27,004	3,001
Legal Expense	5,723	3,917	10,123	(6,206)
Training	0	83	0	83
Travel	0	0	0	0
Accounting Fees	0	0	0	0
Auditing Fees	0	738	0	738
Telephone, Office Supplies, Miscellaneous	7,426	6,320	5,420	900
<b>Total Administrative Expenses</b>	<b>39,608</b>	<b>41,063</b>	<b>42,547</b>	<b>(1,483)</b>
Tenant Services:				
Contracts	0	0	0	0
Recreation	7,671	417	620	(203)
	<b>7,671</b>	<b>417</b>	<b>620</b>	<b>(203)</b>
Utilities:				
Water/Sewer	43,993	17,583	55,519	(37,936)
Electricity	17,538	18,333	13,141	5,192
Gas	19,865	11,250	20,315	(9,065)
Fuel	21,901	14,167	13,118	1,049
<b>Total Utilities Expenses</b>	<b>103,297</b>	<b>61,333</b>	<b>102,094</b>	<b>(40,760)</b>
Ordinary Maintenance & Operation:				
Labor-Maintenance	52,728	47,266	42,419	4,847
Materials - Maintenance	387	9,583	8,495	1,088
Maint Contract Costs	23,057	17,087	31,101	(14,015)
<b>Total Maintenance Expenses</b>	<b>76,171</b>	<b>73,936</b>	<b>82,016</b>	<b>(8,079)</b>
Protective Services:				
Labor	14,516	0	0	0
Contracts	0	16,667	15,193	1,474
<b>Total Protective Services</b>	<b>14,516</b>	<b>16,667</b>	<b>15,193</b>	<b>1,474</b>
General Expense:				
Insurance	7,507	19,633	1,269	18,365
Payments in Lieu of Taxes	0	7,559	0	7,559
Employee Benefit Contributions	42,259	42,624	41,264	1,360
Collection Losses	(50)	5,000	298	4,702
<b>Total General Expenses</b>	<b>49,717</b>	<b>74,817</b>	<b>42,831</b>	<b>31,986</b>
Nonroutine Maintenance:				
Extra Ordinary Maintenance and Equipment	0	0	41,160	(41,160)
<b>Total Operating Expenses</b>	<b>290,980</b>	<b>268,233</b>	<b>326,459</b>	<b>(58,227)</b>
<b>Net Income/(Loss)</b>	<b>(58,937)</b>	<b>(13,887)</b>	<b>(21,447)</b>	<b>(7,560)</b>

Peekskill Housing Authority  
 Tenant Charges  
 January 2020

	Rent	Parking	Late Fees	AC	Other Charges	Prior AR	Total Charges	Amount Paid	W/O's, AJE's Moveouts	Current AR
Bohlmann	72,693.00	810.00	1,351.70		210.00	118,996.53	75,064.70	(72,364.35)	(4,567.84)	117,129.04
Dunbar	48,290.00	780.00	905.95		10.00	79,725.90	49,985.95	(55,166.71)		74,545.14
Turnkey	22,637.00	270.00	357.55	(120.00)		47,419.07	23,144.55	(18,343.00)		52,220.62
Totals	143,620.00	1,860.00	2,615.20	(120.00)	220.00	246,141.50	148,195.20	(145,874.06)	(4,567.84)	243,894.80

See Individual property sheets for details

Total Tenant Charges for January	148,195.20
Total Received from Reconciliation	(145,874.06)
Total Write-offs, Move outs & Adj.	<u>(4,567.84)</u>
Change in TAR for January	<u><u>(2,246.70)</u></u>

Prepaid

Bohlman	7,205.83
Dunbar	5,515.35
Turnkey	<u>3,250.45</u>
	15,971.63
Total TAR	243,894.80
Prepaid	<u>15,971.63</u>
TAR	<u><u>259,866.43</u></u>

Prior Vacated TAR	42,718.65
Less write off	
Less Payments Received	
Current Vacated TAR	<u>4,567.84</u>
Total Vacated TAR	<u><u>47,286.49</u></u>

## Peekskill Housing Authority

## Balance Sheet

As of January 31, 2020

02/11/20

Accrual Basis

	<u>Jan 31, 20</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
1111.2 Cash - Operating Account	14,377.64
1111.5 Cash - Payroll Account	20,594.26
1112 Chase - Nonfederal	527,847.74
1114 Security Deposit Fund	78,070.70
1117 Petty Cash Fund	1,000.00
	<hr/>
<b>Total Checking/Savings</b>	641,890.34
<b>Other Current Assets</b>	
1122 TAR	259,866.43
1122.1 Vacated TAR	47,286.49
1123 Allowance for Doubt. Accts	-184,494.76
1211 Prepaid Insurance	47,452.24
1260 Material Inventory	41,825.10
1261 Obsolete Inventory	-1,444.69
	<hr/>
<b>Total Other Current Assets</b>	210,490.81
<b>Total Current Assets</b>	<hr/> 852,381.15
<b>Fixed Assets</b>	
1400.10 Leasehold Improvements	3,318,689.76
1400.12 Building Improvements	2,826,518.82
1400.3 CFP Unallocated	81,046.00
1400.5 Accumulated Depreciation	-21,237,052.88
1400.6 Land	131,611.00
1400.7 Buildings	20,363,001.13
1400.8 Equipment - Dwellings	2,272.00
1400.9 Equipment - Admin	862,234.72
	<hr/>
<b>Total Fixed Assets</b>	6,348,320.55
<b>Other Assets</b>	
1420 Deferred Outflow of Resour	251,782.00
	<hr/>
<b>Total Other Assets</b>	251,782.00
<b>TOTAL ASSETS</b>	<hr/> <hr/> <b>7,452,483.70</b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Accounts Payable</b>	
20000 - Accounts Payable	45,768.47
	<hr/>
<b>Total Accounts Payable</b>	45,768.47
<b>Other Current Liabilities</b>	
2111 Accounts Payable	100,037.38
2114 Tenant Security Deposits	81,310.70
2135 Accrued Payroll	23,980.43
2136 Accrued Pension	18,965.00
2137 Payments in Lieu of Taxes	76,557.00
2138 Accrued Comp. Absences	87,727.59
2240 Tenant Prepaid Rents	15,971.63
	<hr/>
<b>Total Other Current Liabilities</b>	404,549.73
<b>Total Current Liabilities</b>	<hr/> 450,318.20



7:09 AM

02/11/20

Accrual Basis

# Peekskill Housing Authority

## Balance Sheet

As of January 31, 2020

---

	<u>Jan 31, 20</u>
Long Term Liabilities	
2134 Accrued OPEB	5,185,693.00
2140 Net Pension Liability	69,403.00
2400 Deferred Inflow of Resourc	267,065.00
	<hr/>
Total Long Term Liabilities	5,522,161.00
	<hr/>
Total Liabilities	5,972,479.20
	<hr/>
Equity	
2803 Invested in Capital Assets	6,580,773.80
2807 Unrestricted Net Assets	-17,342.19
32000 - Retained Earnings	-4,839,551.63
Net Income	-243,875.48
	<hr/>
Total Equity	1,480,004.50
	<hr/>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u>7,452,483.70</u></b>

