
Ten-Year Capital Strategy

Fiscal Years 2016-2025



The City of New York
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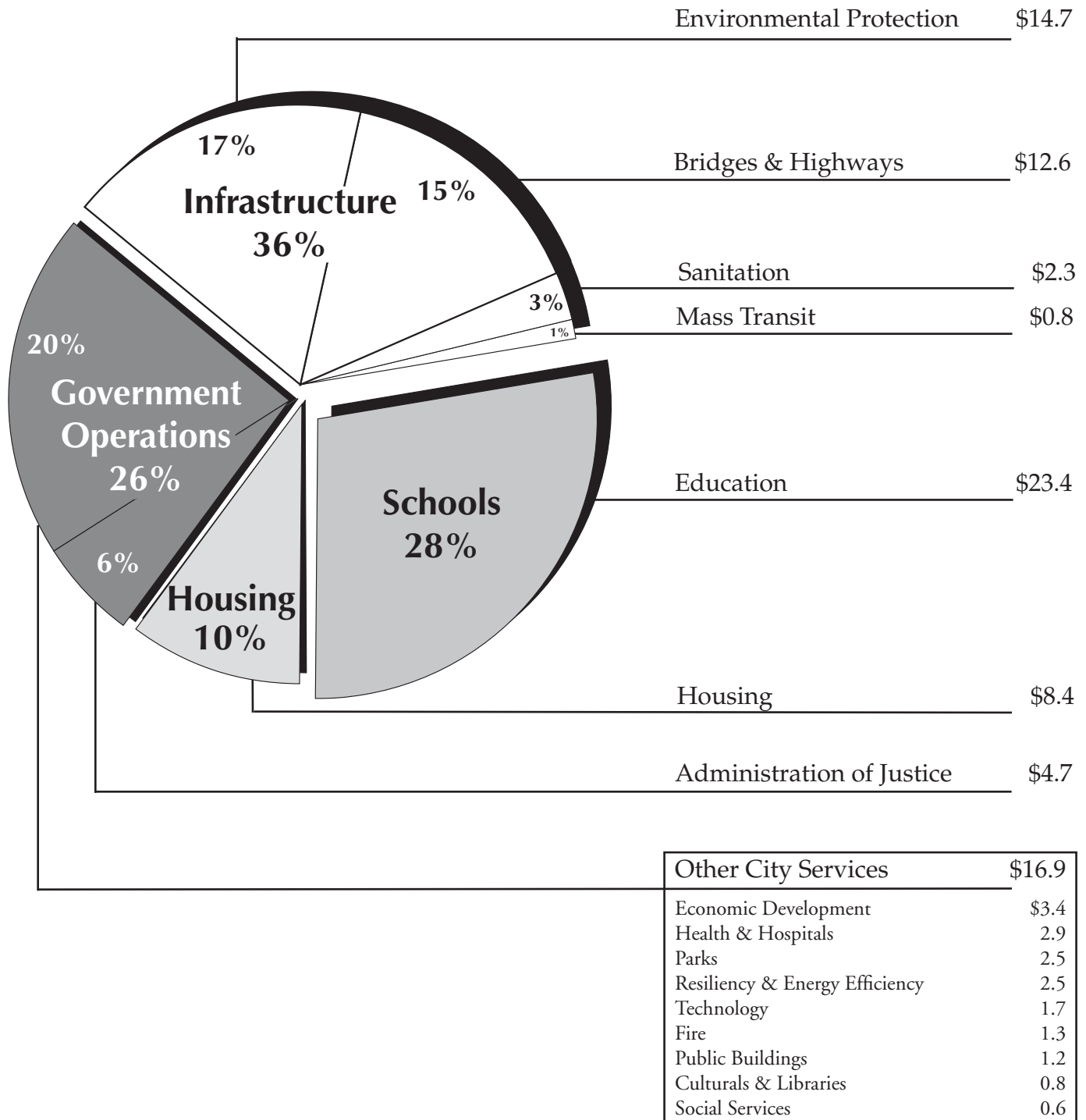
May 2015

***Ten-Year
Capital Strategy
Summary***

Ten-Year Capital Strategy 2016-2025

Totals \$83.8 Billion in All Funds

(\$ in billions)



Sources Financing the Ten-Year Capital Strategy 2016-2025

Total City Funds	\$75.5 Billion
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General Obligation and
New York City Transitional Finance Authority \$61.1 Billion



New York City Municipal Water
Finance Authority \$14.4 Billion

Total Non-City Funds	\$8.3 Billion
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Federal \$5.1 Billion



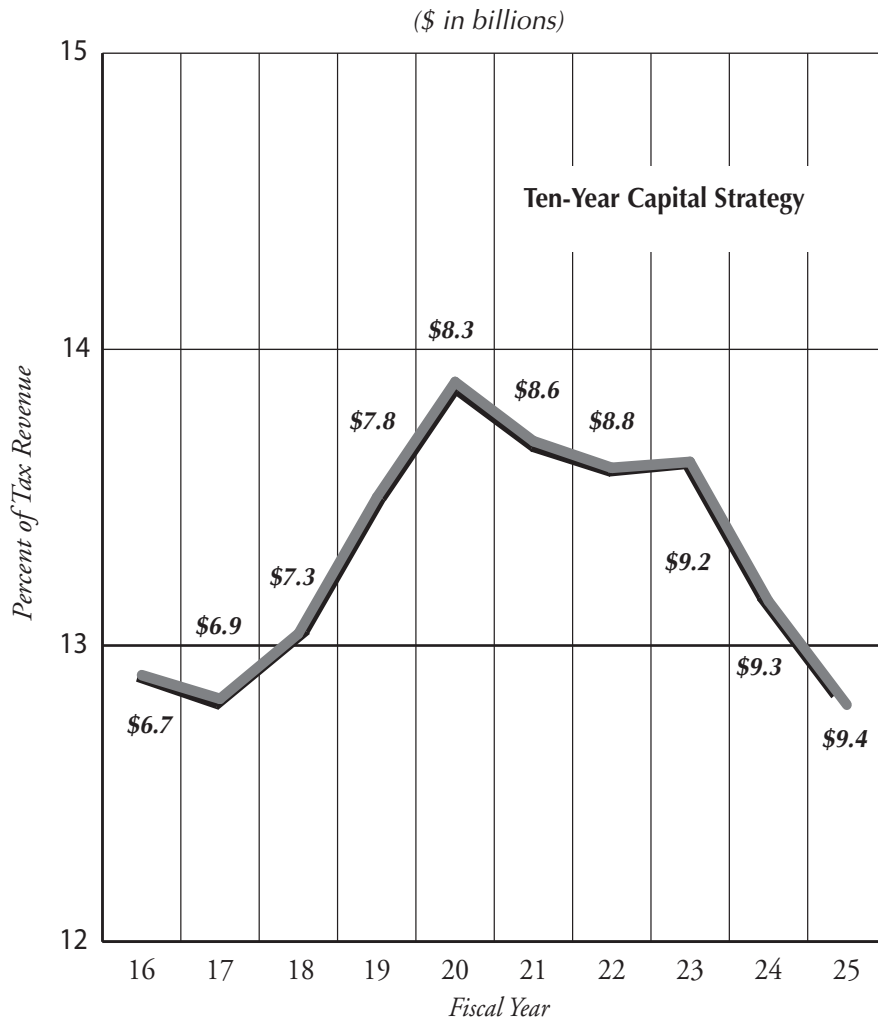
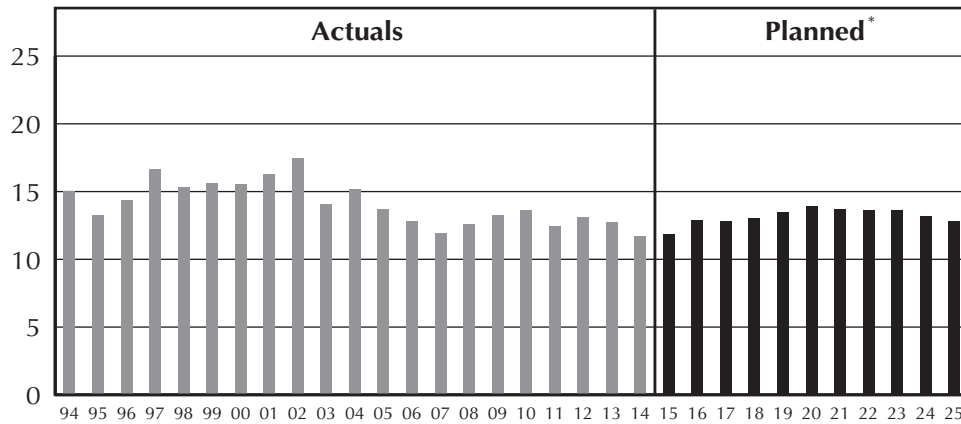
State \$3.0 Billion



