



Capital Plan

Calendar Years 2016-2020

December 23, 2015

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2016–2020 Capital Plan

Overview

NYCHA’s 2016 Capital Plan provides approximately \$5.568 billion planned commitments for infrastructure improvements, major modernization, other systemic upgrades, 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.

NYCHA was last provided with State Public Housing Modernization funds in 2010. That grant was used to replace or repair roofs, heating systems, ventilation work, renovate elevators, plumbing systems, modernize bathrooms and kitchens, replace existing windows and add storm windows. Improvements to a development can also include masonry re-pointing and repair, upgrading of electrical systems, landscaping, lead testing and asbestos abatement.

Until that time, the State funded capital improvements at State owned developments with approximately \$6.4 million per year. This support was terminated due to the federalization of those units in March 2010. Thus those developments were rendered ineligible for funding.

The Plan includes \$3.084 billion in expected one-time disaster recovery funds to address the impacts of Superstorm Sandy. Overall, of the \$5.568 billion dollars included in this Plan, 30.6% is from Annual Federal Capital Grants, 55.4% is from funds related to disaster recovery, 12.4% comes from the City of New York, and 1.6% comes from other sources.

Funding Source	2015 Carry Forward Balance (As of Sept 2015)	2016 New Funds Available	Total Available for 2016	2017	2018	2019	2020	2016- 2020 Plan Totals
Federal	222,893	296,237	519,131	296,237	296,237	296,237	296,237	1,704,080
Bond	1,079	-	1,079	-	-	-	-	1,079
City	153,734	242,721	396,455	148,671	115,778	15,000	15,000	690,904
State	4,975	-	4,975	-	-	-	-	4,975
Public Housing Development Grant	2,072	-	2,072	-	-	-	-	2,072
DA Funds	-	80,239	80,239	-	-	-	-	80,239
Total Excluding Sandy Recovery	384,753	619,197	1,003,950	444,908	412,015	311,237	311,237	2,483,348

Sandy Recovery Details	2015 Carry Forward Balance	2016 Estimated Funds	Total Available for 2016	2017	2018	2019	2020	2016- 2020 Plan Totals
Insurance	-	168,732	168,732	-	-	-	-	168,732
FEMA	-	2,598,275	2,598,275	-	-	-	-	2,598,275
CDBG	-	317,600	317,600	-	-	-	-	317,600
Total for Sandy Recovery	-	3,084,607	3,084,607	-	-	-	-	3,084,607

