



# **Five Year Capital Plan Calendar Years 2011 - 2015**

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**New York City Housing Authority  
Five Year Capital Plan  
Calendar Years 2011 – 2015**

**Table of Contents**

Executive Summary	2
2011 – 2015 Capital Plan Funding	5
2011 – 2015 Highlights of Infrastructure Improvements	6
2011 – 2015 Proposed Capital Plan – By Funding Source	7

## **Executive Summary**

### **Overview**

The New York City Housing Authority's 2011 Five Year Capital Plan provides \$2.4 billion in planned commitments for infrastructure improvements, major modernization, and other systemic upgrades. Consistent with prior plans, NYCHA continues its commitment to prioritize the allocation of limited resources to achieve the following:

- a) Maintaining housing stock in a state of good repair;
- b) Improving resident service levels;
- c) Contributing to NYCHA and the City's plan to invest in energy-saving technologies;
- d) Complying with applicable Federal, State and Local requirements.

The Authority's obligation to maintain its inventory in a state of good repair is being performed in an environment of reduced funding from all levels of government. Since 2001, Federal capital subsidies have declined by 22%. In addition, the current plan reflects a 12% reduction in City Capital funding in 2011. Finally, State funding has been reduced by 78% from last year.

NYCHA's Five Year Capital Plan provides \$261 million for elevator rehabilitation or replacements, \$461 million for brickwork and roof replacements, \$31 million for maintenance and repair backlog and \$34 million for energy conservation initiatives.

### **Capital Need**

In 2006, a Physical Needs Assessment (PNA) was conducted which identified the physical improvements required to bring NYCHA's properties to a state of good repair. At that time, the Authority's five year capital need was quantified at \$7.5 billion. Approximately \$2.5 billion of the estimated capital need has been addressed over the last five years, through a combination of capital subsidies and a \$300 million bond issuance.

In 2011, NYCHA will begin updating the PNA for its properties. This process will enable NYCHA to quantify all needed improvements and prioritize modernization projects. In addition, NYCHA will remain compliant with the U.S. Department of Housing and Urban Development (HUD) regulations which require housing authorities to perform a PNA every five years.

### **2010 Summary**

#### *Stimulus*

In March 2009, NYCHA was awarded \$423 million from the American Recovery and Reinvestment Act (ARRA). This funding has been allocated for projects such as brickwork, roof replacements, elevator upgrades, heating, plumbing and the life cycle replacement of refrigerators and ranges.

Acceptance of stimulus funding by public housing authorities requires compliance with specific milestones, namely:

- a) 100% obligations or awarding of contracts within the first year of award acceptance;
- b) 60% expenditure level within the second year; and
- c) 100% expenditure level within the third year.

NYCHA successfully achieved the first two milestones and is on track to complete the final milestone by March 2012.

#### *Mixed Financing*

In March 2010, NYCHA successfully executed two mixed finance transactions involving 21 properties originally built by the City and State of New York. These transactions provided for \$249 million for modernization work at the 21 newly federalized properties. Specifically, these

transactions, comprised of \$107 million of stimulus funding, \$42 million of State Modernization Program funds and \$100 million from private sources, are utilized for rehabilitation work.

To date, 24 construction projects have been awarded and are progressing at the twenty-one federalized properties. Funding has been allocated to primarily address brickwork, roof improvements, general construction and elevator upgrades. These projects are expected to be completed by 2012.

### **Highlights of the Capital Plan**

#### *Bond Proceeds*

In 2012, NYCHA will pursue a second bond issuance of \$300 million to accelerate its modernization program. Under the Capital Fund Financing Program (CFFP), the Authority may borrow private capital to make improvements and pledge, subject to availability of appropriations, a portion of its future year annual capital funds for debt service.