Other Non-City Sources \$0.2 Billion

Total Ten-Year Capital Strategy	\$83.8 Billion
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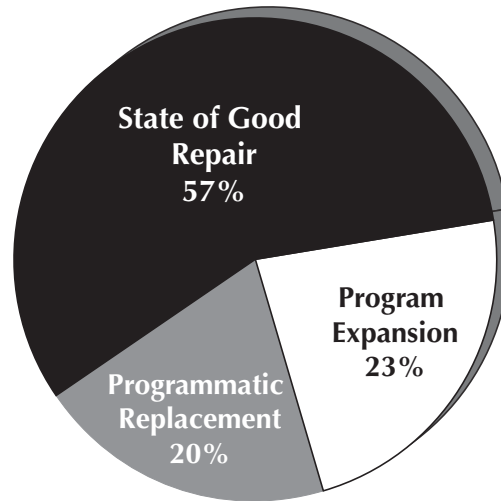
Debt Service as a Percent of Tax Revenues



* Planned figures include General Obligation Bonds, Transitional Finance Authority Bonds, and lease debt service. Amounts shown are net of prepayments. Tax Revenues used to compute the percentage include an addition of TFA debt service.

Distribution of the All Funds

Ten-Year Capital Strategy 2016-2025



Total Program: \$83,778
(\$ in millions)

State of Good Repair	\$47,631	Program Expansion	\$19,647	Programmatic Replacement	\$16,500
• Reconstruction and Rehabilitation of Schools	\$16,822	• New School Construction	\$5,428	• Upgrade of Water Pollution Control Plants	\$3,116
• East River and Other Bridge Reconstruction	7,737	• New and Special Needs Housing	4,104	• Citywide Information Systems & Equipment	1,828
• Housing Preservation and Rehabilitation	4,245	• Neighborhood Revitalization	2,300	• Water Main Replacement and Dam Safety Program	1,756
• Reconstruction & Resurfacing of Streets and Highways	3,667	• Augmentation of Sewers	1,615	• Water Quality Mandates & Preservation	1,547
• Resiliency, Energy Efficiency and Sustainability	2,475	• Green Infrastructure	1,560	• Reconstruction and Renovation of Court Facilities	1,537
• Rehabilitation of Hospitals and Health Clinics	2,422	• Industrial, Commercial, Waterfront and Market Development	1,050	• Purchase of Sanitation Equipment	1,152
• Reconstruction of Recreational Spaces	2,343	• Construction of the Third Water Tunnel	900	• Fire Department Vehicles and Equipment	913
• Sanitation Garages and Facilities	1,031	• Smart Schools Bond Act	780	• Transit System Rehabilitation	837
• Rehabilitation of Public Buildings and Systems	1,008	• Water Main Construction	400	• Sewer Components	790
• Reconstruction of Correctional Facilities	974	• Bluebelt Program	378	• Correctional Facilities and Equipment	727
• Replacement of Failing Sewer Components	941	• Sewer Extensions to Accommodate New Development	355	• Police Vehicles and Equipment	609
• Renovation of Police Facilities	867	• Water Pollution Improvements	208	• Replacement of DEP Facilities and Equipment	526
• Rehabilitation of Libraries and Cultural Institutions	794	• Improvements to Cultural and Recreational Facilities	177	• Ferry Boats and Terminals	433
• Upgrades to Traffic Systems	607	• Solid Waste Management	119	• Purchase of Medical Equipment	366
• Water for the Future & Filtration Avoidance	441	• Croton Filter Project	103	• Social Services Management Systems and Equipment	185
• Social Services Facility and Technology Upgrades	434	• Others	170	• Others	178
• Reconstruction and Rehabilitation of CUNY Facilities	385				
• Fire House Renovations	338				
• Others	100				

Funding for the Ten-Year Capital Strategy by Agency Program

(\$ in 000's)

	FY16-19		FY16-25	
	City Funds	All Funds	City Funds	All Funds
Education	\$9,250,078	\$10,629,590	\$20,343,548	\$23,029,590
Bridges	2,586,805	3,193,605	6,553,718	7,763,250
Housing	2,807,138	2,890,970	7,181,717	7,457,549
Water Pollution Control	2,447,256	2,727,564	5,308,012	5,588,320
Technology	1,993,910	1,993,910	4,219,448	4,219,448
Sewers	2,055,450	2,079,756	4,036,897	4,061,203
Highways	1,964,779	2,503,916	3,077,251	3,666,673
Economic Development	2,022,835	2,095,881	3,288,956	3,380,002
Water Mains	2,138,614	2,141,614	3,330,095	3,333,095
Parks and Recreation	1,450,663	1,700,083	2,264,998	2,514,418
<i>Subtotal-Major Agency Programs</i>	\$28,717,528	\$31,956,889	\$59,604,640	\$65,013,548
Hospitals	\$243,118	\$1,526,539	\$841,273	\$2,403,352
Sanitation	886,319	888,132	2,300,787	2,302,600
Corrections	1,324,407	1,395,437	1,630,316	1,701,346
Courts	593,994	593,994	1,537,174	1,537,174
Police	891,697	905,215	1,463,137	1,476,655
Fire	471,166	629,296	1,093,058	1,251,188
Water Supply	468,744	468,744	1,179,744	1,179,744
Public Buildings	640,636	640,636	1,012,765	1,012,765
Housing Authority	501,308	809,308	591,308	899,308
Transit	504,308	508,171	833,312	837,175
Traffic	221,960	422,494	274,923	641,506
DEP Equipment	318,876	318,876	526,047	526,047
Health	294,851	304,495	457,369	480,553
Ferries	173,592	427,785	178,803	446,946
CUNY	265,037	265,280	405,343	405,715
NY Branch Libraries	191,509	191,509	247,081	247,081
Homeless Services	83,004	83,004	212,004	212,004
Cultural Affairs	184,947	192,362	202,822	210,237
Human Resources	75,009	96,797	137,484	191,825
Brooklyn Libraries	133,850	133,850	188,110	188,110
Queens Libraries	131,264	131,575	185,729	186,040
Admin for Children's Services	96,529	110,154	145,542	170,865
Real Estate	119,143	119,143	140,583	140,583
Transportation Equipment	50,813	57,164	59,916	66,267
Aging	37,532	37,532	47,497	47,497
NY Research Library	871	871	2,197	2,197
<i>Total</i>	\$37,622,012	\$43,215,252	\$75,498,964	\$83,778,328

