



# **Capital Plan**

## **Calendar Years 2015-2019**

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December 22, 2014

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## 2015-2019

### Overview of the Capital Plan

#### *Capital Plan*

NYCHA's 2015 Capital Plan provides approximately \$4.217 billion planned commitments for infrastructure improvements, major modernization, other systemic upgrades, and repair, resiliency, and fortification of developments damaged or impacted by Superstorm Sandy. The Plan is based on the current federal capital funding outlook, funding from local Elected Officials and the City of New York and expected disaster recovery in the wake of Superstorm Sandy.

The Plan includes \$2.501 billion in expected one-time disaster recovery funds to address the impacts of Superstorm Sandy. Overall, of the \$4.217 billion dollars included in this Plan, 33.8% are from Annual Federal Capital Grants, 59.3% are from funds related to disaster recovery, 6.7% come from the City of New York, and 0.2% comes from other sources.

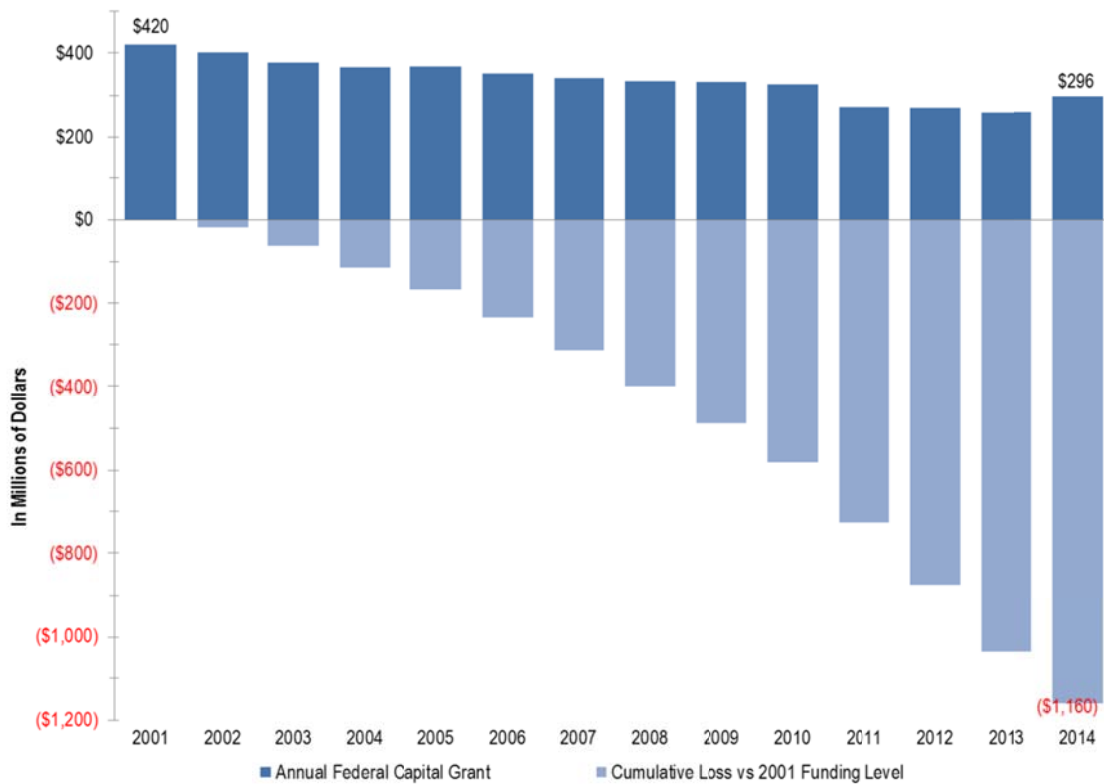
### NYCHA's Chronic Funding Gap

NYCHA's aging housing stock requires far more capital investment than has been available from Federal, State, and City grants. Of NYCHA's 2,596 residential buildings, 75% are more than 40 years old and have over \$18 billion dollars in unfunded capital needs.

Funding available to NYCHA for capital improvements has not only failed to keep pace with needs, but has dramatically declined. From 2001 to 2014, annual federal capital grants have declined \$124 million, or 36 percent, from \$420 million to \$296 million. As a result, NYCHA has experienced a cumulative federal capital grant funding loss of \$1.160 billion since 2001. Even in the years of flat appropriations to the Capital Fund, rising costs have resulted in very real cuts to the program. This chronic funding gap severely constrains NYCHA's ability to make necessary repairs and upgrades to brickwork, roofs, elevators, building systems (including heating and plumbing systems), and apartment interiors.

### Federal Capital Funding Decline Since 2001

NYCHA has experienced a cumulative federal capital grant funding loss of \$1.16 billion since 2001. Funding shortfalls have meant that only \$1.4 billion has been invested in capital improvements during the last five years.