The intended use of the bond proceeds is to address and remediate Local Law 11 violations within NYCHA's portfolio. Local Law 11 applies to exterior walls of buildings that are six or more stories in height and addresses the dangers associated with deteriorating building facades. The capital work associated with this bond issuance will focus on building envelopes. At some locations new roofs will be installed in order to prevent future Local Law 11 violations.

#### *Maintenance and Repair Backlog Initiative*

NYCHA has a backlog of maintenance and repair work due to aging infrastructure and reduced financial resources. Apartments with the most pressing needs or multiple open work tickets will be targeted by this initiative to address the backlog. This will reduce the wait time as well as the number of appointments needed to complete the repair. NYCHA has allocated \$31 million for this initiative. To the extent feasible, contractors will hire residents to complete this work, consistent with NYCHA's broader objective of economically empowering its residents.

#### *Prospect Plaza*

The Prospect Plaza Redevelopment Project includes a three-phased redevelopment project in the Ocean Hill – Brownsville section of Brooklyn. The first phase, which was completed in 2005, included construction of 37 two-family homes. The second phase, completed in 2009, included the construction of 150 affordable rental units.

The third phase of the Prospect Plaza Redevelopment Project will result in the construction of approximately 350 rental units. This phase will include public housing and housing affordable to low- and moderate-income households. Prior to this phase, three remaining buildings at this site will be demolished at an estimated cost of \$12 million.

#### *Randolph*

Major renovations are planned for Randolph Houses located in Harlem. Randolph was originally constructed as 36 old-law tenement buildings. The planned renovation involves grouping existing buildings to provide for expanded rooms to improve lighting and air circulation while maintaining the historic facades. The reconfiguration of the buildings was considered the best approach as NYCHA is required to maintain the existing character under State Historic Preservation Office guidelines. NYCHA has allocated \$40 million for this initiative. The remaining funds will be raised from private sources.

#### *Elevators*

The Authority has one of the largest elevator fleets in the nation with over 3,000 elevators in its inventory. These elevators perform over three million trips per day and over one billion trips per year. In 2009, the Authority launched a comprehensive Elevator Service & Safety Plan that called for modernization of over a thousand elevators at 109 developments over five years. To date, 11 projects are completed and 18 have been awarded and are underway. The current

Capital Plan provides \$261 million for modernization of 683 elevators at eighty developments, continuing the Authority's commitment to ensure a safe and reliable elevator program for its residents.

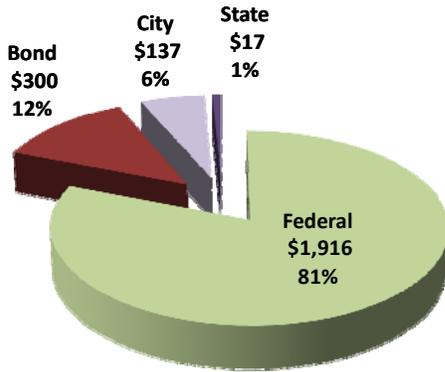
*Energy Initiatives*

The Capital Plan includes \$34 million to fund a variety of energy initiatives of which \$30 million will be used to convert domestic hot water tanks to instantaneous hot water heaters at eligible buildings. Instantaneous hot water heaters provide hot water upon demand, increasing energy efficiency and reducing heating fuel costs. These funds will leverage more than \$250 million of private capital planned to be raised with an energy performance contract.

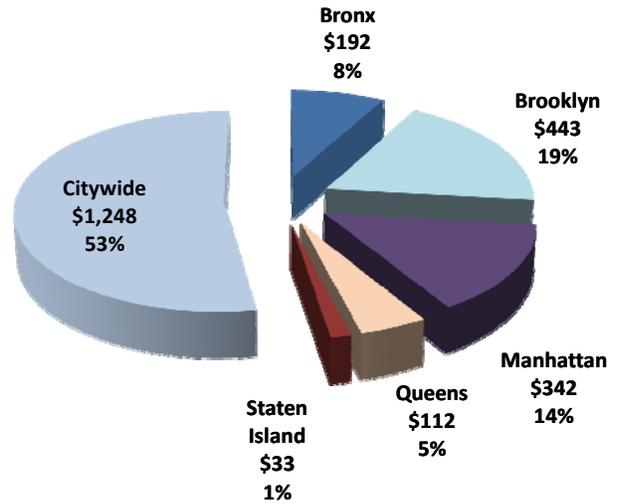


New York City Housing Authority  
 Five Year Capital Plan Funding  
 Calendar Years 2011 - 2015  
 Dollars in Millions