Ten-Year Capital Strategy

Fiscal Years 2016-2025

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				Energy Efficiency and	
				Citywide Equipment	126
				Citywide Total	131

**Ten-Year
Capital Strategy Framework &
Financing Program**

Capital Strategy Framework

The Ten-Year Capital Strategy addresses the need to accommodate New York City's demographic and economic growth while maintaining the existing infrastructure, and improving the quality of life. Since 2000, the City has seen its population increase by 483,000 as of July 2014, and its employment base expand by 385,000. This robust growth has taken place against the backdrop of the 2001 terrorist attacks and of two economic downturns, the second of which was one of the deepest recessions in U.S. history. The City also faced the aftermath of Hurricane Sandy's landfall in 2012. The Ten-Year Capital Strategy builds on the City's remarkable strength and resiliency to ensure that New York City continues to attract residents, promote economic activity, and provide vital public services in the decade ahead.

The Ten-Year Capital Strategy is the financial framework in which the City will achieve the Mayor's goals for the preservation and expansion of the City's capital plant as defined in part by *One New York: The Plan for a Strong and Just City* ("OneNYC"); *Housing New York, a Five-Borough, Ten-Year Plan*; and *One City, Built to Last*. The economic, social, and environmental effects of these plans are designed to yield a stronger, more inclusive city, with a higher quality of life for all of its communities.

Growth in Population

In 2014, New York City hit a new population record. The Census Bureau estimates that the population reached nearly 8.5 million, 316,000 above the Decennial Census count in 2010 (+3.9 percent).¹ The city's population growth accounted for 60.0 percent of the total population growth in the Metropolitan region over the same period. The City's population is projected to reach 9 million by 2040.²

The City remains a net contributor of population to the other 50 states but population losses due to internal migration have slowed since 2008, in particular outmigration flows. Notably, once international migration is accounted for, New York City recorded positive population growth due to migration since 2010, reversing the trend established in the previous four decades.³

¹ *The Census Bureau's methodology, which uses the same model for all counties across the U.S., may not be ideal for estimating the population of a city as complex as New York, which is characterized by very high levels of domestic and international migration. While the direction of the 2014 estimate is likely correct given the strength of the city's economy, we believe that the magnitude of the change may be overstated by between one and two percent.*

² *New York Metropolitan Transportation Council, [2050 Population and Employment Forecasts](#). (link to [population table](#)), adopted 3/12/2015.*

³ *New York City Department of City Planning (2013) [The Newest New Yorkers](#).*

Capital Strategy Framework

Due to the City's sheer size, even large population increases can translate to relatively small growth rates. As Figure 1 shows⁴, between 2000 and 2013, the last year for which comparable data for other cities is available from the Census Bureau, New York City grew approximately 5 percent, a pace slightly slower than that of Los Angeles. The City's growth was outpaced by fast growing cities in the Sun Belt and by some older cities in the Northeast.

In absolute levels, as shown in Figure 2, New York City grew by 397,000, the largest change among the cities considered and approximately the size of Cleveland, OH in 2010. Because of its geographical constraints, the City is growing by using its existing land and infrastructure more intensively, and by building new infrastructure in categories particularly sensitive to growth trends, such as schools, housing, water, and sewer lines.

Figure 1 Percentage Population Change 2000-2013 for 25 Largest Cities in 2000

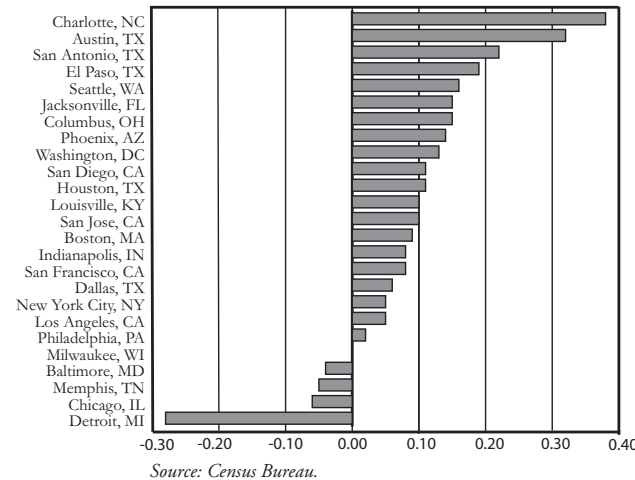
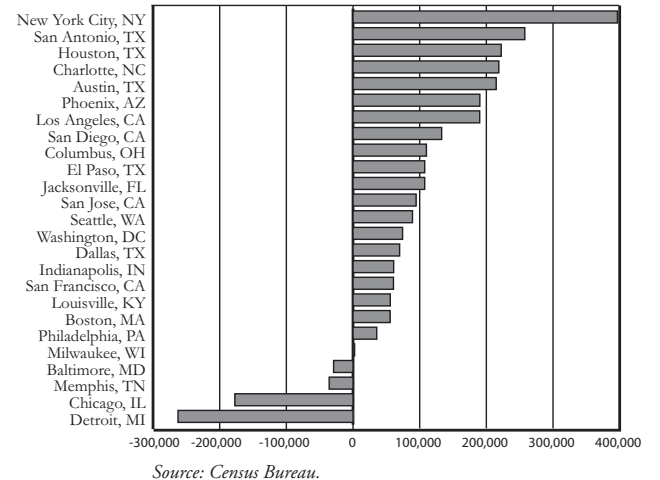


Figure 2 Cumulative Population Change 2000-2013 for 25 Largest Cities in 2000



⁴ Population data in Figure 1 and 2 are Census Bureau's intercensal estimates for 2000-2010 and current estimates for the rest of the period. In the figures, Louisville refers to the Louisville/Jefferson County metro government.