### Physical Needs Assessment

In 2006, a comprehensive Physical Needs Assessment (PNA) was performed at NYCHA developments. In 2011, the PNA that was performed was an “on the ground” review of 21 properties which extrapolated results across the portfolio based on the 2006 PNA. There is an \$18 billion 5 year need to maintain the properties in a state of good repair. As mentioned above, this chronic funding gap severely constrains NYCHA’s ability to maintain its properties, make the needed modernization changes, and improve the quality of life for all residents.

### 2014 Accomplishments

#### Federal Capital Funds

Federal capital grant awards require NYCHA to meet deadlines for establishing contracts to perform work (obligation deadline) and completing work (expenditure deadline). If these deadlines aren’t met NYCHA may incur penalties, such as forfeiting funds. Accordingly, NYCHA places priority on achieving its capital plan obligation and expenditure targets. In 2014, NYCHA completed every one of its HUD mandated deadlines ahead of schedule in order to obligate and expend federal capital funds successfully. In 2014, NYCHA has increased its rate of obligations and expenditures, obligating within 18 months and expending within 36 months of receiving grant awards.

In 2014, NYCHA made meaningful progress towards its goals of rehabilitating and upgrading housing assets. The following table summarizes NYCHA’s 2014 capital obligations and expenditures by project type.

Category	Obligations	Expenditures
A & E / Construction Mgt Fees	16,821	13,232
Administrative Costs	94,463	94,463
Brickwork / Roofs	94,003	61,514
Electrical	416	5,025
Elevators	22,044	23,231
Front Line Costs	12,020	12,020
Garbage Disposal	2,461	2,508
General Construction	69,429	47,385
Heating / Plumbing	20,269	15,979
Information Technology	13,984	15,429
Major Renovations	28,102	18,180
Operations	9,166	13,091
Other	7,457	4,570
Safety & Security	7,958	4,972
<b>Grand Total</b>	<b>398,593</b>	<b>331,601</b>

***Selected capital project highlights in 2014 include:***

***Completed Projects***

In 2014 NYCHA completed over 48 total construction projects for critical systems, including brickwork and roofing, elevator replacements, and heating and plumbing repairs. These completed projects improved the quality of life for approximately 48,000 NYCHA families and demonstrate NYCHA’s commitment to preserving the public housing asset in New York City.

NYCHA has continued to improve the structural envelope by completing 7 brickwork and roof projects at 18 developments throughout the City. This structural work affected over 90 buildings and was valued at \$28.9 million. Elevator rehabilitation costing over \$44 million improved the mobility experience of residents in over 87 buildings. NYCHA also improved its heating and plumbing systems at 14 developments at a cost of \$14.7 million.

As part of the collaborative effort in the Re-Vision of Prospect Plaza, approximately \$11 million in demolition work was performed. The redevelopment of Prospect Plaza is expected to yield a mix of housing types, open space, and community and retail facilities.

All of these projects as well as those in the pipeline are geared towards preserving and upgrading NYCHA properties and those who live, work, and play in them.

### ***Television Cameras***

Since May 30, 2014, NYCHA has used City Council funding to install 1,973 new CCTV cameras, has converted/upgraded 191 existing cameras at 581 separate residential addresses, all within 393 buildings at 54 designated developments. This resulted in NYCHA achieving its promised goal of completed installation of City Council-funded Closed Circuit television (CCTV) cameras by December 23, 2014.

### ***Funding Efforts***

The cost of permanent repairs for Sandy related damage is expected to be well in excess of \$2 billion. This is in addition to the money that has already been spent for the emergency work performed shortly after the storm. NYCHA has been working diligently with various disaster funding agencies including the Federal Emergency Management Association (FEMA), the Housing and Urban Development through their Community Development Block Grant Disaster Recovery program (CDBG – DR), and other funding sources. Repairs for some of the Sandy damage are also covered by various commercial insurance policies.

To date these funding efforts have resulted in:

- An agreement with FEMA for \$760.5 million to fund permanent repairs at Coney Island Houses, Red Hook West, Redfern, Hammel, and Carey Gardens;
- \$318 million in CDBG – DR grants;
- \$270 million in insurance recovery with an additional \$140 million in negotiation; and
- Ongoing discussions with FEMA about the level of funding agreed to as an indicator of future funding that will be obtained at the other Sandy impacted developments.

### ***Design***

The permanent repair program goes well beyond the temporary repairs that were performed over the first year after the storm. As such a considerable amount of effort has to be expended in the design and planning that is required for implementation of such a construction program.