## Peekskill Housing Authority

## Profit &amp; Loss

April 2019 through January 2020

	Apr '19 - Jan 20
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
3110 Dwelling Rental	
3110.1 Bohlmann Towers	673,782.00
3110.2 Dunbar Heights	469,864.00
3110.4 Turnkey	228,184.00
<b>Total 3110 Dwelling Rental</b>	<b>1,371,830.00</b>
3190 Nondwelling Rental	
3190.1 Bohlmann Towers	8,235.00
3190.2 Dunbar Heights	7,530.00
3190.4 Turnkey	2,445.00
<b>Total 3190 Nondwelling Rental</b>	<b>18,210.00</b>
3610 Interest on Gen. Fund Inv.	701.86
3690 Other Income	
3690.1 Laundry Room Income	16,189.81
3690.2 CAP Office Rent	14,400.00
3690.3 Health Center Rent	7,401.60
3690.4 Verizon Commission	1,526.41
3690.5 Comm. Room Rental	340.00
3690.6 Late Fees	
Bohlmann Towers	12,771.70
Dunbar Heights	8,457.60
Turnkey	4,138.15
<b>Total 3690.6 Late Fees</b>	<b>25,367.45</b>
3690.7 Keycard BT	325.00
3690.8 Work Orders	
Bohlmann Towers	2,347.78
Dunbar Heights	1,230.00
Turnkey	190.00
3690.8 Work Orders - Other	130.00
<b>Total 3690.8 Work Orders</b>	<b>3,897.78</b>
3690.9 AC - BT	8,085.00
3690.9 Ac - TK	2,625.00
3690 Other Income - Other	4,359.71
<b>Total 3690 Other Income</b>	<b>84,517.76</b>
8020 Operating Subsidy	
8020.1 AMP 1	574,276.00
8020.2 AMP2	580,879.00
<b>Total 8020 Operating Subsidy</b>	<b>1,155,155.00</b>
<b>Total Income</b>	<b>2,630,414.62</b>
<b>Expense</b>	
4110 Administrative Salaries	290,721.93
4130 Legal Expense	40,852.31
4140 Staff Training	129.00
4171 Auditing Fees	8,860.00
4190.2 Membership Dues & Fees	2,239.96
4190.3 Telephone	6,119.82
4190.4 Collection Fees/Court Co	6,374.00
4190.5 Forms, Station. & Office	15,691.15
4190.6 All Other Sundry	22,832.23
4190.7 Admin. Service Contracts	10,885.48
4190.8 Bank Fees	2,049.87
4220.01 Other Tenant Services	8,937.45
4310 Water & Sewer	197,903.21
4310.9 Sewer Taxes	36,321.17
4320 Electricity	135,280.55

## Peekskill Housing Authority

## Profit &amp; Loss

April 2019 through January 2020

02/11/20

Accrual Basis

	Apr '19 - Jan 20
4330 Gas	95,440.03
4335 Propane	6,032.62
4340 Fuel	94,900.68
4410 Labor	432,987.68
4420 Materials	
4420.01 Supplies - Grounds	95,104.52
Total 4420 Materials	95,104.52
4430.1 Garbage & Trash Removal	65,720.00
4430.10 Alarm/Extinguish Contra	5,732.64
4430.11 Routine Maint Contracts	17,615.78
4430.12 Other Maint Contracts	92,497.76
4430.2 Heating & Cooling Contra	8,774.68
4430.4 Elevator Contracts	29,762.94
4430.5 Landscaping Contracts	34,600.00
4430.6 Unit Turnaround Contract	111,220.00
4430.9 Exterminating Contracts	26,422.00
4480 Contract Costs - Security	166,070.97
4510.1 Insurance - Property	57,024.00
4510.2 Insurance - Liability	94,592.16
4510.3 Insurance - WC	18,621.31
4510.4 Insurance - Other	4,126.00
4520 Payments in Lieu of Taxes	76,557.00
4540.1 Employee Ben - Admin	136,043.25
4540.2 Employee Ben - Maint	270,385.50
4570 Collection Losses	-2,627.00
4870 Extraordinary Items	157,774.45
66900 · Reconciliation Discrepancies	713.00
Total Expense	2,881,290.10
Net Ordinary Income	-250,875.48
Other Income/Expense	
Other Income	
7160 Sale of Capital Assets	7,000.00
Total Other Income	7,000.00
Net Other Income	7,000.00
Net Income	-243,875.48

# Peekskill Housing Authority

**Prepared By:**

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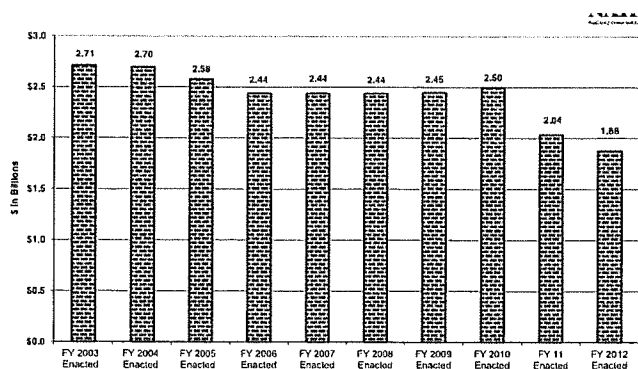
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The Peekskill Housing Authority ..... 3  
Redevelopment Rehabilitation Resources ..... 10  
RAD Considerations ..... 12  
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## Introduction

In the original formation of the US Public Housing Agency, Congress authorized it to make loans, capital grants, and annual contributions to local authorities. Local public housing authorities or cities issued tax-exempt bonds to finance housing development construction. The Act funded the creation of federally assisted housing during the depression to create employment for the unemployed through new construction projects, eradicate slum housing and provide low cost transitional housing for poor families. The federal government would provide annual contributions in amounts sufficient to amortize the principal and interest on the bonds. Most importantly, tenants paid rent in an amount necessary to cover operating expenses of the property enabling the developments to break even annually.

Public housing changed dramatically during the 1960s. The availability of lower cost and higher leveraged homeownership financing enabled middle-income families to purchase homes and the percentage of lower income families grew within the public housing. Public housing operating expenses increased, and rental income had to rise to cover operating expenses. In response, Congress limited tenant rent to 25 percent of income (later 30 percent), and to offset this loss in operating capital the federal government would provide operating subsidies to the public housing authorities.

As developments aged, operating and capital repair needs and costs rose, causing federal operating subsidies and budgets to escalate. Further, Congress progressively lowered income levels for occupants of public housing, setting priority requirements for housing very low-income residents. As a result, housing authority income continued to decline with a progressively negative impact on the ability of housing authorities to maintain and operate the properties. In response to the



Enacted Public Housing Capital funding for each Fiscal Year. The nation's public housing inventory currently faces a capital need backlog estimated to be in excess of \$30 billion.

rising federal costs and the desire to reduce federal responsibility for public housing properties, Congress placed a moratorium on the construction of new public housing units in the 1970's and authorized the Section 8 program, providing subsidies to allow low-income families to live in private market housing. The public housing development moratorium remains in place with no signs of change in the foreseeable future.

In recent years, challenges facing housing authorities have never been greater. These challenges include continued reduced funding from the federal government, operational reforms from HUD, deteriorating properties, lower rental incomes and increased demand for affordable housing. As the national backlog of public housing capital needs exceeded \$4 billion, Congress has increasingly sought a way to divest the federal government from responsibility for funding the maintenance and operations of public housing assets. Public housing agencies also recognized that relying on the federal government for even sustainable funding, let alone enough to address deferred capital needs, was an unsound strategic decision.

Under the Obama Administration, Congress authorized HUD, to implement the Rental Assistance Demonstration (RAD) program. The program allows HUD to divest itself from its federal public housing program, leverage private capital and transform public housing developments into Section 8 developments. The RAD approach transfers the burden and risk of repairing, maintaining and operating the former public housing properties from the federal government to either new Tax Credit partnerships or housing authorities with the financial and operational wherewithal to demonstrate to lenders and investors the ability to manage and operate according to private sector standards.

#### **The Peekskill Housing Authority**

The Peekskill Housing Authority (Peekskill HA) manages public housing only as originally constructed and funded under the U.S. Housing Act of 1937 (Act). The Peekskill HA does not administer a Section 8 Housing Choice Vouchers (HCV) Program. The HCV program is separately administered by the City of Peekskill with little coordination with the Peekskill HA.

Today, the Peekskill HA portfolio is comprised of 273 units of traditional public housing. The units are located in five developments throughout the city of Peekskill. 144-units are located in Bohlmann Towers, a typical

1950's public housing high-rise style building constructed in 1958. 96-units are located at Dunbar Heights, the development is indicative of typical 1950's townhouse /garden style public housing apartments constructed in 1951. 33-units are located in three separate developments known by the Peekskill HA as "Turnkey". These units are townhouse style apartments constructed in 1972. Collectively, the Peekskill HA portfolio offers residential housing units available for occupancy by families, seniors and people with disabilities, who qualify under HUD's rules for admissions into the low-income public housing program.