Capital Strategy Framework

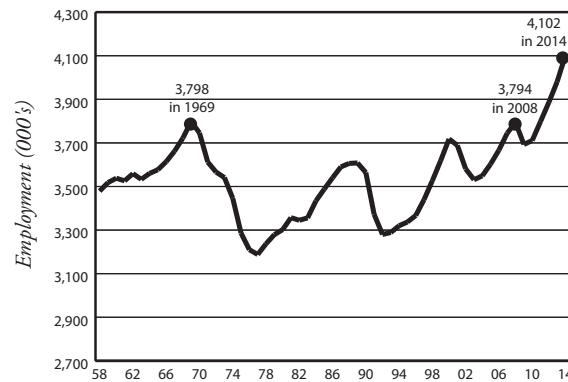
Growth in Employment and Economic Activity

In 2014, the number of wage and salary jobs in the City set a new record at 4.1 million. In 2011, the City finally surpassed the previous employment peak set in 1969 and has been adding jobs at a brisk pace since, as shown in Figure 3. In 2014 alone, the City added 120,000 private sector jobs (a growth of 3.5 percent), which represented 70.1 percent of the total job growth in the Metropolitan region.

The last recession and the current recovery show two features going against recent historical experience. First, the recession was shorter and shallower than in the nation. Second, the securities sector is not leading the job growth recovery in New York City and has added only 10,000 jobs. The employment gains during this recovery were driven by population growth and by tourism: 59 percent of the jobs

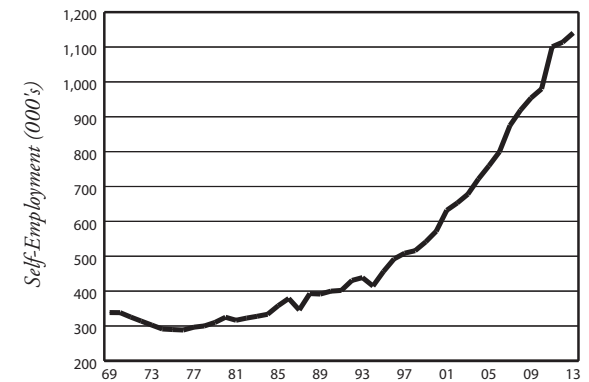
added between August 2009 (the City's employment trough) and March 2015 were in health and educational services, retail trade, and leisure and hospitality. Areas of traditional and new strength in professional and business services and information services contributed 28 percent of the employment gains. Of particular note is the growth in the so-called technology sector (composed of technology, advertising, media and information businesses), not only as an expanding source of employment but also because of its agglomeration in Midtown South and Downtown Brooklyn which lead to the revitalization of commercial buildings in those areas. The number of self-employed, shown in Figure 4, also increased by 186,000 between 2009 and 2013, a growth of nearly 20 percent.

Figure 3 Total Employment in New York City 1958-2014



Source: New York State Department of Labor.

Figure 4 Self-Employment 1969-2013



Source: Bureau of Economic Analysis.

Capital Strategy Framework

The Capital Strategy

The demographic and economic expansion that New York City is experiencing presents two challenges. First, existing infrastructure is subject to additional stress, increasing the volume of repair and upgrade. Second, new investments need to be undertaken. The Ten-Year Capital Strategy addresses the challenges brought about by growth and aims at protecting and improving the existing capital stock, also in light of evolving risks tied to climate change.

The estimated levels of commitment for the City's capital over the next decade outlined by this strategy will fulfill our core obligation to protect our existing infrastructure by increasing the volume of capital repairs and upgrades, keeping pace with capital replacement requirements, and meeting the City's legal mandates.

The strategy also provides for capital program expansion, to help sustain the city's equitable growth and protect it from the risks of climate change. This work begins in New York City's neighborhoods to help preserve their affordability while allowing for responsible growth. In this regard, the strategy includes the creation of a Neighborhood Development Fund to support necessary public investments in neighborhoods where the City plans to permit greater density through zoning. The Fund will assure that these infrastructure investments will be made in coordination with anticipated growth.

Financing Program

The City financing program projects \$34.7 billion of long-term borrowing for the period fiscal years 2015 through 2019 to support the City current capital program. The portion of the capital program not financed by the New York City Municipal Water Finance Authority (NYW or the Authority) will be split between General Obligation (GO) bonds of the City and bonds of the New York City Transitional Finance Authority (TFA). Given the TFA is approaching its statutory

limit on Building Aid Revenue Bonds debt outstanding, the financing program reflects a reduction in (BARBs) issuance so as to remain under the limit. Correspondingly, the portion of the education capital program previously planned to be financed with BARBs will be financed by GO or TFA Future Tax Secured (FTS) bonds. Figures below do not include state funded financing for education capital purposes through BARBs:

2015–2019 Financing Program

(\$ in millions)

	2015	2016	2017	2018	2019	Total
City General Obligation Bonds	\$800	\$2,300	\$3,070	\$3,350	\$3,490	\$13,010
TFA Bonds (1)	2,890	2,300	3,070	3,350	3,490	15,100
Water Authority Bonds (2)	1,186	1,333	1,314	1,383	1,353	6,569
Total	\$4,876	\$5,933	\$7,454	\$8,083	\$8,333	\$34,679

(1) TFA Bonds do not include BARBs issued for education capital purposes. TFA expects to continue to issue BARBs under the current legislative authorization.

(2) Includes commercial paper and revenue bonds issued for the water and sewer system's capital program. Figures do not include bonds that defease commercial paper or refunding bonds.

Capital Stabilization Reserve

The Mayor's Executive Budget includes \$500 million in fiscal year 2016 for a new Capital Stabilization Reserve in the operating budget to complement and support the release of the 10-Year Capital Strategy. Expenditures from the Capital Stabilization Reserve will be directed in support of the streamlining and modernization of the Capital Program proposed by the Mayor. The Capital Stabilization Reserve will be used in part in the early stages of capital project planning and design for necessary up-front expenses including pre-scoping, whether capially eligible or not. The Capital Stabilization Reserve can also be used to defease City debt if not needed in total for other capital purposes. The Capital Stabilization Reserve can be used to prevent debt service costs from rising unduly as a percent of total taxes when revenues come under stress or there is an increase in interest rates

or project costs. The Capital Stabilization Reserve is consistent with the Mayor's commitment to build up various reserves.

The following three tables show statistical information on debt issued and expected to be issued by the financing entities described above, other than BARBs to be issued by the TFA.

Financing Program

	2015–2019 Debt Outstanding				
	(\$ in millions at year end)				
	2015	2016	2017	2018	2019
City General Obligation Bonds	\$40,378	\$40,424	\$41,189	\$42,223	\$43,404
TFA Bonds (1)	26,434	28,038	30,237	32,659	34,889
TSASC Bonds	1,216	1,203	1,190	1,168	1,145
Conduit Debt	1,534	1,445	1,365	1,284	1,206
Total	\$69,562	\$71,110	\$73,981	\$77,334	\$80,644
Water Authority Bonds	\$29,752	\$30,755	\$31,778	\$32,854	\$33,873

(1) Figures above do not include state funded financing for education capital purposes through the TFA BARBs

	2015–2019 Annual Debt Service Costs				
	(\$ in millions, before prepayments)				
	2015	2016	2017	2018	2019
City General Obligation Bonds (1)	\$3,748	\$4,365	\$4,460	\$4,549	\$4,633
TFA Bonds (2)	1,982	2,051	2,150	2,354	2,779
TSASC Bonds	74	74	74	82	82
Conduit Debt (3)	224	221	210	269	295
Total Debt Service	\$6,028	\$6,711	\$6,894	\$7,255	\$7,789
Water Authority Bonds (4)	\$1,434	\$1,698	\$1,780	\$1,867	\$1,968

(1) Includes interest on short-term obligations (RANs).