The following is a brief summary of these efforts:

- Ten architectural and engineering (A&E) firms are currently involved in the design of permanent repairs at 28 developments;
- Procurement of A&E firms to perform the final design at the remaining six developments will be finalized by March of 2015;
- Over 50% of the Sandy developments have progressed into the 75% design phase with eight being complete; and
- Design for all 35 developments is expected to be completed in 2015.

### ***Community Outreach***

First and foremost Sandy has had a major impact on over 60,000 residents. NYCHA has instituted a robust community outreach program to keep the residents within the 35 affected developments informed about the progress of the permanent repair program and solicit input on those repairs.

These community outreach efforts are being performed out of the Sandy Program Management Office by a team that is comprised of 50% NYCHA residents and provides for communication in the major, non-English languages spoken in the NYCHA developments such as: Russian, Spanish and Chinese (Mandarin).

### ***Response Projects***

Given the number of buildings and developments affected by Sandy, identifying the damage is an ongoing process. As repair needs are identified an evaluation is performed to determine whether a response is required ahead of the planned permanent repairs to address potential safety or operational needs.

The Sandy program has started a pro-active evaluation and response program in the following operational areas that were subject to Sandy damage:

- Crawl spaces at 14 developments;
- Electrical panels and repair as necessary prior to the permanent repairs;
- Sump pump systems; and
- Mechanical systems that support temporary boiler operation.

### ***Playgrounds***

90 playgrounds across 26 developments have been resurfaced due to damage caused by flooding waters.

### ***Apartments***

Approximately 310 first floor apartments have been identified as being damaged by Sandy. Approximately 189 of these are vacant and repair work has started on more than 150. NYCHA is in the process of obtaining additional contracting capacity to address these damaged apartments. NYCHA is also undertaking additional assessments to ensure that all apartments damaged by Sandy are identified and scheduled for repair.

### ***Temporary Boilers***

Boiler rooms at many developments were flooded during Sandy resulting in permanent damage to the boilers and heating systems. As an immediate response NYCHA brought in oil fired temporary boilers to provide heat at these developments. Over the past summer NYCHA has been conducting a program to replace these oil fired boilers with boilers that operate on gas. The gas boilers will have a cleaner exhaust and are expected to reduce operational cost by in excess of \$22 million over the additional two years that temporary boilers are expected to be in use.

A summary of the temporary boiler program is presented below:

- Gas boiler installation:
  - 19 primary gas boilers are online; and



- 18 redundant boilers are also online.
- Other oil to gas conversions:
  - Coney Island 1B in February;
  - Lower East Side – temporary to be replaced by permanent boiler in early 2016; and
  - Lavanburg temporary oil fired boiler in place and will be removed once permanent repairs are made.

## **2015 Capital Plan Highlights**

### ***Comprehensive Initiative:***

This Plan provides for \$193 million in funding for bathroom renovation, exterior restoration and roof replacement, exterior lighting, gas riser replacement, kitchen renovation, window replacement, and water tank replacement. Commitments are principally aimed to address critical conditions at the following developments: Breukelen, Justice Sotomayor, Mitchel, and Dyckman Houses.

### ***Heating & Plumbing***

With escalating energy expenses, and boilers and ancillary heating systems reaching and exceeding their useful lives, NYCHA must invest in energy retrofit and upgrades. This Plan provides \$118 million for heating and plumbing work (including \$82 million for the replacement of 11 boilers in a critical state of repair), \$16 million for gas riser replacements that will help reduce gas supply outages, as well as underground steam main replacements that will reduce heating system failures.

### ***Brick & Roof Work***

This Plan provides for \$296 million in funding for exterior restoration and roof replacement. Commitments are principally aimed at remediating Local Law 11 violations (\$44M) and mitigating the safety hazard of deteriorated brick facades. The associated roof work will make the building envelopes weather tight to prevent future deterioration of the brick facades. Among the developments to be remedied are: Queensbridge North and South (\$62M), Albany (\$24M), and Parkside (\$24M).

### ***Superstorm Sandy Projects***

Approximately 271 buildings across 34 of the NYCHA developments were damaged to some extent by Sandy. As with any major disaster the Sandy recovery efforts during the initial period after the storm were focused on interim repairs to meet immediate needs. Planning then began for long-term or “permanent repairs”. This planning includes a thorough assessment of the damage, determining the source and amount of funding that will be available to address the damage, detailed design of the repair efforts, and procurement contractors to perform the work. Another important aspect of the planning process is to identify those actions that can be taken to mitigate the potential for similar damage in the case of a future storm event.

### ***City Capital***

City Capital funding is provided to NYCHA by Elected Officials for projects in their districts. Funds are provided by Borough Presidents, the City Council, and the Mayor. The Borough President and City Council funding are unique compared to other capital funding in that the elected official's approval is required in order for funds to be repurposed. In addition the City's Office of Management and Budget must approve any changes. Elected officials are not aware of the total cost for most construction projects. As a result, some of their projects are under-funded, thus needing the elected official to allocate more capital dollars or repurpose the funds from another project.