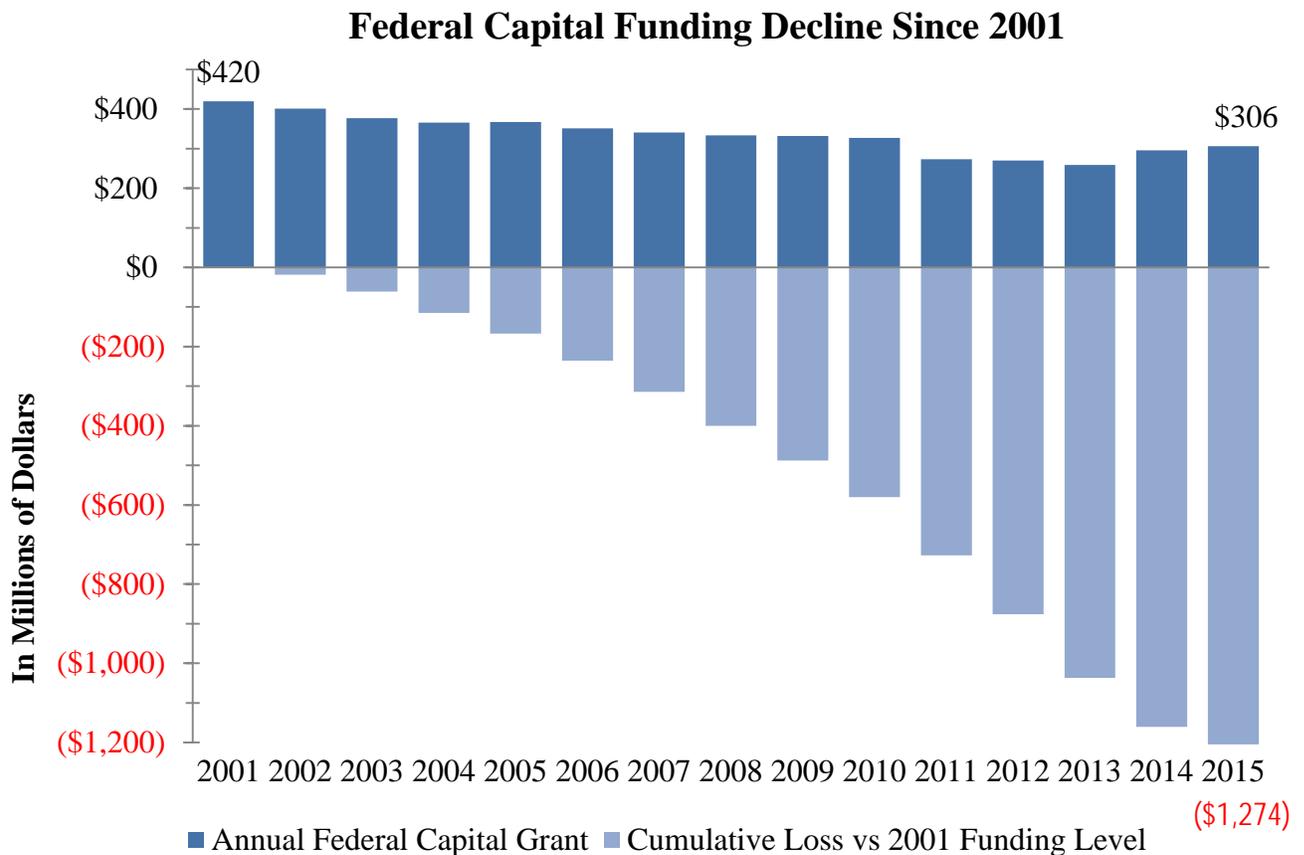
NYCHA’s Chronic Funding Gap

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 \$16.57 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 2015, annual federal capital grants have declined \$114 million, or 27 percent, from \$420 million to \$306 million. As a result, NYCHA has experienced a cumulative federal capital grant funding loss of \$1.274 billion since 2001. Even in the years of steady 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 (such as heating and plumbing systems), and apartment interiors.

Federal Capital Funding Decline Since 2001

NYCHA has experienced a cumulative federal capital grant funding loss of \$1.274 billion since 2001. Funding shortfalls have meant that only \$1.5 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 a five year plan need of \$16.57 billion 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.

2015 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 the forfeiture of funds. Accordingly, NYCHA places priority on achieving its capital plan obligation and expenditure targets. In 2015, NYCHA completed every one of its HUD mandated deadlines ahead of schedule in order to obligate and expend federal capital funds successfully. In 2015, NYCHA continued its success of obligating within 18 months and expending within 36 months of receiving grant awards.

In 2015, NYCHA made meaningful progress towards its goals of rehabilitating and upgrading housing assets. The following table summarizes NYCHA’s 2015 capital obligations and expenditures by project type.

(In Thousands)

Work Type	Obligations	Obligations Percentage	Expenditures	Expenditure Percentage
A & E / CM Fees	18,482	5%	18,086	4%
Energy	204	0%	193	0%
Heating / Plumbing	39,963	11%	28,835	7%
Information Technology	3,283	1%	6,055	1%
Interiors	6,194	2%	13,286	3%
Other	16,225	5%	13,372	3%
Program Administration	113,359	32%	113,359	27%
Reimbursable Staffing Costs	19,115	5%	19,115	5%
Safety / Security	11,024	3%	9,318	2%
Structural / Exteriors	131,336	37%	201,920	48%
Grand Total	359,187	100%	423,539	100%

Selected Capital Project highlights in 2015 include:

Completed Projects

As of December 7, 2015 NYCHA completed 37 total construction projects for critical systems, including brickwork and roofing, electrical, and heating and plumbing repairs. In accordance with NYCHA's Next Generation Plan, launched in May 2015, seeks to improve resident quality of life while preserving public housing for this and future generations.