The backlog of Peekskill's capital needs for all public housing, continues to grow; and, while the most recent two years of capital funding from HUD saw a slight increase in capital funding, the backlog will continue to exceed funding many fold. With the limited funding it receives, the Peekskill HA can only address the most critical of its unmet needs leaving many large capital repair and maintenance items unaddressed.

#### Peekskill Physical Assets

##### Bohlmann Towers

Built in 1958, Bohlmann Towers is a traditional 1950's institutional public housing design style property that conveys the negative social and cultural stigma of public housing projects nationally. These 1950's era developments are functionally obsolete from a design, efficiency, operating cost, energy efficiency and site utilization perspective. If for no other reason than these stigmas, this development needs comprehensive substantial transformation and redevelopment.

Bohlmann Towers is in need of significant investment, the majority of its major building systems, HVAC, electrical, plumbing, elevator and exterior façade are in need of major repairs. Peekskill's PCNA, conducted by Perez Architecture in 2018, identifies over \$13 million in repair requirements. This figure does NOT include the extra costs of asbestos, lead and other materials which require mitigation or removal, and which could increase costs by several million dollars more.

In addition to the basic system and infrastructure repairs, the units require significant modernization including full rehabilitation of the bathrooms and kitchens, including the fixtures, cabinets, lighting, electrical distribution, walls, ceiling and flooring.



Additionally, many units will require mold and fungus remediation and potentially, removal of the wall systems to fully mitigate these conditions. The scope of the residential unit repairs would likely require temporary displacement of the occupants due to the level of demolition required and the presence of asbestos and mold/fungus could become airborne during demolition.

In addition to repairing and addressing the existing aspects of the property, Bohlmann Towers is not currently in compliance with many laws, regulations, codes, accessibility or mandates, and an extensive modernization program would likely require the rehabilitation incorporate many of these requirements. For example, the property currently lacks compliance with the Uniform Facility Accessibility Standards (UFAS) and Section 504 for handicapped accessibility. The building lacks many required energy efficiency and utility conservation measures. Current fire protection systems and measures (alarms)

would likely be required. Many of the above items are NOT included in the PCNA's estimate and would significantly increase the overall project rehabilitation cost.

Finally, the PCNA does not address the appearance or aesthetics of the property which would assist in changing the perception and character of the property.

In addition to the deferred maintenance and capital repair needs discussed above, the property suffers from increased degradation due to resident destruction and neglect. As discussed in a later section, the Peekskill Housing Authority is currently unable to enforce its lease with residents in the local court system. The result is that without enforcement, residents who violate lease requirements related to occupancy of their unit or destroy or abuse the unit cannot be removed from occupancy. This causes two key issues, first is a lack of overall "ownership and accountability" by the residents of the property that in effect self-polices the actions of the residents by

community peer pressure. The current effect is the opposite, residents see a lack of enforcement and accountability for “bad actors” and as a result they see no reason to adhere to resident lease requirement or encourage others to adhere to property norms of behavior and property treatment.

The second issue is that the inability to enforce the lease and remove bad actors who abuse or damage their unit does not remove the requirement to repair the damages. This increased burden increases the cost of maintenance and use of resources which could be applied to better use.

#### Kiley Center

The Kiley Center is a multifunction building on the Bohlmann Towers property. The building is in overall moderate condition and appears to require general maintenance and repairs to address some visible deferred maintenance, Section 504 and UFAS accessibility issues and similar upgrades.

The Kiley Center however appears to suffer due to a lack of clear mission and “ownership”. As is typical with many housing authorities with recreational facilities, the Peekskill Housing Authority is focused on the residential housing needs of its portfolio rather than operating a recreational center. Operating a recreation center is not a core function of a housing authority and HUD does not provide funding for the staff and programs necessary to operate it effectively. The recreation center could be a significant community asset as it is significantly under-utilized. Clear long-term financial and operational responsibility for operating, maintaining and improving the center is lacking and should be addressed.

#### Dunbar Heights

Dunbar Heights is another 1950's era public housing development with typical institutional architecture and site plan. The buildings and units are garden style with a large site consisting of open courtyards and green space. As with Bohlmann Towers, the property is in need of significant investment, the majority of its major building systems, HVAC, electrical, plumbing, elevator and exterior façade are in need of major repairs.

Additionally, the grounds of the site require investment in storm water drainage systems, retaining walls and regrading to prevent erosion. Site pathways require

repairs and upgrades to be compliant with the ADA, Section 504 and UFAS requirements.

Peekskill's PCNA, conducted by Perez Architecture in 2018, identifies between \$13 to \$16 million in repair requirements. This figure does NOT include the extra costs of asbestos, lead, mold and other environmental issues which require mitigation or removal, and which could increase costs by several million more dollars.

In addition to the basic system and infrastructure repairs, the units require significant modernization including full rehabilitation of the bathrooms and kitchens including the fixtures, cabinets, lighting, electrical distribution, walls, ceiling and flooring. While maintenance and upgrades have occurred over time, replacing failing components with more modern components, this has resulted in a lack of uniform fixtures and systems throughout the property. For example, the electrical load centers include Westinghouse, Siemens and Cutler-Hammer models. This requires maintenance familiarity with three load centers, knowledge of the location of each, stockage of three compatible replacement parts and training on all three.

Additionally, some units will require water damage repairs, mold and fungus remediation and potentially, removal of the wall or ceiling to address root causes and to fully mitigate these conditions. The scope of the residential unit repairs would likely require temporary displacement of the occupants due to the level of demolition required, and the presence of asbestos, lead paint removal and mold/fungus could become airborne during demolition.

In addition to repairing and addressing the existing aspects of the property, Dunbar Heights is not currently in compliance with many laws, regulations, codes, accessibility or mandates and an extensive modernization program would likely require the rehabilitation incorporate many of these requirements. For example, the property currently lacks compliance with the Uniform Facility Accessibility Standards (UFAS) and Section 504 for handicapped accessibility. The property lacks many required energy efficiency and utility conservation measures. Many of the above items are NOT included in the PCNA's estimate and would significantly increase the overall project rehabilitation cost.

Finally, the PCNA does not address the appearance or aesthetics of the property which would assist in changing the perception and character of the property. Features such as the rear stair roofs, the brick façade and other "institutional" features could be improved.

In addition to the deferred maintenance and capital repair needs discussed above, the property suffers from increased degradation due to resident destruction and neglect. Resident ambivalence regarding the property is not as negative as at Bohlmann Towers, but the lack of resident "ownership" and responsibility contributes to higher operational and repair costs. For example, resident storage of materials and trash on the metal stairs at the rear of the units leads to issues with pests and deterioration of the metal materials. As previously discussed, the lack of ability to enforce the lease, deal with residents who detract from the property and the overall lack of accountability, impact the well-being of good tenants and adversely affect operations.

#### Turnkey Housing – Scattered Sites

The Turnkey Housing sites consist of three family properties with 33 dwelling units built in 1972. The buildings are garden style apartments with the sites situated on very steep grades, resulting in handicapped accessibility being very difficult. The sites have significant drainage and erosion issues and the sidewalks, retaining walls and drainage infrastructure requires substantial repair. It is questionable whether the site could currently be rebuilt under existing building code due to the density, ADA-504 compliance, topography, storm water management and parking requirements of the current building code and zoning of the city. The Perez

PCNA estimates repairs to require over \$5.3 million without allowances for environmental costs, ADA-504 requirements or code compliance improvements.

The main mechanical systems (boilers) for the properties are in good condition but the unit distribution systems require replacement as do the water distribution systems. In addition to the basic system and infrastructure repairs, the units require significant modernization including full rehabilitation of the bathrooms and kitchens including the fixtures, cabinets, lighting, electrical distribution, walls, ceiling and flooring. While maintenance and upgrades occurred in 2011, the kitchens, baths and overall units require rehabilitation and modernization.

Finally, while the PCNA does not address the appearance or aesthetics of the property which would assist in changing the perception and character of the property, the study recommends repair/replacement of the building siding with a different system. This would provide the opportunity to address the institutional look of the property and create a new aesthetic.