(2) Figures above do not include state funded financing for education capital purposes through the TFA BARBs.

(3) Conduit Debt debt service includes interest on the \$3 billion Hudson Yards Infrastructure Corporation (HYIC) debt issued in December 2006 and October 2011. Such debt is not included in the “Debt Outstanding” table above because the City is not required to pay principal of the HYIC debt.

(4) Includes First Resolution debt service and Second Resolution debt service net of subsidy payments from the NYS Environmental Facilities Corporation.

	2015–2019 Debt Burden				
	2015	2016	2017	2018	2019
Total Debt Service (1) as % of:					
a. Total Revenue	7.5%	8.5%	8.5%	8.7%	9.1%
b. Total Taxes	11.7%	12.8%	12.7%	12.9%	13.4%
c. Total NYC Personal Income	1.2%	1.3%	1.2%	1.2%	1.3%
Total Debt Outstanding (1) as % of:					
a. Total NYC Personal Income	13.3%	13.2%	13.2%	13.2%	13.3%

(1) Total Debt Service and Debt Outstanding include GO, conduit debt and TFA FTS bonds. Not included are BARBs.

Financing Program

The financing of the City capital program is split among GO, TFA and NYW bond issuance. The City and TFA will issue \$13.0 billion and \$15.1 billion, respectively, during the plan period. The City issuance supports 37 percent of the total, while TFA issuance supports 44 percent of the total. NYW's annual financing amount, excluding refundings, will average approximately \$1.3 billion. The aggregate NYW financing during the plan period will account for 19 percent of the total financing program.

The City, TFA, and NYW have enjoyed continued strong investor demand which has allowed the City capital program to be financed at reasonable interest rates. All of the issuers financing the City capital program have maintained credit ratings in the AA category or better by Moody's, Standard & Poor's, and Fitch, as indicated in the table below.

Ratings

<i>Issuer</i>	<i>Fitch</i>	<i>Moody's</i>	<i>Standards and Poor's</i>
NYC GO	AA	Aa2	AA
TFA Senior	AAA	Aaa	AAA
TFA Subordinate	AAA	Aa1	AAA
TFA BARBs	AA	Aa2	AA
NYW First Resolution	AA+	Aa1	AAA
NYW Second Resolution	AA+	Aa2	AA+
EFC Senior SRF Bonds	AAA	Aaa	AAA
EFC Subordinated SRF Bonds	AA+	Aaa	AAA

Financing Program

New York City General Obligation Bonds

Since July 1, 2014, the City has issued approximately \$1.8 billion in refunding bonds and \$100 million in bonds for capital purposes, totaling approximately \$1.9 billion. The dates and principal amounts are as follows:

NYC GO Issuances

(\$ in millions)

<i>Series</i>	<i>(N)ew Money/ (R)efunding</i>	<i>Issue Date</i>	<i>Tax Exempt Amount</i>	<i>Taxable Amount</i>	<i>Total Par Amount</i>
2015 AB	R	9/4/2014	\$980	\$0	\$980
2015 CD	R	3/31/2015	800	0	800
2015 E	N	3/31/2015	0	100	100
Total			\$1,780	\$100	\$1,880

The \$1.8 billion of refunding transactions the City has completed to date in fiscal year 2015 generated approximately \$257 million of debt service savings during the financial plan period.

In addition to the total issuance mentioned above, the City took steps to manage its outstanding floating rate debt. The City reoffered approximately \$525 million of floating rate bonds in order to manage expiring bank facilities supporting that debt. Of that amount, \$100 million was reoffered in a fixed rate mode, and \$125 million was reoffered as an index bond directly to a bank. Within the refunding issues mentioned above, the City refunded approximately \$33 million of floating rate bonds using the same rationale as for the reoffered issues.

The City plans to issue GO bonds for capital purposes of approximately \$2.3 billion, \$3.1 billion, \$3.4 billion, and \$3.5 billion in fiscal years 2016 through 2019, respectively.

Currently the debt service for the City, TFA (excluding BARBs), and City appropriation debt, or conduit debt, excluding the effect of pre-payments, is 7.5 percent of the City's total budgeted revenues in fiscal year 2015. That ratio is projected to rise to 9.1 percent in fiscal year 2019. As a percentage of tax revenues, the debt service ratio is 11.7 percent in fiscal year 2015 and is projected to increase to 13.4 percent in fiscal year 2019.

In fiscal year 2015, the City does not project a note issuance to satisfy cash flow needs. The City financing program assumes the issuance of \$2.4 billion of notes annually through the remainder of the financial plan.

Financing Program

New York City Related Issuers - Variable Rate Debt

Floating rate bonds have been a reliable source of cost savings in the City capital program. In considering the proportion of the City's debt which is in variable rather than fixed rates, it is useful to consider all sources of financing with the exception of NYW, which is typically considered separately for such purposes. Included would be not only City GO bonds but also TFA, TSASC bonds and conduit debt. The City and its related entities have approximately \$10.5 billion of floating rate exposure.

Despite changes in the floating rate market, the City and other issuers supporting the City capital program have maintained floating rate exposure to minimize interest costs. The City and related financing entities have managed bank facility expirations by obtaining renewals from existing providers or replacement facilities from new providers. In addition, the City and related financing entities have explored new floating rate structures not requiring bank facilities. The City and TFA entered into private placements and public offerings of index floating rate bonds bearing all-in costs comparable to variable rate demand bonds with bank facilities. The City and TFA continue to explore these and other debt instruments which confer the benefit of floating rate exposure.

The City has not entered into any new interest rate swaps to date in fiscal year 2015. The total notional amount of swaps outstanding as of March 31, 2015 was \$1.75 billion, on which the termination value was negative \$134 million. This is the theoretical amount which the City would pay if all of the swaps terminated under market conditions as of March 31, 2015.

The following table shows the City's and its related issuers' floating rate exposure. Floating rate exposure is of note because certain events can cause unexpected increased costs. Those events include rising interest rates, a change in the tax code (in the case of tax-exempt debt), and the deterioration of the City's credit. Additionally, the deterioration of the credit of a related credit or liquidity provider can also have an impact on

interest cost. By contrast, the cost of outstanding fixed rate debt does not increase if any of the previously mentioned events takes place. On the other hand, fixed rate borrowing locks in a higher borrowing cost if interest rates do not change materially or if they decline. Overall, floating rate exposure benefits the City because it reduces the cost of financing. In short, interest costs on short term debt are almost always lower than long term debt. The City has assumed floating rate exposure using a variety of instruments including tax exempt floating rate debt, taxable floating rate debt, basis swaps, and certain types of synthetic fixed rate debt. The basis swaps and certain synthetic fixed rate debt provide exposure to changes in the tax code but are largely insensitive to changes in interest rates and changes in the City's credit. Given that those instruments provide only limited floating rate exposure, they are counted as variable rate exposure at less than the full amount of par or notional amount. Instruments that provide exposure only to changes in the tax code are counted at 25 percent of par or notional amount in the table below.