Some of the additional challenges within the City Capital portfolio include:

- Projects where construction bids exceed allocations;
- Projects that receive an allocation for a specific phase when other steps must occur first (i.e. demolition must occur before redevelopment); and
- Projects that have unexpended balances which need to be repurposed by the City Council or Borough President.

NYCHA's current City Capital funding is approximately \$282.7 million for 2015 through 2019. This funding includes \$42.6 million for exterior lighting, \$37.4 million for roof replacement, and \$32.4 million for closed circuit television / layered access.

The Capital Projects Division (CPD) has recently reorganized and formed a City Capital Unit dedicated specifically to managing these projects. CPD is creating detailed schedules and exploring alternative contract delivery models to expedite the projects process. CPD also now produces a Quarterly Status Report for the City Council.. Additionally, NYCHA has transferred smaller City Capital projects from CPD to Operations to facilitate quicker service delivery of City Capital projects.

### ***Capital Fund Bond Issue***

Under HUD's Capital Fund Financing Program (CFFP), NYCHA may borrow private capital to make improvements and pledge, subject to the availability of appropriations, a portion of future year annual Capital funds for debt service. Borrowing capacity under the CFFP is limited so that annual debt service may not exceed 33 percent of annual federal capital grant awards. Bond proceeds are required to be expended over a four year period. NYCHA is using net proceeds to rehabilitate building envelopes, principally for the remediation of Local Law 11 violations, as well as install new roofs at up to 38 developments across all five boroughs. 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. NYCHA anticipates annual debt service of \$60 million inclusive of the debt service on NYCHA's CFFP Series A & bonds. To date, NYCHA has obligated 99.6% or \$498 million of the \$500 million net proceeds.

### ***Randolph Houses Mixed Finance Renovation***

The Plan includes an investment of \$40 million in a mixed finance transaction in partnership with Housing Preservation and Development (HPD) and Housing Development Corp. (HDC) to perform a major renovation of Randolph Houses on West 114th Street in Harlem. The development includes 36 five-story walkup tenement buildings dating from the 1890s that came into NYCHA ownership in the 1970s.

In the late 1990s, NYCHA determined that major renovation work was needed to make Randolph Houses viable and began to transfer residents to other facilities to begin construction. However, by 2007 NYCHA had concluded the costs of the rehabilitation were prohibitive and initiated a Section 18 demolition application to replace Randolph Houses with two new public housing buildings. Through this process, the State Historic Preservation Office (SHPO) determined the development was part of a State and National Register eligible historic district and that alternatives to demolition should be fully explored. In September 2010, NYCHA engaged a team of architects to examine the feasibility of preserving and rehabilitating the buildings.

NYCHA's preferred design alternative yields a total of approximately 316 dwelling units of which 147 will be public housing constructed in two phases. SHPO approved this renovation plan in January 2011. NYCHA selected a developer in October 2012, and construction began in March 2014 with public housing units expected to be available for occupancy in last quarter of 2015.

### ***Information Technology***

#### ***Strategic Solutions***

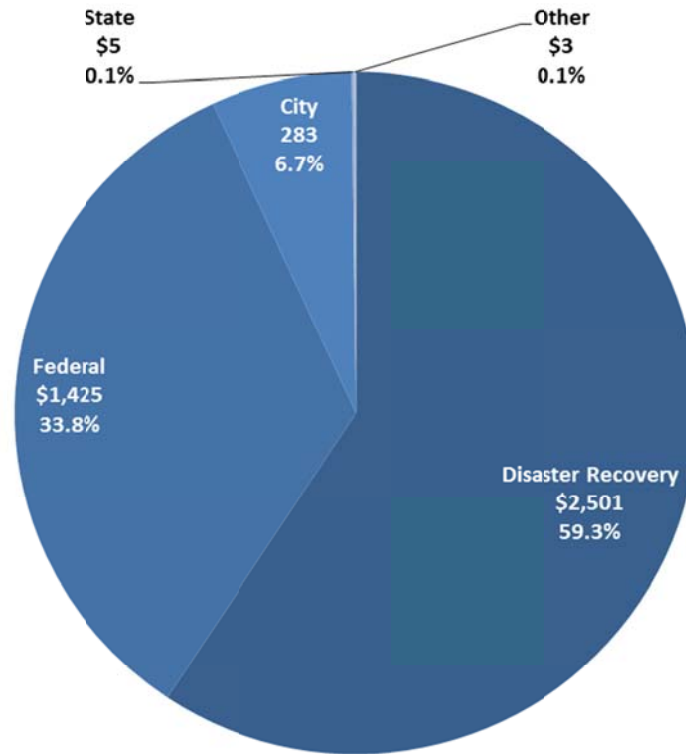
Information Technology (IT) will continue to be pro-active in exploring emerging technologies to facilitate innovation in products and services, using information and technology to drive value into and from the customer experience.