These completed projects improved the quality of life for approximately 30,000 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 10 brickwork and roof projects at 15 developments, as well as heating and plumbing systems at 23 developments. This affected 98 individual buildings throughout the City and was valued at \$165 million. Structural work, including major renovations and general construction, that was completed in 2015 was valued at \$201.9 million.

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.

Improved Transparency via Internet-Enabled Applications

Public Housing Residents – In December 2015, NYCHA piloted the Public Housing Annual Review self-service program which allowed residents to submit Annual Review information as well as view the status of their annual review, receive instant notification of their submission, missing documents, and upload supporting documents at their convenience through a secure online portal. This functionality will be deployed to remaining residents in 2016/2017.

Also, residents have the ability to seek financial counseling using the Resident Economic Empowerment and Sustainability (REES) Self Service portal as well as the ability to register themselves and schedule an appointment for financial counseling.

NYCHA applicants are able to renew applications and make development selection choices on-line.

Develop Mobile-enabled applications

My NYCHA Mobile App has been deployed and is now available both in Apple and Google App stores. The App allows NYCHA residents to create, submit, schedule, view and update maintenance service requests, view alerts and outages related to their developments, view their scheduled inspections and maintain their contact information.

NYCHA is currently working towards a mobile solution for work order management that will allow maintenance staff the ability to complete work orders at the resident's location via handheld device. This technology will enable mobile workers to complete more work while reducing data entry errors and nonproductive paperwork.

Apartments

As apartments become vacant, NYCHA must perform maintenance preparation to make sure they are ready for occupancy. As part of the preparation, capital funding is utilized to perform painting, tiling,

asbestos, and VAT abatement at various developments citywide. On average, NYCHA spends approximately \$36 million and prepares about 7,500 vacant apartments annually.

Hurricane Sandy

The cost of permanent repairs for Superstorm Sandy related damage is expected to be in excess of \$2.8 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 Department of Housing and Urban Development through their Community Development Block Grant Disaster Recovery program (CDBG – DR), and other funding sources. Repairs for some of the Superstorm Sandy damage are also covered by various commercial insurance policies.

To date these funding efforts have resulted in:

- \$2.6 billion in FEMA funding obligated (approved by FEMA) to date;
- \$317 million in CDBG – DR grants; and
- \$318 million in insurance recovery with an additional \$131 million in negotiation.

Design

Full recovery and resiliency work requires significant design work prior to commencing construction. Across all damaged NYCHA developments, progress is being made toward completing design, posting bids, and commencing construction. Preliminary phases of construction work has begun or been completed at 17 developments. By March 2016, 3 developments are expected to have begun full recovery and resiliency work – the final phase of NYCHA’s extensive and ongoing recovery.

The following is a brief summary of these efforts:

- Over 21 of the Superstorm Sandy developments have progressed to the 100% design phase with six having been published for bid; and
- Design for all 33 developments is expected to be completed by July 2016.

Community Outreach

NYCHA’s Capital Projects Division Office for Disaster Recovery is responsible for the oversight and implementation of the Sandy Recovery program. Understanding that disaster recovery efforts would impact many community members, NYCHA’s Office for Disaster Recovery includes a dedicated community outreach team. The goal of the community outreach team is to keep NYCHA’s residents and other community members informed of upcoming disaster recovery activities and project schedules in order to minimize the effects on construction and operations as well as to keep the community engaged. The community outreach team members speak a variety of languages, including Chinese, Russian, and Spanish. In addition, half of the community outreach team is comprised of Section 3 hires from the community.

NYCHA's most important partner is our residents as we work to rebuild smarter and stronger. From April 2014 through September 2015 NYCHA organized, attended, or participated in more than 685 meetings.