In addition to the deferred maintenance and capital repair needs discussed above, the property suffers from increased degradation due to resident non-compliance with the lease and neglect. The resident ambivalence regarding the property is not as negative as at Bohlmann Towers but the lack of resident "ownership" and responsibility contributes to higher operational and repairs costs. For example, resident storage of materials and trash on the exterior of the units leads to issues with pests and deterioration of the exterior materials. Drainage issues are exacerbated by resident debris blocking drains and areas of runoff. Resident self-performed "improvements" such as ceiling fans, shower fixtures and carpeting cause increased unit turnover costs and maintenance costs, in addition to being health and safety issues. As previously discussed, the lack of ability to enforce the lease, deal with residents who detract from the property and the overall lack of accountability impact the well-being of good tenants and adversely affect operations.

### Redevelopment Rehabilitation Resources

The availability of funding from federal sources is extremely limited with HUD's Choice Neighborhoods Initiative (CNI) grants, Capital Fund Finance Program (CFFP) and Rental Assistance Demonstration (RAD) program representing the most viable and most utilized conversion tools currently offered by HUD that provide access to project level funding.

#### Choice Neighborhoods Initiative

CNI funding from Congress is historically very low with less than five annual awards being provided nationally of approximately \$30 million. CNI funding to undertake public housing redevelopment is scarce, highly competitive, and typically awarded to housing authorities in large metropolitan areas with political prowess. Further, program participation requires a legal commitment of four to five times the HUD funding. For example, Newport News committed over \$250 million in funding to match the \$30 million provided by HUD. Given the current direction of federal funding and the constraints and priorities, the funding is likely to continue to be reduced as the current administration consistently prioritizes subsidy to middle and upper-middle-class homeowners by offering housing subsidies, like the Mortgage Interest Tax Deduction (MID), rather than promoting subsidy to support low-income renters, seniors, and the disabled. A typical CNI application requires several years of careful planning with development partnerships and financial commitments required to be competitive. The planning process typically requires design, engineering, community and educational partnerships; and, the planning and organizational process costs roughly \$300,000. These grants require significant support and collaboration between the authority, the municipality, and the community as well as significant time and financial contribution on the part of the authority. Planning also requires the authority to undertake discussions with its elected representatives in congress and HUD around its plans and intent. To be clear, though CNI is still a HUD funded program, it is not a recommended option due to the very low likelihood of Peekskill being successful in an application.

#### Capital Fund Finance Program (CFFP)

HUD's CFFP allows a housing authority to borrow private capital to make property improvements and pledge as security for debt payments up to 33 percent of its annual capital fund appropriations. The approval process requires detailed financing, commitment of private sector financing and HUD approval. The program requires

compliance with HUD reporting and public housing obligations for the period of the loan.

The Peekskill Housing receives approximately \$450,000 in capital funds annually from HUD. Under CFFP, HUD will allow \$150,000 of the funds to be committed to debt service. However, lenders will typically desire a 1.15 debt service ratio to loan repayment so a typically lender will only allow for \$127,500 be applied to debt service. Under the CFFP program, Peekskill could borrow approximately \$1,750,000 for its capital needs. As the discussion on Peekskill's needs indicates, \$1,750,000 is not a significant amount.

#### Rental Assistance Demonstration Program (RAD)

The RAD program is a “no new funding or additional funding program” approved by Congress for HUD to promote public private partnerships as a viable means to complete the backlog of repairs, upgrade, demolish/rebuild, or transfer assistance to

sustain and preserve the nation's Public and Indian Housing (PIH) residential rental stock. One of RAD's professed key goals is to move the housing subsidy away from the

vulnerable Section 9 platform to a less vulnerable and more stable Section 8 subsidy platform. Unlike the CNI Program, which provides additional grant funding over and above the funding currently provided the authority, the RAD program does not provide grant funding. Instead, it is designed to allow authorities to capitalize the existing tenant rent payments and existing HUD subsidies (operating and capital combined) to acquire debt for the aforementioned transformation purposes. The program assumes that an authority and its assets will be appealing enough to attract private investment and the real estate development and financing community. This assumption requires an agency to have verifiably sound operating practices and stable assets that are mortgageable or that can be made sustainable for 20 years without acquiring debt that exceeds its ability to be paid.

As highlighted above, RAD basically transfers HUD's subsidy from Section 9 (public housing) to a RAD limited Section 8 payment. The participating housing authority's

funding is in the form of a section 8 payment to either the property owner directly, the PBRA model, or to a Section 8 participating public housing authority under the PBV model.

The PBRA model provides the funding to the property directly, and the funds must be used to pay the direct costs of the property, “overhead” functions can only be paid through a property management fee of typically 5-6% of revenues. PHA’s making this transformation usually find it hard to cover their central office costs through the PBRA model as lenders and investors are unwilling to underwrite these costs.

The PBV model provides the Section 8 funding to the PHA as the Section 8 administrator. The PHA receives a Section 8 administrative fee for managing the voucher payments and certificates. This earned fee assists in covering the costs of the authority’s administrative overhead. The Section 8 funding is provided by HUD to the local Section 8 program administrator. In the City of Peekskill, the City retains this function and the associated fees.

### **RAD Considerations**

#### **Section 8 Administration and Control**

The Section 8 Housing Choice Voucher program is the preferred platform to move from low-income public housing to RAD. The Peekskill HA executive director has the experience and expertise to manage a Section 8 portfolio; and believes that the current staff either is currently or will be adequately trained with the skill set to manage a portfolio of Section 8 subsidized housing. However, without a Section 8 program currently being operated within the Peekskill HA’s purview of daily responsibilities, the consideration to retain property management is just too premature.

During our interviews with the executive administration we learned that unlike many of its contemporaries, the Peekskill HA does not administer Peekskill’s Section 8 Housing Choice Voucher (HCV) program, but instead a component of the City is the program administrator. A conversion of the portfolio to PBVs would place the City of Peekskill in control of the converted property’s Section 8 voucher administration. This lack of resource control is a major hinderance to Peekskill HA’s goal to revitalize, transform, and manage its housing stock. We understand from our discussions with the Board and Executive Team that it is the desire for the Housing Authority to continue to control the properties and operations. The inability to gain the administrative fee to pay for the housing authority management team and the reliance on the good will of the City in oversight and management of the Section 8 payments poses risk to this objective of Peekskill leadership.

It is therefore important that the Board Leadership and Executive Team assess whether it is an option to acquire the local Section 8 HCV program from the City.



Initiatives like this have been undertaken by other local public housing administrators in the lower Hudson Valley including the Kingston Housing Authority and more recently, the White Plains Housing Authority. Both authorities, worked with their local municipalities and the HUD field office to assume the administrative control of the program as a catalyst to spur investment and foster transformation initiatives that provide tremendous benefit to their cities.

#### Peekskill Tenant Account Receivables (TARs)

The typical strategy employed by housing authorities implementing RAD is to use Low-Income Housing Tax Credits (LIHTC) transaction to finance the rehabilitation. Tax credits require the project to finance at least fifty percent of the project cost as true debt. The underwriting requires the project revenues (rent and subsidies) to pay the project expenses and debt services (this is a very simplified overview). The underwriting analysis will assess the credit worthiness of the parties involved in the transaction including the manager of the partnership and the property manager.

In our discussions, the Housing Authority has made clear its desire to continue to control and manage the property and also to perform the day-to-day property management and maintenance. Before any investor or lender will engage with the Peekskill Housing Authority, the Authority will undergo a rigorous qualification process.

Underwriters will assess first the ability to manage a LIHTC partnership which includes standard processes, procedures and experience in managing a private sector organization. The current administration of the Authority has demonstrated its ability to manage its finances and maintain a positive balance sheet. The audits demonstrate it maintains proper controls and procedures. The organization does not possess personnel with the experience in managing reporting and accounting for a LIHTC partnership, but this could be possibly augmented through training and consulting services.

Underwriters for investors and lenders will next review the development finances including income and expenses. In this area the Housing Authority will have significant difficulty. The difficulty comes as the result of the inordinately high level of Tenant Account Receivables (TARs) carried by the Peekskill HA. The documents we reviewed support the fact that a considerable number of Peekskill HA residents do not timely pay their rent, with past due balances beyond 30 days and many households fail to pay any rent at all. At the time of our review, in May of 2019, the Peekskill HA provided documentation of \$1.5M rental income, and its receivables exceeded two hundred and eighteen thousand dollars (\$218,000.00). One hundred fifty-two (152) of the two hundred seventy-three (273) households that Peekskill HA serves owe accrued charges, with more than 40% of the tenants currently in court.