Some of these initiatives are as follows:

- Review options for a Cloud-based datacenter and virtualized applications solutions. This could provide the capabilities for systems to operate faster with improved business continuity and manageability at a reduced maintenance cost. It can also improve agility and response time by providing the capability to rapidly adjust resources to meet fluctuating and unpredictable business demands.
- Enable Public Housing residents to submit Annual Review information through a secure online portal using a computer. Public Housing residents will also be able to view the status of current annual review documents, receive instant notification of their submission, notified of missing documents, and upload supporting documents at their convenience. This will improve overall cycle time for processing annual reviews and increase customer satisfaction through an easier more user-friendly process.
- Enhance NYCHA's current rent collection system and document approach to a long term solution to re-engineer the Rent Collection Process.

- Continue the enhancement of NYCHA's maintenance and asset management system (Maximo) to establish an improved integration of NYCHA's physical plant asset data into Maximo, the work order maintenance system.
- Expand the current mobile inspection options.
- Upgrade Internet and Intranet sites to provide robust data communications platform that will support faster on-line transactions. This will address key customer needs, as well as bringing NYCHA into compliance with federal website standards.
- Upgrade various business support and infrastructure systems which will provide added business functionality such as:
  - Implementing a multi-language option on the current Leased Housing Self Service Portal.
  - Replacing the current Law Department invoicing and case management system.
  - Supporting NYCHA's efforts to maximize customer service and resident engagement the Optimal Property Management Operating Model (OPMOM) initiative.
  - Upgrade current Resident Economic Empowerment and Sustainability (REES) system to an eService solution that is envisioned as an integrated solution supporting NYCHA's new Zone Model. This will increase staff efficiency and facilitate the exchange of program data between REES and other NYCHA departments and external stakeholders.
- Reviewing IT's Disaster Recovery (DR) policies, procedures and processes related to preparing for recovery or continuation of the technology infrastructure which is vital to NYCHA after a natural or human induced disaster. The Business Continuity/Disaster Recovery will focus primarily on the IT systems that support critical business functions.

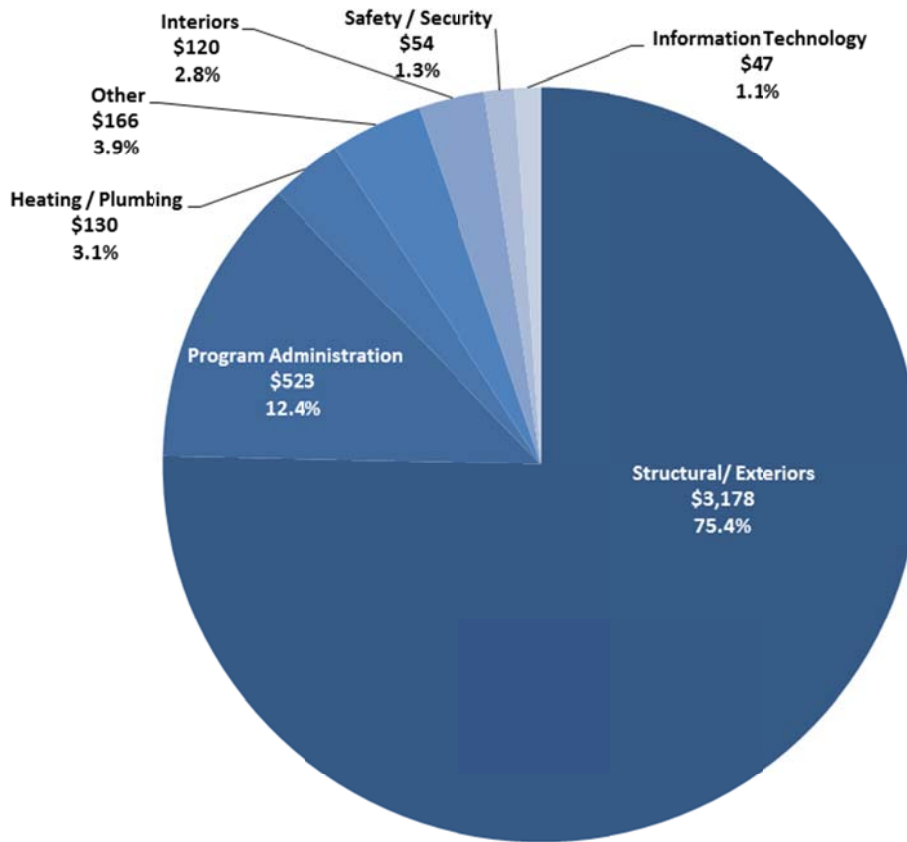
**FY 2015 – 2019 Capital Funding By Source  
(Dollars in Thousands)**