For example, the community outreach team has attended approximately 150 tenant association meetings, 75 resident engagement events, 70 resident home visits, 65 construction kickoff events, 50 visits with elected officials, 35 community board meetings, 35 Section 3 events, and various other meetings with community stakeholders. The community outreach team has also distributed over 70,000 flyers and made 18,000 phone calls in its efforts to keep the community informed and engaged.

Most recently, NYCHA's Office for Disaster Recovery invited the community, resident leaders, elected officials and other stakeholders to a Hurricane Sandy Recovery Open House. This event allowed these leaders and residents to review its progress on development rehabilitation. The attendees were able to attend demonstrations on new security features, flood barriers, new infrastructure, mechanical systems and more. Additionally, NYCHA has consistently sought and implemented resident input in its disaster recovery design work. Through engagement groups, residents are involved in the way NYCHA is going to look and operate in the future. For instance, residents provided input on the layout of the new senior center at Red Hook Houses and the location of the new boiler room at Coney Island Houses.

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 Hurricane 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

Approximately 96 playgrounds across 26 developments have been resurfaced due to damage caused by flooding waters.

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 an 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 2016;
 - Lower East Side – temporary to be replaced by permanent boiler in early 2016; and
 - Lavanburg temporary oil fired boiler in place will be removed once permanent repairs are made.

2016 Capital Plan Highlights

Brick & Roof Work

This Plan provides for \$319 million in funding for exterior restoration and roof replacement. Commitments are principally aimed at remediating Local Law 11 violations (\$100M) 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 (\$15M), Albany (\$28M), and Parkside (\$19M).

Comprehensive Initiative

This Plan provides for \$301 million in funding for boiler replacement, exterior restoration, roof replacement, exterior lighting, gas riser replacement, window replacement, and water tank replacement. Commitments are principally aimed to address critical conditions at the following developments: Breukelen, Justice Sotomayor, Mitchel, Harlem River and Dyckman.

State Asset Forfeiture Funds

The main type of categorical funding received by District Attorneys (DA) consists of asset forfeiture monies which stem from specific prosecutions carried out by individual DAs. Through an agreement made with the New York County Office of the District Attorney (DANY), New York City's Mayor's Office of Criminal Justice (MOCJ) and the New York City Office of Management and Budget (OMB), State Asset Forfeiture \$80.2 million in funding was allocated to NYCHA, part of an out of \$101 million in assets forfeited by French bank BNP Paribas. The funding will be used to implement security and infrastructure enhancements, which will include new doors, permanent exterior lighting, upgrades to existing intercom systems, installation of interior and exterior cameras and connectivity of such cameras to New York City Police Departments (NYPD) networks.

The type of work to be performed is listed in the chart below.

NYCHA/DANY Investment Summary	
Type of Work	Amount
Security Operating Centers	\$5,748,000
Cameras on Each Building	\$8,955,000
Lobby Cameras	\$5,440,000
Elevator Cameras	\$8,694,000
New Doors	\$12,560,000
Layered Access	\$25,120,000
Exterior Lights	\$13,721,500
Total	\$80,238,500

The most needed developments that are receiving these upgrades are listed in the chart below.

Development	Borough
Castle Hill	Bronx
Patterson	Bronx
Butler	Bronx
Red Hook East	Brooklyn
Red Hook West	Brooklyn
Tompkins	Brooklyn
Bushwick	Brooklyn
Van Dyke I	Brooklyn
Van Dyke II	Brooklyn
Ingersoll	Brooklyn
Brownsville	Brooklyn
Boulevard	Brooklyn
Wagner	Manhattan
Polo Grounds	Manhattan
St. Nicholas	Manhattan
Queensbridge North	Queens
Queensbridge South	Queens
Stapleton	Staten Island

Heating & Plumbing

NYCHA must supply heat and hot water to all dwelling units and community facilities at its properties. NYCHA replaces various components of the heating systems that are past their useful life cycle to minimize service disruptions and costly temporary services. Capital funding is utilized to replace heating equipment such as boilers, vacuum tanks, and hot water generators at various developments citywide. With escalating energy expenses, boilers and ancillary heating systems are reaching and exceeding their useful lives, NYCHA must invest in energy retrofit and upgrades. This Plan provides \$13 million for heating and plumbing work that will help reduce gas supply outages, as well as underground steam main replacements that will reduce heating system failures.