Financing Program

NYC Floating-Rate Exposure (1)					
<i>(\$ in millions)</i>					
	<i>GO</i>	<i>TFA</i>	<i>Conduit</i>	<i>TSASC</i>	<i>Total</i>
Floating Rate Bonds	\$6,090	\$3,963	\$30	\$0	10,083
Synthetic Fixed	212		31		243
Taxable Basis Swap	91				91
Enhanced Basis Swap	125				125
Total Floating-Rate	\$6,518	\$3,963	\$61	\$0	\$10,542
Total Debt Outstanding	\$40,378	\$26,434	\$1,534	\$1,216	\$69,561
% of Floating-Rate / Total Debt Outstanding			15.2%		
Total Floating-Rate Less \$6.14 Billion Balance in General Fund (Floating-Rate Assets)			4,399		
% of Net Floating Rate / Total Debt Outstanding			6.3%		

(1) Debt Outstanding as of the 2016 Executive Budget excluding NYW, HYIC, and TFA BARBs

The 15.2 percent floating rate exposure, including the risk from the synthetic fixed rate swaps and the basis swaps, is even more manageable after taking into account the 10 year average balance of \$6.14 billion of short-term assets in the City's General Fund which are an offset to these floating rate liabilities. Net of these floating rate assets, the floating rate exposure of the City, excluding NYW, is 6.3 percent of its outstanding debt. Moreover, the City uses conservative assumptions in budgeting expenses from floating rate instruments.

During fiscal year 2015, short-term interest rates relating to the \$10.5 billion of floating rate debt have been 0.07 percent on average for tax-exempt and 0.44 percent for taxable floating rate debt. These rates have continued to provide extremely attractive financing costs relative to fixed rate debt. Tax exempt floating rate debt has traded recently at rates that are approximately 325 basis points lower than those for long term fixed-rate debt, resulting in an annual savings of over \$340 million.

The New York City Municipal Water Finance Authority

The New York City Municipal Water Finance Authority (NYW) was created in 1985 to finance capital improvements to the City's water and sewer system. Since its first bond sale in November 1985, the Authority has sold \$57.4 billion in bonds. These bond issuances included a combination of general (first) resolution, second general resolution and subordinated special resolution crossover refunding water and sewer system revenue bonds. Of this aggregate bond par amount, \$30 billion is outstanding, \$23 billion was refinanced with lower cost debt, \$2.1 billion was defeased with revenues prior to maturity, and \$4.4 billion was retired with revenues as it matured.

Financing Program

In addition to this long-term debt, NYW uses a \$600 million tax-exempt commercial program as a source of flexible short-term financing. The commercial paper includes \$400 million of unenhanced extendible municipal commercial paper (EMCP) notes and \$200 million of notes backed by a line of credit from a bank.

NYW's outstanding debt also includes floating rate bonds, which have been a reliable source of cost effective financing. NYW has \$4.7 billion of floating rate bonds or 15% of its outstanding debt, including \$401 million which was swapped to a fixed rate. NYW's floating rate exposure includes tax-exempt floating rate debt supported by liquidity facilities.

NYW participates in the State Revolving Fund (SRF) program administered by the New York State Environmental Facilities Corporation (EFC). The SRF provides a source of long-term below-market interest rate borrowing, subsidized from federal capitalization grants, state matching funds and other funds held by EFC.

On July 10, 2014, NYW issued \$200 million of new money tax-exempt fixed rate Second Resolution Bonds, Fiscal 2015 Series AA. The bonds included term bonds maturing in 2044.

On July 10, 2014, NYW issued \$400 million of new money tax-exempt adjustable rate Second Resolution Bonds, Fiscal 2015 Series BB. The bonds are backed by standby bond purchase agreements provided by four banks. This bond issue included term bonds maturing in 2049 and 2050.

On September 24, 2014, NYW issued \$200 million of new money tax-exempt fixed rate Second Resolution bonds, Fiscal 2015 Series CC. This bond issue included a term bond maturing in 2045.

On September 24, 2014, NYW issued \$300 million of refunding tax-exempt fixed rate Second Resolution bonds, Fiscal 2015 Series DD. The bonds refunded portions of

NYW's First Resolution bonds, Fiscal 2005 Series B. The refunding bonds included serial and term bonds maturing in 2028, 2029 and 2036.

On November 20, 2014, NYW issued \$392.1 million of refunding and new money tax-exempt fixed rate Second Resolution bonds, Fiscal 2015 Series EE. The new money bonds included serial bonds maturing in 2045. The refunding bonds refunded portions of NYW's First Resolution bonds, Fiscal 2005 Series B. The refunding bonds included serial bonds maturing in 2028, 2029 and 2036.

On March 17, 2015, NYW issued \$530.0 million of refunding tax-exempt fixed rate Second Resolution bonds, Fiscal 2015 Series FF. The bonds refunded portions of NYW's First Resolution bonds, Fiscal 2005 Series C, Fiscal 2005 Series D and Fiscal 2006 Series A. The refunding bonds included a serial bonds maturing from 2025 to 2037 and a term bond maturing in 2039.

On April 9, 2015, NYW issued \$450.3 million of refunding tax-exempt fixed rate Second Resolution bonds, Fiscal 2015 Series GG. The bonds refunded portions of NYW's First Resolution bonds, Fiscal 2005 Series C, Fiscal 2005 Series D and Fiscal 2006 Series A. The refunding bonds included a serial bonds maturing from 2025 to 2039 and a term bond maturing in 2039.

In fiscal year 2015, NYW has drawn on short-term loans from EFC, pursuant to agreements entered into in fiscal years 2012, 2014, and 2015. To date, NYW has drawn \$351.06 million against these loans.

Summarized in the following table are seven bond series that have closed to date in fiscal year 2015. The proceeds of the bonds refinanced commercial paper previously issued by NYW, paid costs of improvements to the water and sewer system or paid principal and interest on certain of the Authority's outstanding debt and paid the costs of issuance.

Financing Program

NYW Issuance

<i>Series</i>	<i>(New Money (R)efunding)</i>	<i>Issue Date</i>	<i>Par Amount</i>	<i>True Interest Cost (TIC)</i>	<i>Longest Maturity</i>
2015 AA	N	7/10/14	\$200,000,000	4.18%	2044
2015 BB	N	7/10/14	\$400,000,000	.03%(1)	2050
2015 CC	N	9/24/14	\$200,000,000	3.99%	2045
2015 DD	R	9/24/14	\$300,000,000	3.96%	2036
2015 EE	N/R	11/20/14	\$392,110,000	4.07%	2045
2015 FF	R	3/17/15	\$530,000,000	3.61%	2039
2015GG	R	4/9/15	\$450,285,000	3.62%	2039

(1) Bonds issued as variable rate demand bonds; rate shown is an average from the issue date through April 2, 2015.