**Total: \$4.217 Billion**

- Other includes \$.21 billion for the Public Housing Development Grant and \$.15 billion for Capital Fund Financing Program

### 2015 – 2019 Capital Plan By Work Type (Dollars in Thousands)



**Total: \$4.217 Billion**

- Other includes Energy projects, Environmental projects, Fire Safety projects, Garbage Disposal projects and Appliances

Five Year Capital Plan - All Funds  
(\$000)

Department	Work Type	FY15	FY16	FY17	FY18	FY19	Total
CPD	A and E	339	9,000	13,656	-	-	22,995
	Bathrooms	-	-	-	2,500	16,400	18,900
	Boilers	542	-	500	1,300	-	2,342
	Brickwork	11,282	27,609	41,160	39,744	33,413	153,208
	Brickwork_Roofs	3,640	28,200	24,680	43,320	34,500	134,340
	CCTV_Layered Access	31,893	500	-	-	-	32,393
	CM Fees	308	-	-	-	-	308
	Community Center Renov	22,723	4,817	-	-	-	27,540
	Consulting Costs	35	-	500	-	-	535
	Contingency	78	-	-	-	-	78
	Doors_Entrances	18	-	-	-	-	18
	Electrical_Lighting	48,999	-	-	-	-	48,999
	Elevators	26,302	2,650	-	-	-	28,952
	Energy	29,471	-	-	7,642	-	37,113
	Entrances_Exits	3,998	50	1,000	-	-	5,048
	Environmental	30	-	-	-	-	30
	Fire Safety	1	2,910	8,474	8,930	6,988	27,302
	Front Line Costs	4,618	11,000	11,000	11,000	11,000	48,618
	Garbage Disposal	1,144	4,337	1,090	622	-	7,193
	General Construction	263,365	413,926	66,269	4,000	6,400	753,959
	Grounds	10,399	-	-	-	-	10,399
	Heating	6,898	30,867	23,640	14,620	21,300	97,325
	Intercoms_Security	1,080	-	-	-	-	1,080
	Interior Doors	1,229	-	-	-	-	1,229
	Kitchens	-	8,091	11,000	-	-	19,091
	Major Renovation	244,295	952,974	669,983	41,024	42,000	1,950,275
	Miscellaneous	428	-	-	-	-	428
	Plumbing	2,589	7,596	80	770	500	11,535
	Roofs	11,212	-	10,320	8,136	15,000	44,668
	Windows	-	1,000	-	-	-	1,000
<b>CPD TOTAL</b>		<b>726,915</b>	<b>1,505,527</b>	<b>883,351</b>	<b>183,608</b>	<b>187,500</b>	<b>3,486,901</b>
ADMINISTRATION	Office Upgrades	27	-	-	-	-	27
<b>ADMINISTRATION TOTAL</b>		<b>27</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>27</b>
CP&D	Community Center Renov	336	-	-	-	-	336
	Grounds	150	380	-	-	-	530
	IT Hardware and Software	641	-	-	-	-	641
	Vehicles	189	-	-	-	-	189
<b>CP&amp;D TOTAL</b>		<b>1,316</b>	<b>380</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,696</b>
DEVELOPMENT	Environmental	50	-	-	-	-	50
	General Construction	9,725	-	-	-	-	9,725
	Major Renovation	15,709	10,990	-	-	-	26,699
	Miscellaneous	50	-	-	-	-	50
<b>DEVELOPMENT TOTAL</b>		<b>25,534</b>	<b>10,990</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>36,524</b>

Five Year Capital Plan - Federal  
(\$000)