Mayor's Initiatives

During 2015, Mayor De Blasio allocated \$55.5 million for Exterior Site Lighting at 18 developments. This lighting initiative was targeted toward the developments with the highest crime rates. As part of the Mayor's Homeless Initiative \$15.4 million was allocated to NYCHA to renovate 200 apartments to house homeless families. Additionally, the Mayor allocated \$100 million per year for three years, totaling \$300 million for Roofing Replacement. This was provided to secure the building envelope and prevent leaks and mold. To further ensure structural stability, \$75 million was allocated to NYCHA for Local Law 11 which requires licensed engineers to inspect building facades to ensure they are safe for those who walk in or by the structure.

Paint

NYCHA will upgrade the current paint based system that is used for apartments and public spaces to an environmental friendly water based paint system. The upgrade will occur in approximately 180,000 apartments throughout NYCHA. Based on a systematic schedule 36,000 apartments will be repainted per year, over a 5 year period.

Superstorm Sandy Projects

Approximately 217 residential buildings across 33 NYCHA developments were determined by FEMA to have been significantly damaged to some extent by Superstorm Sandy. As with any major disaster, Superstorm 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 the procurement of 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 Presidents 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 and all 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.

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 principally for the remediation of Local Law 11 violations, as well as to rehabilitate building envelopes, and the installation new roofs at 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 & B bonds. To date, NYCHA has obligated 99.8% or \$498.8 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 Corporation (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 and 1 unit will be for the superintendent. Construction will be completed in two phases. Phase I of construction has yielded 98 of 168 units. Phase II is expected to close construction financing in June 2016 with construction beginning shortly after.

Of the 168 new units, 147 are public housing subsidized units to be prioritized for current and former Randolph Houses families. The remaining 71 units will be completed in March 2016. To date, there have been 37 NYCHA Randolph families that moved into the new units. The plans to move the remaining tenants are currently in process and are expected to be completed by the end of March 2016. The development plans to close on financing permanent conversion in the 2nd Quarter of 2016.

Information Technology Strategic Solutions

Information Technology (IT) will continue to explore emerging technologies that can be used to facilitate service delivery to NYCHA customers and improve their overall customer experience.

Some of these initiatives are as follows:

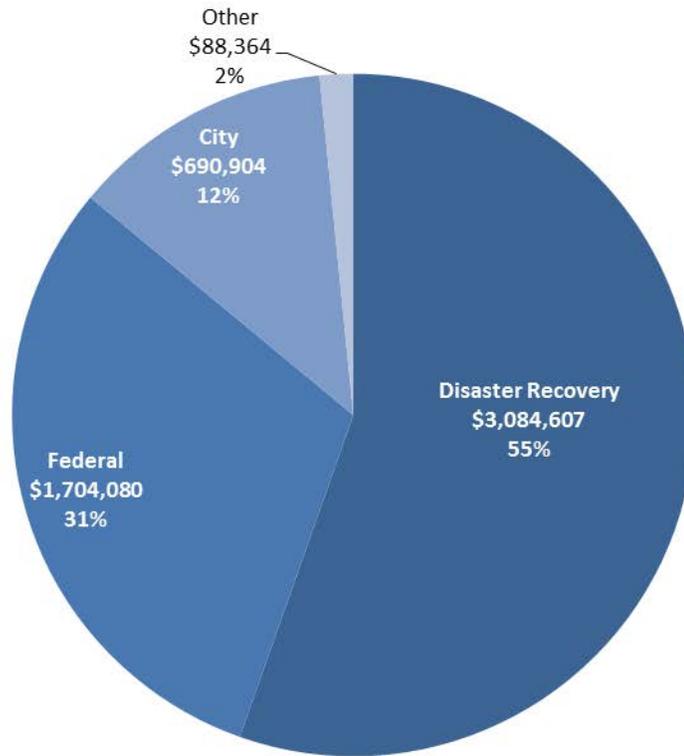
- **Continue to leverage Cloud-based options for datacenter and applications where viable for NYCHA.** Self-service and public-facing applications enrich our customers' lives by providing 24/7 availability to their information and transactions. Yet, 24/7 availability requires 24/7 reliability and 24/7 support. Using cloud-based solutions and cloud-based infrastructure help NYCHA meet these service challenges, as well as provide improved disaster recovery capabilities, improved business continuity and increased flexibility. By leveraging cloud providers, NYCHA will be able to scale up or scale down its infrastructure as needs warrant, thereby easily, quickly and transparently meeting business needs on demand. Some examples where NYCHA is implementing a cloud approach is:
 - e-Builder, cloud-based construction management software for CPD. (Q2 2016).
 - Microsoft Office 365 to be hosted in the cloud. (Q3 2016).
 - Possibly implementing Kronos Cloud for the 2017 software upgrade.
 - Replacing two systems (Team Connect and CLMS) used by the Law Department with Law Manager used by the City and hosted by DoITT