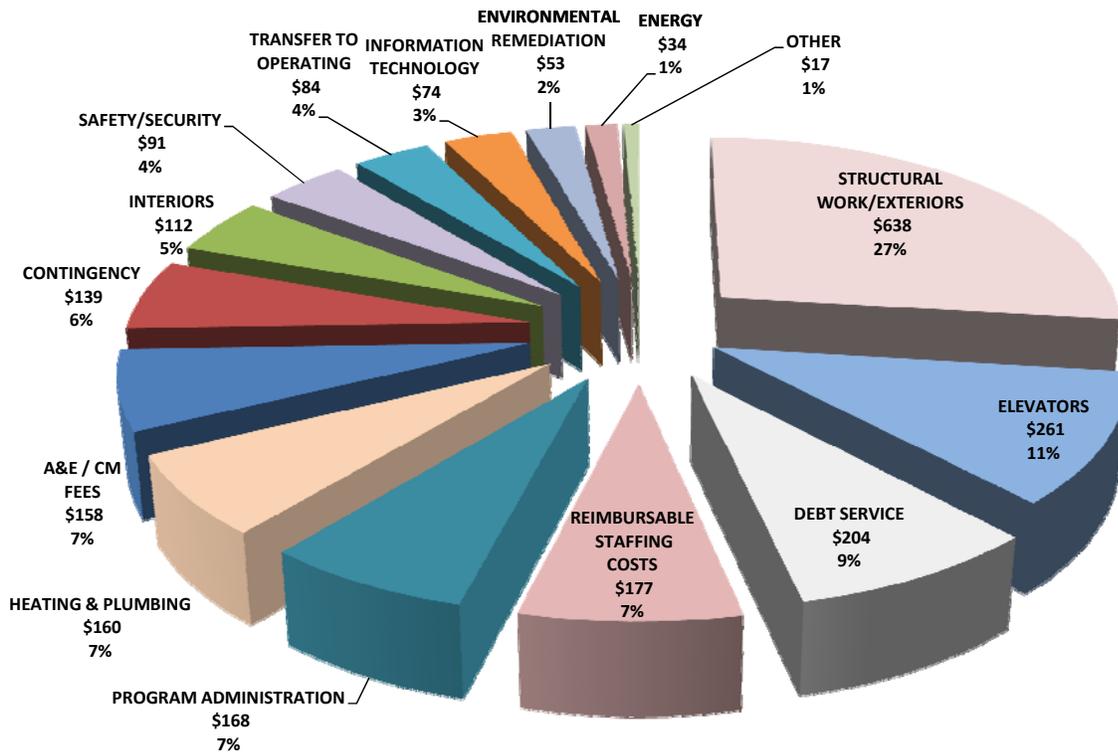
Capital Funding by Funding Source



Capital Funding by Borough



Capital Funding by Category





New York City Housing Authority  
 Highlights of Infrastructure Improvements  
 Calendar Years 2011 - 2015  
 Dollars in thousands