Individual households on Peekskill HA's rent rolls carry balances owing in excess of \$5,000.00, \$10,000.00 and even an unimaginable \$30,000.00 in unpaid rent to the Peekskill HA.

The attrition rate for turnover of the units is extremely low. Many of the units are occupied by multigenerational families with members that do not leave (in some cases family members have occupied units for decades). These are the same families that currently do not pay rent and have no incentive to pay rent to the Peekskill HA because, as previously discussed, it is commonly known that the courts in Peekskill will not enforce lease compliance.

Exacerbating the tenant non-payment of rent issue is the failure of the court system to support the Peekskill HA in its efforts to enforce the provisions in its lease. Interviews with the Executive Team revealed that it is commonly known that the courts in Peekskill are not willing to evict lease violators for any reason – the least of all being nonpayment of rent. The inability of the Peekskill HA to effectively pursue rent collection creates a very difficult financing transaction, as a lender has no certainty of payment and the limited reserves of the Authority are not sufficient to provide a guarantee to the lender.

A critical factor in underwriting is the experience and capacity of the property management team. Property management is the function of managing tenant leases, certifications and qualification as well as maintenance of the properties. Peekskill has very limited experience in LIHTC certifications and compliance. The public housing lease and certification process is very different than the LIHTC process and the implications for improper income certification are very different. One improper tenant certification could cost a LIHTC property manager \$75,000 – 125,000 per year until the tenant relinquishes their lease (and if the initial lease-up is improper, the consequences are greater). The Peekskill HA reports reflect deficiencies in the management practices, specifically internal controls over compliance requirements that include tenant files and the recertifications. The reports suggest that these deficiencies will be resolved and cleared in 2019. If the audit findings are cleared and the financials are strengthened, the 2019, 2020 and 2021 reports could strengthen the Peekskill HA's position in this area of review. Peekskill must be very confident in its ability to accurately establish tenant income and certify households are income eligible in order to enter into a transaction.

Underwriters will also visit the properties they are financing and assess the management practices and physical conditions of the properties. As previously noted, Peekskill has significant issues enforcing its lease in court. The concern with this is that the investor is investing in a property that must maintain its value for at least 15 years. If the property manager cannot maintain the property due to tenants

causing destruction and damage, the investor cannot not guarantee the property will last 15 years.

Interviews with the executive leadership team suggest a goal to design a post-transformation business model that would retain the existing staff of 13.5 employees (8 FTE maintenance, 4 FTE office staff, 2 PTE office) for a total portfolio of 273-units in five developments. This level of staffing does not mirror the staffing model found in private sector practices where operating expenses must be managed in relation to income and allow for potential debt to fund updates and upgrades to the assets. In fact, this number of maintenance employees exceeds HUD's recommendations for ratio of maintenance staff to number of units. Per HUD, the ratio recommended for a "high needs" property is 1 FTE maintenance staff for every 50 units. HUD's recommendation for a "low to moderate need" property is 1 FTE maintenance staff for every 80 units. Post-renovation of an existing building (or in a new construction building), the New York State Housing Finance Agency, the private investors, and lenders provide for 1 FTE maintenance staff for each building. In instances where there is considerable density in the building, like the Bohlmann Tower high-rise property, the addition of a porter may be allowed. Prior to seeking financing and funding partners to assist any conversion goals, Peekskill HA's leadership would need to consider streamlining its internal operations. This can be accomplished through staff attrition over time. It is also our experience that any fees that the authority might earn from a real estate financing transaction (like low-income housing tax credits-LIHTC), would be applied to operating reserves to offset the risk of utilizing housing staff. The fees may likely also be utilized to offset the wage differential between the public housing authority's higher paying union positions to those in private property management.

Finally, the RAD program requires participating authorities not displace any existing residents, unless for violations of the lease. Peekskill's efforts to enforce its leases, collect on rent arrears, and remove non-complaint households should be completed prior to entering into RAD. Furthermore, once awarded a Rental Assistance Demonstration (RAD) Program contract for housing assistance payments (CHAP), the RAD program's tenant protection rules will render null and ineffective any internal efforts to implement more robust management practices and foster lease compliance.

The recent law passed in New York will significantly hurt the ability of the authority to prosecute its cases in court. The law greatly increased the notice provisions to tenants, increased the rights of tenants, and reduced the ability of landlords to evict for lease violations. The full impact is currently the subject of many professional meetings.

## Recommendations:

As discussed above there are several key areas Peekskill must address before implementing a redevelopment strategy; TARs and lease enforcement, control of Section 8, Kiley Center strategy and Financial Management. Specific strategies to address these are proposed as follows:

### TARs and Lease Enforcement

1. Landlord Tenant Court Engagement - Peekskill HA must seek strategies and being willing to take robust mitigating actions to collect the TARs and procure the support of the court before applying for RAD. These involve long-term strategic actions that include the Executive Team and Board leadership sitting down with the courts to appeal to their sensibility around the dire state of the authority's assets, and the idea that there won't be any housing for anyone if support from the courts is not urgently realized.
2. Political Engagement – The Peekskill HA should engage both the local Peekskill political leadership (mayor, common council, city manager), and the Westchester County leadership. It should be made clear that the financial viability of the Peekskill Housing Authority is at risk and conditions on the property will continue to decline with commensurate impacts on the surrounding community. It should, also, be emphasized that good tenants and their children are being harmed by the lack of enforcement of the lease by the court.
3. Appellate Courts – The Peekskill Housing Authority should consider appealing nonenforcement cases to a higher court in order to overrule the local courts. This course of action can be costly and time consuming, but with tenants that have balances in excess of \$10,0000, this might get the worst offenders out of the community and more importantly begin to send the message that eviction is possible and will be aggressively pursued at all cost. This action also demonstrates to the landlord tenant court the willingness of the Authority to prosecute its action at the next level rather than accept the court's decision.
4. Other Venues – The Housing Authority should assess additional court options and venues for pursuing residents. Small claims courts to enforce repayment agreements, criminal courts for fraud and other venues should be explored as options to pursue the most egregious of the Authority's tenants. Other types of lawyers that work with criminal cases and local prosecutors might pursue creative and non-traditional avenues and options to foster judicial support. This is a politically risky option and its viability must be vetted thoroughly before proceeding.

5. Publicity – The Authority should engage in a proactive marketing and communications campaign. A suggested approach is to highlight the capital and operating needs of the authority, its financial position and the inability to repair the properties because the courts will not enforce the lease. A complementary strategy is to publish the most egregious cases and the court's response to the Authority's legal actions, thus publicizing the court's failures. Another message is the adverse impact the bad actors the Authority is seeking to remove have on the good actors.

### Section 8 (HCV) Program Control

As previously discussed, the RAD program most effective for the Housing Authority is the RAD PBV program. Under this program the Section 8 administrator receives voucher funding and an administrative fee. Peekskill should explore opportunities to address its ability to control property-based voucher authority. Strategies include the following:

1. Seek control of the City's program – Our assessment did not include assessment of the City's administration of its Section 8 program or willingness to relinquish it to the Housing Authority. However, this should be explored as a way to increase and offset the administrative costs of the Housing Authority under RAD.
2. Partnership with another public housing authority – While the most desirable option is to have complete control as a Section 8 program administrator, a second option is to explore partnerships with other housing authorities and seek a share of the administrative fee. Neighboring authorities are experiencing the same issues as Peekskill and would potentially be sympathetic to maintaining Peekskill's control and management and sharing in some of the administrative fees.

### Kiley Center

The Housing Authority should consider strongly developing and implementing a clear long-term strategy for the Kiley Center. The strategy should reflect the Authority's ability to provide immediate financial resources to the Center and its ability (if any) to dedicated resources required to fully and effectively manage and operate the Center. The Authority should seek an existing, well-funded partner with expertise in managing and operating the facility and the ability to assume financial and operational responsibility for the property. A grant-based strategy whereby the Authority is seeking grant funding for the Center is not advised. This approach detracts from the core mission of the Authority and will lack appropriate attention due to higher priorities associated with the core mission. A grant-based strategy also

fails to provide financial and operational stability as the mission and programs of the center will reflect the missions and objectives of the current funders.