- **Modernization of NYCHA's legacy Public Housing business systems and applications.**
 - Deploy the ability for Public Housing residents to submit Annual Review information through a secure online portal. Public Housing residents will also be able to view the status of current annual review documents, receive instant notification of their submission, receive notification of missing documents, and upload supporting documents at their convenience. This will improve annual review processing time and increase customer satisfaction through an easier, more user-friendly process.
 - Enhance NYCHA's current rent collection system for short term improvements, and begin to re-engineer the Rent Collection Process for long term modernization.
 - Migrate NYCHA's legacy Project Management Information Systems (PIMS), which is used to manage many aspects of tenancy, to Siebel and other self-service web applications.
 - Complete the conversion of Public Housing resident folders into secure, digital files.
 - Run pilot to test expansion of mobile inspections to NYCHA maintenance and skilled trade workers and for additional physical plant inspection. Automating the delivery

and dispositioning of work orders will greatly improve efficiencies by providing, real-time assignment and scheduling of work orders; automated distribution of work orders; immediate disposition of work orders in system; reduction of manual data entry to disposition work orders; significant reduction of data entry errors; ability to reallocate resources as needed during the day and more.

- **Continue enhancement of NYCHA’s maintenance and asset management system (Maximo) by:**
 - Improving integration to NYCHA’s physical plant asset data with Maximo;
 - Supporting NYCHA’s overhaul of the Storeroom Inventory Management systems; and processes.
 - Facilitating data capture for annual HUD-required Physical Needs Assessment.
- **Upgrade various business support and infrastructure systems, which will provide added business functionality such as:**
 - Upgrade Neopost;
 - Implement Siebel Open UI to improve NYCHA’s online Self-Service experience, regardless of device customer is using;
 - Other Siebel enhancements to support Reasonable Accommodations and on-line applicant interview scripts;
 - Integrate NYCHA data with other governmental agencies, including HUD, HRA and NYC DEEP, data to improve reporting and responsiveness;
 - Update/replace NYCHA’s automated forms submission software (Movaris);
 - 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; and
 - Upgrade Oracle Financial eBusiness Suite to improve process related to Risk Finance support, and subcontractor tracking.
- **Digitize NYCHA’s HR files as a first step to implementing a modern, user-accessible HR system.**