Department	Work Type	FY15	FY16	FY17	FY18	FY19	Total
CPD	A and E	339	9,000	13,656	-	-	22,995
	Bathrooms	-	-	-	2,500	16,400	18,900
	Boilers	542	-	500	1,300	-	2,342
	Brickwork	11,282	27,609	41,160	39,744	33,413	153,208
	Brickwork_Roofs	3,550	28,200	24,680	43,320	34,500	134,250
	CM Fees	308	-	-	-	-	308
	Community Center Renov	859	4,817	-	-	-	5,676
	Consulting Costs	35	-	500	-	-	535
	Contingency	3	-	-	-	-	3
	Doors_Entrances	18	-	-	-	-	18
	Electrical_Lighting	3,019	-	-	-	-	3,019
	Elevators	9,851	2,650	-	-	-	12,501
	Entrances_Exits	1,309	50	1,000	-	-	2,359
	Environmental	30	-	-	-	-	30
	Fire Safety	1	2,910	8,474	8,930	6,988	27,302
	Front Line Costs	4,618	11,000	11,000	11,000	11,000	48,618
	Garbage Disposal	794	4,337	1,090	622	-	6,843
	General Construction	3,942	1,220	5,225	4,000	6,400	20,787
	Heating	2,499	30,448	22,940	14,620	21,300	91,807
	Intercoms_Security	1,015	-	-	-	-	1,015
Major Renovation	3,471	20,200	33,500	41,024	42,000	140,195	
Miscellaneous	28	-	-	-	-	28	
Plumbing	826	7,596	80	770	500	9,772	
Roofs	779	-	6,500	-	-	7,279	
Windows	-	1,000	-	-	-	1,000	
<b>CPD TOTAL</b>		<b>49,118</b>	<b>151,037</b>	<b>170,304</b>	<b>167,830</b>	<b>172,500</b>	<b>710,790</b>
		-	-	-	-	-	-
		-	-	-	-	-	-
ADMINISTRATION	Office Upgrades	27	-	-	-	-	27
<b>ADMINISTRATION TOTAL</b>		<b>27</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>27</b>
		-	-	-	-	-	-
DEVELOPMENT	Environmental	50	-	-	-	-	50
	General Construction	539	-	-	-	-	539
	Major Renovation	15,709	10,990	-	-	-	26,699
	Miscellaneous	50	-	-	-	-	50
<b>DEVELOPMENT TOTAL</b>		<b>16,348</b>	<b>10,990</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>27,338</b>
		-	-	-	-	-	-
ENERGY	Energy	683	-	-	-	-	683
<b>ENERGY TOTAL</b>		<b>683</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>683</b>
		-	-	-	-	-	-
IT	IT Hardware and Software	15,629	11,072	7,392	5,961	5,961	46,015
<b>IT TOTAL</b>		<b>15,629</b>	<b>11,072</b>	<b>7,392</b>	<b>5,961</b>	<b>5,961</b>	<b>46,015</b>



**New York City Housing Authority**

OPERATIONS	Brickwork_Roofs	1,639	-	-	-	-	1,639
	Consulting Costs	12	-	-	-	-	12
	Contingency	1	-	-	-	-	1
	Doors_Entrances	862	-	-	-	-	862
	Electrical_Lighting	576	-	-	-	-	576
	Elevators	1,239	-	-	-	-	1,239
	Environmental	7,440	7,335	7,335	7,335	7,335	36,780
	Fire Safety	1,068	750	750	750	750	4,068
	FurnitureEquip	1	-	-	-	-	1
	General Construction	5,895	7,630	7,630	7,630	7,630	36,415
	Grounds	499	600	600	600	600	2,899
	Heating	6,588	1,983	2,613	6,183	1,513	18,880
	Intercoms_Security	27	-	-	-	-	27
	Miscellaneous	1	15,085	85	85	85	15,341
	Office Upgrades	2	-	-	-	-	2
	Plumbing	107	-	-	-	-	107
	Ranges	1	-	-	-	-	1
	Vehicles	1	-	-	-	-	1
<b>OPERATIONS TOTAL</b>		<b>25,960</b>	<b>33,383</b>	<b>19,013</b>	<b>22,583</b>	<b>17,913</b>	<b>118,852</b>
		-	-	-	-	-	-
SUPPLY MANAGEMENT	Ranges	4,246	956	3,500	3,500	3,500	15,702
	Refrigerators	4,204	956	3,175	3,500	3,500	15,335
<b>SUPPLY MANAGEMENT TOTAL</b>		<b>8,450</b>	<b>1,911</b>	<b>6,675</b>	<b>7,000</b>	<b>7,000</b>	<b>31,037</b>
		-	-	-	-	-	-
		-	-	-	-	-	-
FINANCE	Contingency	1,971	331	341	351	351	3,344
	Debt Service	84,140	60,500	60,500	60,500	60,500	326,140
	Management Fees	11,667	10,000	10,000	10,000	10,000	51,667
	Reimb To Operate	25,569	14,569	17,569	17,569	17,569	92,844
<b>FINANCE TOTAL</b>		<b>123,346</b>	<b>85,400</b>	<b>88,409</b>	<b>88,419</b>	<b>88,419</b>	<b>473,994</b>
		-	-	-	-	-	-
NYPD	Intercoms_Security	6	2,444	4,444	4,444	4,444	15,780
<b>NYPD TOTAL</b>		<b>6</b>	<b>2,444</b>	<b>4,444</b>	<b>4,444</b>	<b>4,444</b>	<b>15,780</b>
		-	-	-	-	-	-
<b>NYCHA TOTAL</b>		<b>239,566</b>	<b>296,237</b>	<b>296,237</b>	<b>296,237</b>	<b>296,237</b>	<b>1,424,516</b>