### Financial Management

Peekskill HA must focus on its performance as an organization, not only to ensure its financial and operational viability, but to also attain the goals it aspires to accomplish. The PHA must strive to manage its assets and operations to maximize the value and long-term viability of its rental-housing portfolio. This strategy includes constant evaluation of plans and activities to original plans, budgets and objectives and implementing rapid corrective action and adjustment to ensure attainment of objectives.

Peekskill HA should dedicate strict attention to resolving open audit items, whether findings or weaknesses and be prepared to clearly demonstrate to the auditors implementation of corrective actions.

The Peekskill HA should assess opportunities to adopt technologies, engage in contracting or partnerships on non-core functions when financially and operationally prudent. The Authority should review existing operating guidelines and practices in all functional areas and assess opportunities for costs savings, efficiency and improvement and the adoption of new policies, procedures and guidelines where needed.

The Peekskill HA Board and management should continue to emphasize prudent and conservative financial management with a focus on operating and capital reserves. Demonstration of proper financial management and reserves is another factor investors, public and private, will review and consider prior to providing capital or loans to the PHA for redevelopment or operational improvements and a strong reputation for prudent management of its resources will be crucial before others provide their resources to the PHA. Peekskill HA management, with the oversight of the Board must monitor and manage cash flows to ensure revenues and expenditures are in balance and consistent with budget projections. The Housing Authority leadership must ensure financial management practices are consistent with prudent and sound business practices and have adequate internal controls and account to the board periodically on opportunities for improvement.

Maintaining a focus and emphasis on a high standard of ethics and transparency is an important element of the reputation the Peekskill HA must strive to maintain. All of the Authority's sponsors and stakeholders, HUD, the State and the community expect the Authority in all its facets to operate with the highest degree of ethics. The Board of Commissioners, leadership and staff must be committed to executing their responsibilities ethically in the best interests of the organization without regard to personal benefit in any manner. The Board must recognize that even the appearance

of a conflict of interest is detrimental to the reputation of the Authority as an organization and will continue to exert strong leadership and oversight in this area.

#### LIHTC Training and Capacity Building

The Peekskill HA should recognize that the business of subsidized and public housing is changing dramatically. Federal and state governments are rapidly changing their subsidy models and are moving rapidly away from historic publicly funded housing models. Proactive housing authorities throughout the country are becoming more entrepreneurial and innovative in how they provide housing to their residents from the extremely low-income range of families to the moderate-income families and seniors, many are managing low income tax credit financed properties and non-public housing properties. Most of these models place the financial and operational risk on the housing authority without guaranteed subsidies from either the state or the federal government. The operations, management and rental rules are also different and require staff that can operate under these rules.

To prepare itself and its staff for transition to this new paradigm, the Peekskill HA should continue to build its capacity, experience and capabilities to operate as a more private sector-oriented agency. The PHA should benchmark itself against housing authorities who are successfully going through a similar transformation. This will allow the PHA to learn from best practice and to avoid mistakes or pitfalls while developing a staffing and organizational roadmap for transitioning to a private model. The PHA should develop its existing staff, encouraging professional development in property development, asset management and property management with a focus on LIHTC compliance and operations. The PHA leadership will need to proactively foster strong relationships with the current workforce to collaborate with staff to develop and implement the operational flexibility required for the future and to enable a cooperative transition of roles in a new model of operations. The PHA's transition should also consider including recruiting staff with diverse private sector property management expertise to replace existing staff and minimize new hires to the extent possible.

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**PEEKSKILL HOUSING AUTHORITY  
RESOLUTION APPROVING THE  
PAYMENT OF MONTHLY BILLS AS LISTED  
JANUARY 2020**

**WHEREAS**, The Board of Commissioners of the Peekskill Housing Authority administer their responsibility of monitoring the PHA’s expenditures; and

**WHEREAS**, The bills for the period January 2020 are listed in the Bills List (attached); and

**WHEREAS**, The Board of Commissioners have reviewed the Bills List; and

**WHEREAS**, The Board of Commissioners questions and/or concerns regarding certain bills in the list have been resolved.

**NOW, THEREFORE BE IT RESOLVED** that the Board of Commissioners of the Peekskill Housing Authority approve payment of the bills as listed in the Bills List January 2020.

Commissioner \_\_\_\_\_ motioned to vote and Commissioner \_\_\_\_\_ seconded.

The vote is as follows:

<b>VOTE</b>	<b>YES</b>	<b>NO</b>	<b>ABSENT</b>	<b>NO RESPONSE</b>
Chairman Michael Kane				
Vice Chairman Dwight H. Douglas				
Commissioner Alexandra Hanson				
Tenant Commissioner Duane Timms				

I hereby certify that the above resolution is as the Board of Commissioners of the Housing Authority of the City of Peekskill adopted.

Effective: February 20, 2020

\_\_\_\_\_  
P. Holden Croslan, Executive Director

Date:



11:16 AM  
02/10/20

Peekskill Housing Authority  
Check Detail  
January 2020

Num	Date	Name	Memo	Account	Original Amount
15508	01/06/2020	Charles Sessoms	pallet jack for dumpsters	1111.2 Cash - Operating Account	-1,200.00
1/6/20	01/06/2020		pallet jack for dumpsters	4870 Extraordinary Items	1,200.00
TOTAL					1,200.00
ACH	01/07/2020	Con Edison	807 Main Heat	1111.2 Cash - Operating Account	-12,096.82
			807 Main Heat	4330 Gas	12,096.82
TOTAL					12,096.82
ACH	01/07/2020	Con Edison	1719 Park	1111.2 Cash - Operating Account	-1,546.74
			1719 Park	4330 Gas	1,546.74
TOTAL					1,546.74
ACH	01/07/2020	Con Edison	1431 Park	1111.2 Cash - Operating Account	-1,437.26
			1431 Park	4330 Gas	1,437.26
TOTAL					1,437.26
ACH	01/07/2020	Con Edison	807 main Ent	1111.2 Cash - Operating Account	-791.67
			807 main Ent	4330 Gas	791.67
TOTAL					791.67
ACH	01/07/2020	Con Edison	1227 Howard	1111.2 Cash - Operating Account	-504.83
			1227 Howard	4330 Gas	504.83
TOTAL					504.83
ACH	01/08/2020	NYS and Local Retirement Systems	Dec cont. and loan pymts	1111.2 Cash - Operating Account	-2,281.86
			Dec cont. and loan pymts	2117.3 Pension Payable	2,281.86
TOTAL					2,281.86
15509	01/09/2020	Ace Computer Services Corp.	tech support	1111.2 Cash - Operating Account	-220.00
5441	12/26/2019		tech support	4190.7 Admin. Service Contracts	220.00
TOTAL					220.00
15510	01/09/2020	Avaya Financial Services	phone system	1111.2 Cash - Operating Account	-138.23
34666709	01/05/2020		phone system	4190.5 Forms, Station. & Office	138.23
TOTAL					138.23
15511	01/09/2020	Central Voice	answering service	1111.2 Cash - Operating Account	-179.64
191200522102	12/31/2019		answering service	4190.3 Telephone	179.64
TOTAL					179.64
15512	01/09/2020	City of Peekskill (cpw)		1111.2 Cash - Operating Account	-55,519.45
4722 9/13-12/13/19	01/02/2020		1431 Park	4310 Water & Sewer	2,628.00
4723 9/13-12/13/19	01/02/2020		807 Main	4310 Water & Sewer	30,928.94
4724 9/13-12/13/19	01/02/2020		696 Highland Ave	4310 Water & Sewer	19,205.37
4764 9/13-12/13/19	01/02/2020		1719 Park	4310 Water & Sewer	2,144.20
4765 9/13-12/13/19	01/02/2020		1227 Howard	4310 Water & Sewer	612.94
TOTAL					55,519.45
15513	01/09/2020	CSEA	union dues	1111.2 Cash - Operating Account	-247.40
1/8/20	01/08/2020		union dues	2117.7 CSEA Dues	247.40
TOTAL					247.40