**Authority Wide Elevator Budget**

<b>Borough</b>	<b>2011*</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Five Year Totals</b>
Bronx	\$ 11,580	\$ 4,720	\$ 1,318	\$ 13,636	\$ 16,710	\$ 47,964
Brooklyn	\$ 14,317	\$ 6,621	\$ 22,123	\$ 8,735	\$ 20,410	\$ 72,205
Manhattan	\$ 42,848	\$ 21,698	\$ 7,225	\$ 7,751	\$ 21,075	\$ 100,598
Queens	\$ 12,805	\$ -	\$ -	\$ 6,875	\$ 4,950	\$ 24,630
Staten Island	\$ -	\$ -	\$ -	\$ 3,000	\$ 7,380	\$ 10,380
Various Locations	\$ 5,100	\$ -	\$ -	\$ -	\$ -	\$ 5,100
<b>Total Funding</b>	<b>\$ 86,649</b>	<b>\$ 33,038</b>	<b>\$ 30,667</b>	<b>\$ 39,997</b>	<b>\$ 70,525</b>	<b>\$ 260,876</b>

*\*Includes \$44M in rollover funds from 2010*

**Authority Wide Brickwork/Roof Replacement Budget**

<b>Borough</b>	<b>2011*</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Five Year Totals</b>
Bronx	\$ 7,339	\$ 39,364	\$ 16,481	\$ 2,571	\$ 12,966	\$ 78,720
Brooklyn	\$ 9,216	\$ 127,375	\$ 21,954	\$ 18,007	\$ 18,900	\$ 195,452
Manhattan	\$ 10,015	\$ 50,697	\$ 6,426	\$ 14,145	\$ 2,500	\$ 83,783
Queens	\$ 660	\$ 65,989	\$ -	\$ -	\$ 1,000	\$ 67,649
Staten Island	\$ 6,115	\$ 6,485	\$ -	\$ -	\$ 1,170	\$ 13,771
Various Locations	\$ 1,279	\$ 20,000	\$ -	\$ -	\$ -	\$ 21,279
<b>Total Funding</b>	<b>\$ 34,624</b>	<b>\$ 309,910</b>	<b>\$ 44,861</b>	<b>\$ 34,722</b>	<b>\$ 36,536</b>	<b>\$ 460,653</b>

*\*Includes \$18M in rollover funds from 2010*



# New York City Housing Authority

## FY 2011 - FY 2015 Capital Plan - by Category - ALL funding

Dollars in thousands

Project # and Name	2011*	2012	2013	2014	2015	Totals
<b>Non-CPD DGM Program</b>						
Administration	9,869	0	0	0	0	9,869
Community Operations	2,052	300	300	300	300	3,252
Development	12,417	0	45,422	0	0	57,839
Energy	23,200	5,558	4,945	300	300	34,303
Information Technology	30,693	22,439	18,577	17,220	17,349	106,279
Law	1,412	0	390	0	0	1,802
Mixed Finance Asset Mgt	8,000	14,000	0	0	0	22,000
Operations	25,684	21,027	21,027	21,027	21,027	109,792
<b>Non-CPD Total</b>	<b>113,327</b>	<b>63,324</b>	<b>90,661</b>	<b>38,847</b>	<b>38,976</b>	<b>345,136</b>
<b>CPD DGM Program</b>						
A&E / CM Fees	66,749	63,297	4,000	10,000	10,000	154,045
Bathrooms/ Kitchens	1,002	6,000	2,400	927	0	10,329
Brickwork/ Concrete	23,294	256,678	23,426	13,616	10,616	327,629
Community Cntr Constr	16,107	0	813	0	0	16,920
Current Proj Contingency	15,803	9,300	7,718	8,081	9,034	49,936
Doors/ Entrances	10,578	4,268	1,718	0	0	16,564
Electrical/ Lighting	8,571	2,905	589	4,400	0	16,465
Elevators	86,649	33,038	30,667	39,997	70,525	260,876
Fire Safety	304	55	0	0	0	359
Floors	0	0	951	0	0	951
Front Line Costs	31,453	19,000	29,872	29,872	29,872	140,070
Garbage Disposal	2,432	300	371	208	6,110	9,421
General Construction	48,588	5,060	8,801	7,845	5,000	75,294
Grounds	4,595	0	500	0	0	5,095
Heating/ Plumbing	53,520	16,830	17,938	51,458	20,643	160,389
Intercoms/ Security	28,470	1,000	0	0	0	29,470
Major Renovations	61,864	0	4,295	0	0	66,159
Roofs	16,230	53,382	21,435	21,107	25,920	138,074
Unplanned Projects	2,102	4,000	4,000	5,000	5,000	20,102
Various CPD Needs	1,217	600	1,000	600	600	4,017
Windows	800	0	0	0	0	800
<b>CPD Total</b>	<b>480,329</b>	<b>475,713</b>	<b>160,493</b>	<b>193,110</b>	<b>193,320</b>	<b>1,502,966</b>
<b>Miscellaneous</b>						
Contingency	756	4,773	10,635	12,382	12,253	40,798
Debt Service	22,648	45,269	45,244	45,244	45,244	203,649
NYPD	5,578	5,057	5,057	5,057	5,057	25,808
Program Administration	32,713	33,716	33,716	33,716	33,716	167,579
Transfer to Operating	21,636	15,569	15,569	15,569	15,569	83,911
<b>Miscellaneous Total</b>	<b>83,331</b>	<b>104,384</b>	<b>110,222</b>	<b>111,969</b>	<b>111,839</b>	<b>521,744</b>
<b>Grand Total</b>	<b>676,987</b>	<b>643,421</b>	<b>361,376</b>	<b>343,926</b>	<b>344,136</b>	<b>2,369,846</b>