Five Year Capital Plan - Bond  
(\$000)

<b>Department</b>	<b>Work Type</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>Total</b>
CPD	Brickwork_Roofs	90	-	-	-	-	90
CPD TOTAL		90	-	-	-	-	90
		-	-	-	-	-	-
FINANCE	Consulting Costs	1,407	-	-	-	-	1,407
FINANCE TOTAL		1,407	-	-	-	-	1,407
		-	-	-	-	-	-
<b>NYCHA TOTAL</b>		<b>1,497</b>	-	-	-	-	<b>1,497</b>

Five Year Capital Plan - City  
(\$000)

Department	Work Type	FY15	FY16	FY17	FY18	FY19	Total
CPD	CCTV_Layered Access	31,893	500	-	-	-	32,393
	Community Center Renov	21,864	-	-	-	-	21,864
	Electrical_Lighting	42,648	-	-	-	-	42,648
	Elevators	16,451	-	-	-	-	16,451
	Energy	29,471	-	-	7,642	-	37,113
	Entrances_Exits	2,689	-	-	-	-	2,689
	Garbage Disposal	350	-	-	-	-	350
	General Construction	22,072	-	-	-	-	22,072
	Grounds	10,399	-	-	-	-	10,399
	Heating	4,399	419	700	-	-	5,518
	Intercoms_Security	65	-	-	-	-	65
	Interior Doors	1,229	-	-	-	-	1,229
	Kitchens	-	8,091	11,000	-	-	19,091
	Major Renovation	19,865	-	-	-	-	19,865
	Miscellaneous	400	-	-	-	-	400
	Plumbing	195	-	-	-	-	195
	Roofs	10,433	-	3,820	8,136	15,000	37,389
<b>CPD TOTAL</b>		<b>214,423</b>	<b>9,010</b>	<b>15,520</b>	<b>15,778</b>	<b>15,000</b>	<b>269,731</b>
CP&D	Community Center Renov	336	-	-	-	-	336
	Grounds	150	380	-	-	-	530
	IT Hardware and Software	641	-	-	-	-	641
	Vehicles	189	-	-	-	-	189
<b>CP&amp;D TOTAL</b>		<b>1,316</b>	<b>380</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,696</b>
<b>DEVELOPMENT</b>	<b>General Construction</b>	<b>9,186</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,186</b>
<b>DEVELOPMENT TOTAL</b>		<b>9,186</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,186</b>
ENERGY	Energy	2,082	-	-	-	-	2,082
<b>ENERGY TOTAL</b>		<b>2,082</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,082</b>
<b>NYCHA TOTAL</b>		<b>227,007</b>	<b>9,390</b>	<b>15,520</b>	<b>15,778</b>	<b>15,000</b>	<b>282,695</b>

Five Year Capital Plan - State  
(\$000)

Department	Work Type	FY15	FY16	FY17	FY18	FY19	Total
CPD	Contingency	75	-	-	-	-	75
	Electrical_Lighting	3,332	-	-	-	-	3,332
	Plumbing	1,568	-	-	-	-	1,568
<b>CPD TOTAL</b>		<b>4,975</b>	-	-	-	-	<b>4,975</b>

Five Year Capital Plan - PDEV  
(\$000)

Department	Work Type	FY15	FY16	FY17	FY18	FY19	Total
ENERGY	Energy	2,133	-	-	-	-	2,133
<b>TOTAL ENERGY</b>		<b>2,133</b>	-	-	-	-	<b>2,133</b>

Five Year Capital Plan - CDBG  
(\$000)

Department	Work Type	FY15	FY16	FY17	FY18	FY19	Total
CPD	General Construction	20,546	74,466	9,705	-	-	104,718
	Major Renovation	3,819	84,426	66,937	-	-	155,182
<b>CPD TOTAL</b>		<b>24,365</b>	<b>158,892</b>	<b>76,642</b>	-	-	<b>259,899</b>

Five Year Capital Plan - FEMA  
(\$000)

Department	Work Type	FY15	FY16	FY17	FY18	FY19	Total
CPD	General Construction	86,035	337,240	51,338	-	-	474,613
	Major Renovation	31,369	715,888	569,546	-	-	1,316,803
<b>CPD TOTAL</b>		<b>117,404</b>	<b>1,053,128</b>	<b>620,884</b>	-	-	<b>1,791,416</b>

Five Year Capital Plan - Insurance  
(\$000)

<b>Department</b>	<b>Work Type</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>Total</b>
CPD	General Construction	130,770	1,000	-	-	-	131,770
	Major Renovation	185,770	132,460	-	-	-	318,230
<b>CPD TOTAL</b>		<b>316,541</b>	<b>133,459</b>	-	-	-	<b>450,000</b>