NYW is a party to two interest rate exchange agreements (swaps) with a total notional amount of \$401 million. As of March 31, 2015, the mark-to-market value of the swaps was negative \$128.8 million. This is the theoretical amount which NYW would pay if all swaps were terminated as of March 31, 2015.

NYW expects to issue an additional \$300 million of new money bonds over the remainder of fiscal year 2015.

During the period from fiscal years 2015 to 2019, NYW expects to sell an average of approximately \$1.3 billion of new money bonds per year. Of this amount, NYW plans to issue a minimum of \$300 million per year through EFC, taking advantage of the interest rate subsidy available for qualifying projects, and minimizing the overall costs of its financing program. After fiscal year 2015, NYW expects to issue approximately 90 percent of its new debt per year as fixed rate debt with the remainder issued as variable rate debt, subject to market conditions.

The New York City Transitional Finance Authority

The TFA is a public authority of New York State created by the New York Transitional Finance Authority Act. The TFA was created to issue debt, primarily secured with the City's personal income tax, to fund a portion of the capital program of the City. The TFA was originally authorized to issue up to \$7.5 billion of bonds and notes. On September 13, 2001, the TFA was given statutory authority to borrow \$2.5 billion to finance costs related to the September 11th terrorist attack on the City. Currently, TFA is permitted to have \$13.5 billion of debt outstanding and any amounts over and above that level are subject to the City's remaining debt incurring power under the State constitutional debt limit.

Since July 1, 2014, the TFA has issued approximately \$790 million in refunding bonds and \$2.9 billion in bonds for capital purposes. The dates and principal amounts are as follows:

Financing Program

NYC TFA Issuances

(\$ in millions)

<i>Series</i>	<i>New \$/ Refunding</i>	<i>Issue Date</i>	<i>Tax Exempt Amount</i>	<i>Taxable Amount</i>	<i>Total Par Amount</i>
2015 A	N	8/1/2014	\$875	\$125	\$1,000
2015 B	N	11/13/2014	700	150	850
2015 CD	R	3/12/2015	786	0	786
2015E	N	4/23/2015	840	200	1,040
Total			\$3,201	\$475	\$3,676

The \$790 million refunding transaction the TFA completed during fiscal year 2015 generated approximately \$100 million of debt service savings during the financial plan period.

Beyond the financings described above, the TFA plans to issue TFA FTS bonds for capital purposes of approximately \$2.3 billion, \$3.1 billion, \$3.4 billion, and \$3.5 billion in years 2016 through 2019, respectively.

In April 2006, the State enacted legislation authorizing issuance by the TFA of an additional \$9.4 billion of bonds to be used to fund capital costs for the Department of Education. This legislation also provided for the assignment to TFA of State building aid that had previously been paid directly to the City. The TFA currently has approximately \$6.7 billion of BARBs outstanding which fund the capital program of the Department of Education. As mentioned previously, the financing program reflects reduced BARB issuance to remain under the statutory cap. The TFA plans to issue BARBs of approximately \$494 million, \$281 million, \$299 million, and \$270 million in fiscal years 2016 through 2019, respectively. The reduction of BARB issuance is offset by an increase in GO and TFA FTS bonds.

Since June 2014, the TFA BARBs received several credit rating upgrades. Moody's Investor Service upgraded the BARBs from Aa3 to Aa2 and Fitch, Inc. upgraded the BARBs from AA- to AA. Standard & Poor's subsequently upgraded the BARBs from AA- to AA.

Hudson Yards Infrastructure Corporation

Hudson Yards Infrastructure Corporation (HYIC), a not-for-profit local development corporation, was established to provide financing for infrastructure improvements to facilitate economic development on Manhattan's far west side. Improvements include the extension of the No. 7 subway line west and south, construction of a system of parks, streets, and open spaces, as well as the acquisition of development rights over the MTA rail yards.

In December 2006, HYIC, issued its first series of bonds in the principal amount of \$2 billion. HYIC issued its second issuance of \$1 billion of bonds in October 2011. Principal on the HYIC bonds will be repaid from revenues generated by this new development, notably payments-in-lieu-of-property taxes (PILOT) on the commercial development and various developer payments. To the extent these revenues are not sufficient to cover interest payments, the City has agreed to make interest support payments to HYIC subject to appropriation.

Given the ongoing development in the Manhattan's far west side, revenues received by HYIC have accelerated. HYIC has begun to receive recurring PILOT revenue. Additionally, HYIC recently received approximately \$130 million from the sale of Transferrable Development Rights as well as District Improvement Bonus related to the Related Companies' project located at 55 Hudson Yards. These revenues, along with other revenues, will eliminate the interest support the City would have to provide on the HYIC bonds for fiscal years 2016 and

Financing Program

2017. However, these revenues are not ongoing, and the City financial plan reflects appropriation for interest support on the HYIC bonds in the future.

The subway extension, which is being constructed by the MTA, is projected to begin revenue service in 2015. As of April 2015, nearly 100% of the construction work and 97% of the systems and finishes work necessary for passenger service was complete, and operational testing has commenced.

Construction is almost complete on the HYIC-funded first phase of Hudson Park and Boulevard. As of April 2015, construction of the boulevard was nearly 100% complete, and the park was 98% complete with minor punchlist items to be completed as well as the exterior cladding of the cafe. Construction began in 2012 and is proceeding for completion in 2015. The construction work is being performed by the New York City Economic Development Corporation with oversight by the Hudson Yards Development Corporation.

Sales Tax Asset Receivable Corporation

The Sales Tax Receivable Asset Corporation (STAR), received credit rating upgrades related to the upgrade of New York State. In June 2014, Moody's Investor Service upgraded STAR from Aa2 to Aa1 and Fitch, Inc. upgraded STAR from AA to AA+. Standard and Poor's had previously rated STAR AAA since 2006.

In October 2014, STAR executed a refunding of all of its outstanding debt. The refinancing generated approximately \$650 million of savings, which was applied to benefit fiscal years 2015 through 2018.

Program Detail by Agency

Department of Transportation

The Department of Transportation (DOT) is responsible for the safe and efficient movement of people and goods in New York City. To fulfill this mission, DOT builds and maintains streets, sidewalks, highways, bridges, and municipal parking facilities; maintains and operates municipal ferry systems and monitors private ferry systems; monitors private bus companies; promotes the use of sustainable modes of transportation; participates in traffic regulation efforts; and serves as an advocate for better and safer transportation.

Although future demands on the transportation network will depend on a host of economic, demographic, and social trends that are difficult to predict, all indicators point to an increasing transportation demand. Increasing congestion on the City's highways will further exacerbate the difficulties of goods movement, as over 95 percent of all goods are shipped into the City via trucks. In the face of these trends the challenge will be to channel as much of this rising demand into mass transit as possible, while still maintaining a viable and safe local street system. Simultaneously, the City must maintain its aging bridge and arterial network so that vital transportation links do not become structurally deficient or congested, and to limit pollution-causing bottlenecks, which can impede the City's economic growth.