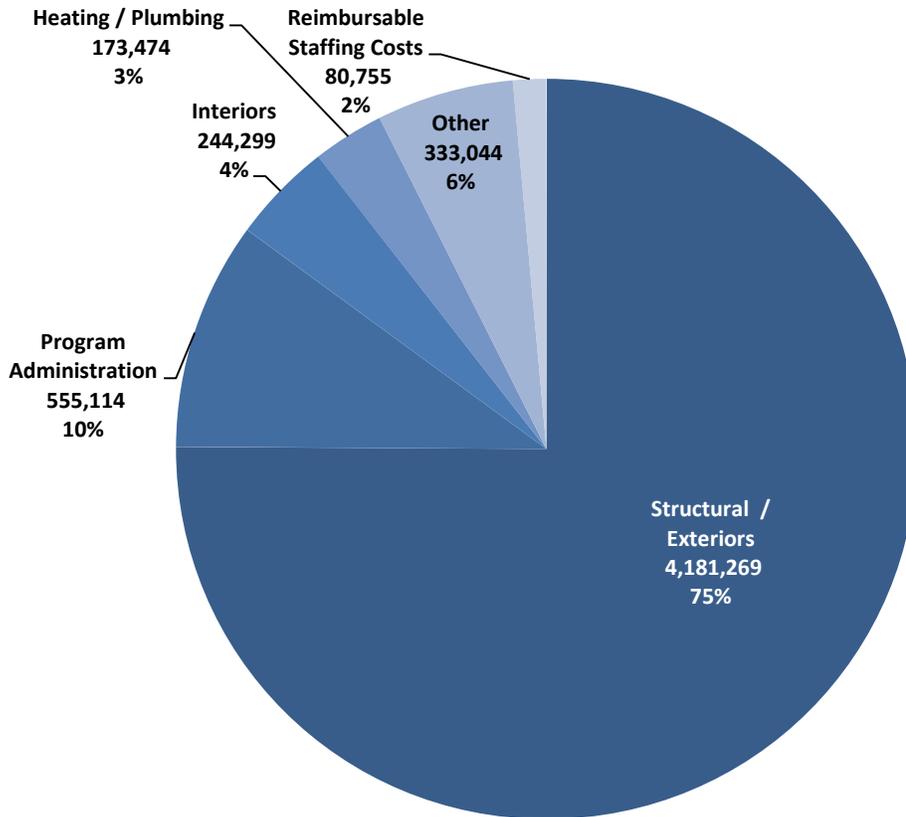
**FY 2016 – 2020 Capital Funding By Source
(Dollars in Thousands)**



Total: \$5.567 Billion

- Other includes DANY, Bond, and Public Housing Development Grant.

FY 2016 – 2020 Capital Plan By Work Type (Dollars in Thousands)



Total: \$5.567 Billion

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

Five Year Capital Plan - Federal
(in thousands)

Department	Work Type	FY16	FY17	FY18	FY19	FY20	Total
ADMINISTRATION	Information Technology	-	150	-	-	-	150
ADMINISTRATION TOTAL		-	150	-	-	-	150
CPD	A & E / CM Fees	22,702	8,650	-	1,000	-	32,352
	Heating / Plumbing	41,330	24,700	32,200	30,100	24,319	152,649
	Interiors	29	-	19,000	19,000	23,000	61,029
	Fire Safety / Section 504	8,520	13,000	3,000	11,100	3,800	39,420
	Program Administration	170	-	-	-	-	170
	Reimbursable Staffing Costs	16,755	16,000	16,000	16,000	16,000	80,755
	Safety / Security	1,766	-	-	-	-	1,766
	Structural / Exteriors	132,074	100,654	97,630	95,300	105,381	531,041
CPD Total		223,347	163,004	167,830	172,500	172,500	899,182
DEVELOPMENT	Misc Fees for Srvc	100	-	-	-	-	100
	Structural / Exteriors	17,713	-	-	-	-	17,713
DEVELOPMENT TOTAL		17,813	-	-	-	-	17,813
ENERGY	Energy	565	-	-	-	-	565
ENERGY TOTAL		565	-	-	-	-	565
FINANCE	Program Administration	179,413	90,853	90,863	90,863	90,863	542,855
FINANCE TOTAL		179,413	90,853	90,863	90,863	90,863	542,855
IT	Information Technology	28,559	7,126	1,704	1,752	1,562	40,703
	Reimbursable Staffing Costs	6,989	3,149	4,257	4,209	4,399	23,002
IT TOTAL		35,548	10,275	5,961	5,961	5,961	63,706
OPERATIONS	Heating / Plumbing	13,212	-	-	-	-	13,212
	Environmental / Lead Based Paint	23,065	13,758	13,758	13,758	13,758	78,097
	Structural / Exteriors	20,715	11,522	10,825	6,155	6,155	55,372
OPERATIONS TOTAL		56,992	25,280	24,583	19,913	19,913	146,681
SUPPLY MANAGEMENT	Ranges and Refrigerators	5,453	6,675	7,000	7,000	7,000	33,128
SUPPLY MANAGEMENT		5,453	6,675	7,000	7,000	7,000	33,128
FEDERAL TOTAL		519,131	296,237	296,237	296,237	296,237	1,704,080