\*Includes Rollover from FY 2010



**New York City Housing Authority**  
**FY 2011 - FY 2015 Capital Plan - by Category - Federal**

Dollars in thousands

<b>Project # and Name</b>	<b>2011*</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Totals</b>
<b>Non-CPD DGM Program</b>						
Administration	9,719	0	0	0	0	9,719
Community Operations	544	300	300	300	300	1,744
Development	2,417	0	40,000	0	0	42,417
Energy	2,091	300	300	300	300	3,291
Information Technology	30,693	22,439	18,577	17,220	17,349	106,279
Law	1,412	0	390	0	0	1,802
Mixed Finance Asset Mgt	8,000	14,000	0	0	0	22,000
Operations	25,684	21,027	21,027	21,027	21,027	109,792
<b>Non-CPD Total</b>	<b>80,560</b>	<b>58,066</b>	<b>80,594</b>	<b>38,847</b>	<b>38,976</b>	<b>297,044</b>
<b>CPD DGM Program</b>						
A&E / CM Fees	66,749	4,000	4,000	10,000	10,000	94,749
Bathrooms/ Kitchens	990	6,000	2,400	927	0	10,317
Brickwork/ Concrete	23,294	15,975	22,746	13,616	10,616	86,246
Community Cntr Constr	1,441	0	0	0	0	1,441
Current Proj Contingency	15,803	9,300	7,718	8,081	9,034	49,936
Doors/ Entrances	7,368	4,268	500	0	0	12,136
Electrical/ Lighting	3,613	2,905	589	4,400	0	11,507
Elevators	81,399	33,038	30,667	39,997	70,525	255,626
Fire Safety	54	55	0	0	0	109
Floors	0	0	951	0	0	951
Front Line Costs	31,453	19,000	29,872	29,872	29,872	140,070
Garbage Disposal	2,182	300	371	208	6,110	9,171
General Construction	32,934	5,060	4,250	7,845	5,000	55,089
Grounds	3,025	0	0	0	0	3,025
Heating/ Plumbing	52,645	16,830	11,894	44,695	13,670	139,734
Intercoms/ Security	0	0	0	0	0	0
Major Renovations	61,864	0	4,295	0	0	66,159
Roofs	15,430	53,382	21,095	21,107	25,920	136,934
Unplanned Projects	2,102	4,000	4,000	5,000	5,000	20,102
Various CPD Needs	1,217	600	1,000	600	600	4,017
<b>CPD Total</b>	<b>403,565</b>	<b>174,713</b>	<b>146,347</b>	<b>186,347</b>	<b>186,347</b>	<b>1,097,320</b>
<b>Miscellaneous</b>						
Contingency	756	4,773	10,635	12,382	12,253	40,798
Debt Service	22,648	45,269	45,244	45,244	45,244	203,649
NYPD	5,578	5,057	5,057	5,057	5,057	25,808
Program Administration	32,713	33,716	33,716	33,716	33,716	167,579
Transfer to Operating	21,636	15,569	15,569	15,569	15,569	83,911
<b>Miscellaneous Total</b>	<b>83,331</b>	<b>104,384</b>	<b>110,222</b>	<b>111,969</b>	<b>111,839</b>	<b>521,744</b>
<b>Grand Total</b>	<b>567,456</b>	<b>337,163</b>	<b>337,163</b>	<b>337,163</b>	<b>337,163</b>	<b>1,916,107</b>