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Num	Date	Name	Memo	Account	Original Amount
15514	01/09/2020	CSEA Employee Benefit Fund	Jan Dental/vision	1111.2 Cash - Operating Account	-1,288.90
JAN20	12/15/2019		Jan dental/vision Jan dental/vision	4540.1 Employee Ben - Admin 4540.2 Employee Ben - Maint	389.67 909.23
TOTAL					1,298.90
15515	01/09/2020	DEC Office Solutions, Inc.	copier maint	1111.2 Cash - Operating Account	-35.95
156401	12/30/2019		copier maint	4190.5 Forms, Station. & Office	35.95
TOTAL					35.95
15516	01/09/2020	Disrupt 2 Create	Jul-Dec 2019	1111.2 Cash - Operating Account	-900.00
189	12/27/2019		Jul-Dec 2019	4190.7 Admin. Service Contracts	900.00
TOTAL					900.00
15517	01/09/2020	Employee Benefits Division	Jan HI	1111.2 Cash - Operating Account	-23,375.15
547	12/09/2019		Jan HI Jan HI	4540.1 Employee Ben - Admin 4540.2 Employee Ben - Maint	7,361.38 16,013.77
TOTAL					23,375.15
15518	01/09/2020	Gallinger Environmental Mgmt Corp	DH 10A testing	1111.2 Cash - Operating Account	-725.00
3111	12/23/2019		DH 10A testing	4430.11 Routine Maint Contracts	725.00
TOTAL					725.00
15519	01/09/2020	HD Supply Facilities Maintenance Ltd.	maint supplies	1111.2 Cash - Operating Account	-596.82
9178138816	12/20/2019		maint supplies	4420.01 Supplies - Grounds	596.82
TOTAL					596.82
15520	01/09/2020	Highland Welding Service	steel plate	1111.2 Cash - Operating Account	-65.20
21454	12/11/2019		steel plate	4420.01 Supplies - Grounds	65.20
TOTAL					65.20
15521	01/09/2020	Home Depot Credit Services	maint supplies	1111.2 Cash - Operating Account	-1,599.30
11/26/19 - 12/25/19	12/26/2019		maint supplies	4420.01 Supplies - Grounds	1,599.30
TOTAL					1,599.30
15522	01/09/2020	Home Mason Supply Corp.	maint supplies	1111.2 Cash - Operating Account	-156.00
100545	12/23/2019		maint supplies	4420.01 Supplies - Grounds	156.00
TOTAL					156.00
15523	01/09/2020	Housing Authority Risk Retention Group	liab 12/1/19 - 12/1/20	1111.2 Cash - Operating Account	-32,162.00
HG102245	12/26/2019		liab 12/1/19 - 12/1/20	4510.2 Insurance - Liability	32,162.00
TOTAL					32,162.00
15524	01/09/2020	Housing Insurance Services Inc.		1111.2 Cash - Operating Account	-17,199.00
HP97528	12/26/2019		NY fire surcharge	4510.1 Insurance - Property	415.00
HP97529	12/26/2019		property 12/1/19 - 12/1/20	4510.1 Insurance - Property	16,784.00
TOTAL					17,199.00
15525	01/09/2020	Katz & Klein, Esqs.	Dec 2019	1111.2 Cash - Operating Account	-3,000.00
DEC19	01/06/2020		Dec 2019	4130 Legal Expense	3,000.00
TOTAL					3,000.00
15526	01/09/2020	Malcolm Johnson & Company	March 31, 2019 audit	1111.2 Cash - Operating Account	-8,860.00
033119	12/20/2019		March 31, 2019 audit	4171 Auditing Fees	8,860.00
TOTAL					8,860.00

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15527	01/09/2020	Martin Lichtig	16 - 14 day notices	1111.2 Cash - Operating Account	-988.00
38649	12/24/2019		16 - 14 day notices	4190.4 Collection Fees/Court Co	988.00
TOTAL					988.00
15528	01/09/2020	NYSIF	workers comp	1111.2 Cash - Operating Account	-2,093.13
57817388	01/01/2020		workers comp	4510.3 Insurance - WC	2,093.13
TOTAL					2,093.13
15529	01/09/2020	Pestech		1111.2 Cash - Operating Account	-700.00
782335	12/19/2019		bedbugs	4430.9 Exterminating Contracts	100.00
783139	12/19/2019		roaches	4430.9 Exterminating Contracts	100.00
783141	12/19/2019		roaches	4430.9 Exterminating Contracts	100.00
783334	12/26/2019		roaches	4430.9 Exterminating Contracts	100.00
783335	12/26/2019		roaches	4430.9 Exterminating Contracts	100.00
783336	12/26/2019		roaches	4430.9 Exterminating Contracts	100.00
787623	01/02/2020		roaches	4430.9 Exterminating Contracts	100.00
TOTAL					700.00
15530	01/09/2020	Petty Cash		1111.2 Cash - Operating Account	-429.13
19-20	11/15/2019		food money for tenant	4220.01 Other Tenant Services	200.00
19-21	12/04/2019		food money for tenant	4220.01 Other Tenant Services	150.00
19-22	12/22/2019		tip for staff lunch	4190.6 All Other Sundry	5.00
19-23	12/27/2019		maint supplies	4420.01 Supplies - Grounds	29.85
20-1	01/06/2020		xmas treats for residents	4220.01 Other Tenant Services	44.28
TOTAL					429.13
15531	01/09/2020	Ready Refresh	11/19/19 -- 12/18/19	1111.2 Cash - Operating Account	-91.87
19L	12/20/2019		11/19/19 - 12/18/19	4190.6 All Other Sundry	91.87
TOTAL					91.87
15532	01/09/2020	Red Hawk Fire & Security	kiley alarm monitoring	1111.2 Cash - Operating Account	-410.80
3492273	12/03/2019		kiley alarm monitoring	4430.10 Alarm/Extinguish Contra	410.80
TOTAL					410.80
15533	01/09/2020	Rivera's Landscaping and Construction Inc	gutter cleaning and covers	1111.2 Cash - Operating Account	-5,500.00
12/14/19	12/14/2019		gutter cleaning and covers	4430.12 Other Maint Contracts	5,500.00
TOTAL					5,500.00
15534	01/09/2020	Robison Oil		1111.2 Cash - Operating Account	-18,206.55
1386258	12/13/2019		696 Highland Ave	4340 Fuel	12,676.96
1386717	12/16/2019		696 Highland Ave	4340 Fuel	5,529.59
TOTAL					18,206.55
15535	01/09/2020	Safe Cloud, Inc.	camera upgrade	1111.2 Cash - Operating Account	-39,960.00
3	01/06/2020		camera upgrade	4870 Extraordinary Items	39,960.00
TOTAL					39,960.00
15536	01/09/2020	Security King International		1111.2 Cash - Operating Account	-11,742.24
350	12/23/2019		12/16/19 - 12/22/19	4480 Contract Costs - Security	3,738.00
353	12/30/2019		12/23/19 - 12/29/19	4480 Contract Costs - Security	4,005.12
358	01/06/2020		12/30/19 - 1/5/20	4480 Contract Costs - Security	3,999.12
TOTAL					11,742.24
15537	01/09/2020	Sherwin-Williams Co.	apt. paint	1111.2 Cash - Operating Account	-775.00
6851-8	12/30/2019		apt. paint	4420.01 Supplies - Grounds	775.00
TOTAL					775.00