**Five Year Capital Plan - Bond
(in thousands)**

Department	Work Type	FY16	FY17	FY18	FY19	FY20	Total
CPD	Structural / Exteriors	1	-	-	-	-	1
CPD Total		1	-	-	-	-	1
FINANCE	A & E / CM Fees	1,078	-	-	-	-	1,078
FINANCE TOTAL		1,078	-	-	-	-	1,078
BOND TOTAL		1,079	-	-	-	-	1,079

**Five Year Capital Plan -City
(in thousands)**

Department	Work Type	FY16	FY17	FY18	FY19	FY20	Total
CPD	Energy	2,000	27,471	7,642	-	-	37,113
	Heating / Plumbing	545	5,500	-	-	-	6,045
	Interiors	73,393	11,000	-	7,787	7,935	100,115
	Painter's Apprent Prog	8,350	-	-	-	-	8,350
	Safety / Security	20,899	-	-	-	-	20,899
	Structural / Exteriors	277,899	104,320	108,136	7,213	7,065	504,633
CPD TOTAL		383,086	148,291	115,778	15,000	15,000	677,155
CP&D	Information Technology	1	-	-	-	-	1
	Structural / Exteriors	1,325	380	-	-	-	1,705
CP&D TOTAL		1,326	380	-	-	-	1,706
DEVELOPMENT	Structural / Exteriors	8,186	-	-	-	-	8,186
DEVELOPMENT TOTAL		8,186	-	-	-	-	8,186
ENERGY	Energy	3,857	-	-	-	-	3,857
ENERGY TOTAL		3,857	-	-	-	-	3,857
CITY TOTAL		396,455	148,671	115,778	15,000	15,000	690,904

**Five Year Capital Plan - State
(in thousands)**

Department	Work Type	FY16	FY17	FY18	FY19	FY20	Total
CPD	A & E / CM Fees	8	-	-	-	-	8
	Heating / Plumbing	1,568	-	-	-	-	1,568
	Interiors	3,332	-	-	-	-	3,332
	Structural / Exteriors	67	-	-	-	-	67
STATE TOTAL		4,975	-	-	-	-	4,975

**Five Year Capital Plan - DA Funds
(in thousands)**

Department	Work Type	FY16	FY17	FY18	FY19	FY20	Total
CPD	Interiors	77,750	-	-	-	-	77,750
	Program Administration	2,488	-	-	-	-	2,488
TOTAL DA FUNDS		80,239	-	-	-	-	80,239

**Five Year Capital Plan - CDBG
(in thousands)**

Department	Work Type	FY16	FY17	FY18	FY19	FY20	Total
CPD	Structural / Exteriors	317,600	-	-	-	-	317,600
CDBG TOTAL		317,600	-	-	-	-	317,600

**Five Year Capital Plan - FEMA
(in thousands)**

Department	Work Type	FY16	FY17	FY18	FY19	FY20	Total
CPD	A & E / CM Fees	12,455	-	-	-	-	12,455
	Structural / Exteriors	2,585,820	-	-	-	-	2,585,820
FEMA TOTAL		2,598,275	-	-	-	-	2,598,275

**Five Year Capital Plan - Insurance
(in thousands)**

Department	Work Type	FY16	FY17	FY18	FY19	FY20	Total
CPD	Structural / Exteriors	168,732	-	-	-	-	168,732
IRSAND TOTAL		168,732	-	-	-	-	168,732