\*Includes Rollover from FY 2010



**New York City Housing Authority**  
**FY 2011 - FY 2015 Capital Plan - by Category - Bond**

Dollars in thousands

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<b>Project # and Name</b>	<b>2011*</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Totals</b>
<b>CPD DGM Program</b>						
A&E / CM Fees	0	59,297	0	0	0	59,297
Brickwork/ Concrete	0	240,703	0	0	0	240,703
<b>CPD Total</b>	<b>0</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>
<b>Grand Total</b>	<b>0</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>

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\*Includes Rollover from FY 2010



**New York City Housing Authority**  
**FY 2011 - FY 2015 Capital Plan - by Category - City**

Dollars in thousands

<b>Project # and Name</b>	<b>2011*</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Totals</b>
<b>Non-CPD DGM Program</b>						
Administration	150	0	0	0	0	150
Community Operations	1,508	0	0	0	0	1,508
Development	10,000	0	5,422	0	0	15,422
Energy	21,109	5,258	4,645	0	0	31,012
<b>Non-CPD Total</b>	<b>32,767</b>	<b>5,258</b>	<b>10,067</b>	<b>0</b>	<b>0</b>	<b>48,092</b>
<b>CPD DGM Program</b>						
Bathrooms/ Kitchens	12	0	0	0	0	12
Brickwork/ Concrete	0	0	680	0	0	680
Community Cntr Constr	14,666	0	813	0	0	15,479
Doors/ Entrances	3,210	0	1,218	0	0	4,428
Electrical/ Lighting	548	0	0	0	0	548
Elevators	5,250	0	0	0	0	5,250
Fire Safety	250	0	0	0	0	250
Garbage Disposal	250	0	0	0	0	250
General Construction	3,350	0	4,551	0	0	7,901
Grounds	1,570	0	500	0	0	2,070
Heating/ Plumbing	875	0	6,044	6,763	6,973	20,655
Intercoms/ Security	28,470	1,000	0	0	0	29,470
Roofs	800	0	340	0	0	1,140
Windows	800	0	0	0	0	800
<b>CPD Total</b>	<b>60,051</b>	<b>1,000</b>	<b>14,146</b>	<b>6,763</b>	<b>6,973</b>	<b>88,933</b>
<b>Grand Total</b>	<b>92,818</b>	<b>6,258</b>	<b>24,213</b>	<b>6,763</b>	<b>6,973</b>	<b>137,025</b>

\*Includes Rollover from FY 2010



**New York City Housing Authority**  
**FY 2011 - FY 2015 Capital Plan - by Category - State**

Dollars in thousands

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<b>Project # and Name</b>	<b>2011*</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Totals</b>
<b>CPD DGM Program</b>						
Electrical/ Lighting	4,410	0	0	0	0	4,410
General Construction	12,304	0	0	0	0	12,304
<b>CPD Total</b>	<b>16,714</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,714</b>
<b>Grand Total</b>	<b>16,714</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,714</b>

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\*Includes Rollover from FY 2010