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15538	01/09/2020	Suburban Propane		1111.2 Cash - Operating Account	-686.92
12/26/19	12/26/2019		DH propane	4335 Propane	34.64
12/27/19	12/27/2019		DH propane	4335 Propane	652.28
TOTAL					686.92
15539	01/09/2020	Travelers Insurance	12/1/19-12/1/20 boiler & machinery	1111.2 Cash - Operating Account	-6,575.00
2020	12/12/2019		12/1/19-12/1/20 boiler & machinery	4510.1 Insurance - Property	6,575.00
TOTAL					6,575.00
15540	01/09/2020	Verizon	914 737 7022 696 69 1	1111.2 Cash - Operating Account	-69.29
12/4/19 - 1/3/19	12/03/2019		914-788-0450	4190.3 Telephone	69.29
TOTAL					69.29
ACH	01/09/2020	IRS	9/13/20 payroll	1111.5 Cash - Payroll Account	-9,031.62
			9/13/20 payroll	2117.4 FICA Payable	9,031.62
TOTAL					9,031.62
ACH	01/09/2020	NYS Income Tax	1/9/20 payroll	1111.5 Cash - Payroll Account	-1,575.32
			1/9/20 payroll	2117.2 NY State W/H	1,575.32
TOTAL					1,575.32
ACH	01/15/2020	Con Edison	709 Main	1111.2 Cash - Operating Account	-3,176.90
			709 Main	4330 Gas	3,176.90
TOTAL					3,176.90
	01/15/2020		Service Charge	1111.2 Cash - Operating Account	-1,656.86
			Service Charge	4190.8 Bank Fees	1,656.86
TOTAL					1,656.86
15541	01/22/2020	Ace Computer Services Corp.	camera software install	1111.2 Cash - Operating Account	-110.00
5458	01/13/2020		camera software install	4190.7 Admin. Service Contracts	110.00
TOTAL					110.00
15542	01/22/2020	All County Lock & Safe Corp.	rekeys	1111.2 Cash - Operating Account	-280.00
28301	01/22/2020		rekeys	4420.01 Supplies - Grounds	280.00
TOTAL					280.00
15543	01/22/2020	Chase Card		1111.2 Cash - Operating Account	-11,769.02
11/19/19 - 12/18/19	12/19/2019		cablevision phone	4190.3 Telephone	433.98
			cablevision internet	4190.6 All Other Sundry	992.89
			office	4190.5 Forms, Station, & Office	149.00
			maint supplies	4420.01 Supplies - Grounds	1,215.06
			hotel/storage fees DH 10A	4220.01 Other Tenant Services	2,748.93
			staff meetings/xmas lunches	4190.6 All Other Sundry	565.24
12/19/19 - 1/18/20	01/19/2020		cablevision - phone	4190.3 Telephone	396.23
			cablevision - internet	4190.6 All Other Sundry	769.48
			maint supplies	4420.01 Supplies - Grounds	3,660.96
			PODS for tenant/xmas gifts	4220.01 Other Tenant Services	575.47
			staff lunch/credit card charges	4190.6 All Other Sundry	261.78
TOTAL					11,769.02
15544	01/22/2020	City of Peekskill (Gas)	Dec gas usage	1111.2 Cash - Operating Account	-112.23
DEC19	01/10/2020		Dec gas usage	4420.01 Supplies - Grounds	112.23
TOTAL					112.23

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15545	01/22/2020	CSEA	W/E 1/22/20	1111.2 Cash - Operating Account	-247.40
1/22/20	01/22/2020		W/E 1/22/20	2117.7 CSEA Dues	247.40
TOTAL					247.40
15546	01/22/2020	DEC Office Leasing	copier lease	1111.2 Cash - Operating Account	-114.00
66544418	01/11/2020		copier lease	4190.5 Forms, Station. & Office	114.00
TOTAL					114.00
15547	01/22/2020	Employee Benefits Division	Feb HI	1111.2 Cash - Operating Account	-28,150.31
548	01/06/2020		Feb HI	4540.1 Employee Ben - Admin	7,361.38
			Feb HI	4540.2 Employee Ben - Maint	20,788.93
TOTAL					28,150.31
15548	01/22/2020	Housing Authority Risk Retention Group	lawsuit deductible	1111.2 Cash - Operating Account	-832.35
655123119	01/02/2020		lawsuit deductible	4130 Legal Expense	832.35
TOTAL					832.35
15549	01/22/2020	Katz & Klein, Esqs.	Dunlap appeal	1111.2 Cash - Operating Account	-6,290.33
1/13/20	01/13/2020		Dunlap appeal	4130 Legal Expense	6,290.33
TOTAL					6,290.33
15550	01/22/2020	Martin Lichtig	3 - 30 day notices	1111.2 Cash - Operating Account	-164.00
38679	01/06/2020		3 - 30 day notices	4190.4 Collection Fees/Court Co	164.00
TOTAL					164.00
15551	01/22/2020	Nan McKay	ACOP update	1111.2 Cash - Operating Account	-6,286.00
245385	12/31/2019		ACOP update	4190.6 All Other Sundry	6,286.00
TOTAL					6,286.00
15552	01/22/2020	New York Power Authority	Dec 2019	1111.2 Cash - Operating Account	-13,269.64
82867	01/14/2020		Dec 2019	4320 Electricity	13,269.64
TOTAL					13,269.64
15553	01/22/2020	Pestech		1111.2 Cash - Operating Account	-1,494.00
787965	01/09/2020		roaches	4430.9 Exterminating Contracts	100.00
787967	01/09/2020		roaches	4430.9 Exterminating Contracts	100.00
787968	01/09/2020		roaches	4430.9 Exterminating Contracts	100.00
787969	01/09/2020		roaches	4430.9 Exterminating Contracts	100.00
787970	01/09/2020		roaches	4430.9 Exterminating Contracts	100.00
787971	01/09/2020		roaches	4430.9 Exterminating Contracts	100.00
787972	01/09/2020		mice	4430.9 Exterminating Contracts	100.00
786475	01/27/2020		monthly	4430.9 Exterminating Contracts	794.00
TOTAL					1,494.00
15554	01/22/2020	Pitney Bowes Purchase Power	postage	1111.2 Cash - Operating Account	-503.50
1/3/20	01/03/2020		postage	4190.5 Forms, Station. & Office	503.50
TOTAL					503.50
15555	01/22/2020	Robison Oil		1111.2 Cash - Operating Account	-12,936.78
1372801	11/06/2019		696 Highland Ave	4340 Fuel	3,965.38
1373133	11/13/2019		696 Highland Ave	4340 Fuel	8,971.40
TOTAL					12,936.78
15556	01/22/2020	Robison Oil	696 Highland Ave	1111.2 Cash - Operating Account	-13,117.82
1395331	01/05/2020		696 Highland Ave	4340 Fuel	13,117.82
TOTAL					13,117.82

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15557	01/22/2020	Sam Bailey	med part b reimbursement	1111.2 Cash - Operating Account	-1,626.00
2019	01/21/2020		med part b reimbursement	4410.03 Temporary Labor	1,626.00
TOTAL					1,626.00
15558	01/22/2020	Security King International		1111.2 Cash - Operating Account	-7,462.00
361	01/13/2020		1/6/20 - 1/12/20	4480 Contract Costs - Security	3,730.00
368	01/20/2020		1/13/20 - 1/19/20	4480 Contract Costs - Security	3,732.00
TOTAL					7,462.00
15559	01/22/2020	Staples Advantage	office supplies	1111.2 Cash - Operating Account	-548.59
8057068100	01/11/2020		office supplies	4190.5 Forms, Station, & Office	548.59
TOTAL					548.59
15560	01/22/2020	The Journal News	1/16/20 board meeting ad	1111.2 Cash - Operating Account	-270.00
3987355	01/16/2020		1/16/20 board meeting ad	4190.6 All Other Sundry	270.00
TOTAL					270.00
15561	01/22/2020	U.S Tank Tech	DH oil tank test	1111.2 Cash - Operating Account	-375.00
23328	01/13/2020		DH oil tank test	4430.11 Routine Maint Contracts	375.00
TOTAL					375.00
ACH	01/23/2020	IRS	1/23/20 payroll	1111.5 Cash - Payroll Account	-11,351.20
			1/23/20 payroll	2117.4 FICA Payable	11,351.20
TOTAL					11,351.20
ACH	01/23/2020	NYS Income Tax	1/23/20 payroll	1111.5 Cash - Payroll Account	-2,037.30
			1/23/20 payroll	2117.2 NY State W/H	2,037.30
TOTAL					2,037.30
ACH	01/30/2020	NYS and Local Retirement Systems	Jan cont. and loan pymts	1111.2 Cash - Operating Account	-2,002.34
			Jan cont. and loan pymts	2117.3 Pension Payable	2,002.34
TOTAL					2,002.34