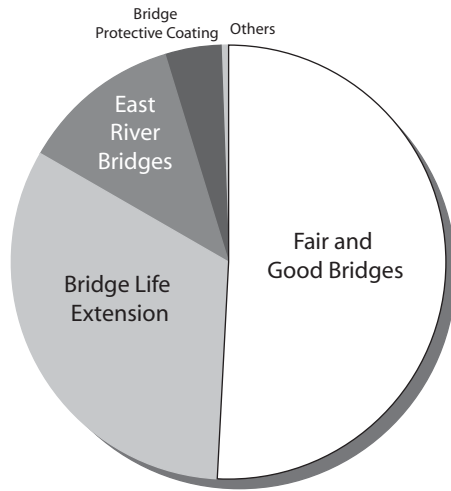
Capital Program Goals

- Provide safe and efficient travel throughout the City by rehabilitating deficient bridges and performing work necessary to keep bridges in a state of good repair;
- Provide streets in good repair;
- Improve the flow of traffic and minimize congestion;
- Maintain and improve safety on City streets by providing adequate lighting, adding and upgrading intersection signalization, installing lane markings, and traffic calming measures;
- Protect the public from excessive amounts of motor vehicle pollution;
- Provide public transportation that is accessible, reliable, and clean; and
- Ensure the safe and efficient operation of ferries and ferry terminals.

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides approximately \$12.6 billion to the Department, with Bridges and Highways receiving the bulk of funding, totaling approximately \$11.4 billion. Presuming Federal funding, this capital program includes \$186.9 million associated with Sandy storm damage.

Department of Transportation - Bridges



Bridges

	(in millions)
• Fair and Good Bridges	\$3,967.3
• Bridge Life Extension	2,513.2
• East River Bridges	919.6
• Bridge Protective Coating	332.4
• Bridge Vehicles/Equipment	26.0
• Bridge Facilities	4.8
TOTAL	\$7,763.3

The Ten-Year Capital Strategy provides \$7.8 billion in the Bridge Program for the reconstruction and upgrade of the City’s bridge system. The Ten-Year Capital Strategy includes funding for work on the four East River Bridges and 78 other bridge structures. The first four years of this Ten-Year Capital Strategy provides \$3.2 billion to the Bridge Program, of which \$2.0 billion is planned to be committed in 2016. The total commitment reflects the high priority accorded to restoring and maintaining these essential links in the City’s transportation system.

Fair and Good Bridges

The Ten-Year Capital Strategy provides \$4.0 billion to reconstruct 49 bridge structures currently rated “fair” or “good,” including \$1.7 billion for the Brooklyn-Queens Expressway (BQE) – Triple Cantilever Bridge and \$357.1 million for the Shore Road Bridge.

Bridge Life Extension

The Ten-Year Capital Strategy provides \$2.5 billion for rehabilitative work on 29 bridge structures currently rated “fair” or “good” that require an upgrade to their current condition, in addition to bridge component rehabilitation work on various bridges. These projects include \$99.4 million for the Broadway Bridge over the Harlem River and \$66.0 million for the West 79th Bridge over Amtrak.

East River Bridges

The Ten-Year Capital Strategy provides \$919.6 million for rehabilitative work on the East River Bridges. Funds for these projects include work on the Brooklyn Bridge totaling \$322.5 million and the Williamsburg Bridge totaling \$300.0 million.

Bridge Protective Coating

The Ten-Year Capital Strategy provides \$332.4 million for protective coating treatment on five bridge projects. This program includes \$15.9 million for the Hutchinson Parkway Bridge and \$9.5 million for the Belt Parkway Bridges.

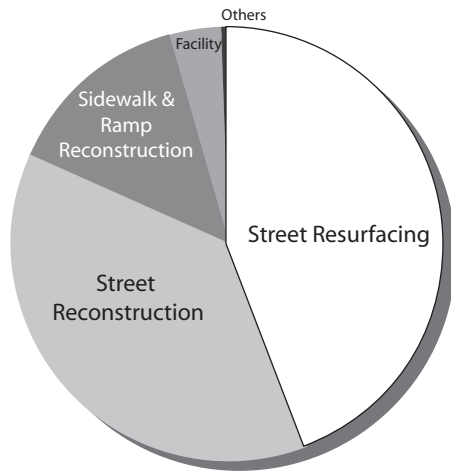
Bridge Facilities, Equipment and Vehicles

The Ten-Year Capital Strategy provides \$26.0 million for the purchase of equipment and vehicles and \$4.8 million for bridge facilities.

Department of Transportation - Bridges

Project Type: BR and HB		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
East River Bridges												
City		74,282	73,600	53,108	275,000	0	25,000	250,000	0	0	0	750,990
Federal		479	100,000	68,000	0	0	0	0	0	0	0	168,479
State		84	0	0	0	0	0	0	0	0	0	84
Fair Bridges												
City		345,369	294,592	279,964	395,729	737,217	765,064	518,307	27,558	0	15,137	3,378,937
Federal		133,083	96,163	0	0	76,576	238,141	36,237	0	0	0	580,200
State		6,138	0	0	0	0	0	0	0	0	0	6,138
Private		0	0	0	0	0	0	1,778	0	0	0	1,778
Useful Life Extension and Miscellaneous Work												
State		200	0	0	0	0	0	0	0	0	0	200
Useful Life Extension												
City		154,822	199,846	110,578	227,746	313,005	106,564	168,860	293,840	256,590	230,055	2,061,906
Federal		83,646	108,876	0	0	0	0	0	0	125,000	125,000	442,522
State		8,450	0	0	0	0	0	0	0	0	0	8,450
Private		369	0	0	0	0	0	0	0	0	0	369
Bridge Painting												
City		28,113	54,982	0	0	0	0	0	80,000	82,640	85,367	331,102
Federal		1,312	0	0	0	0	0	0	0	0	0	1,312
Equipment for Bridge Maintenance												
City		2,371	2,790	500	500	500	500	500	500	500	500	9,161
Bridge Facilities												
City		1,147	392	392	392	399	406	414	414	428	441	4,825
Bridge Vehicles												
City		6,143	2,647	900	900	978	997	1,017	1,037	1,071	1,107	16,797
Project Type Total by Source of Funds												
City		612,247	628,849	445,442	900,267	1,052,099	898,531	939,098	403,349	341,229	332,607	6,553,718
Federal		218,520	305,039	68,000	0	76,576	238,141	36,237	0	125,000	125,000	1,192,513
State		14,872	0	0	0	0	0	0	0	0	0	14,872
Private		369	0	0	0	0	0	1,778	0	0	0	2,147
Project Type Total												
All Funds		846,008	933,888	513,442	900,267	1,128,675	1,136,672	977,113	403,349	466,229	457,607	7,763,250

Department of Transportation - Highways



Highways

	(in millions)
• Street Resurfacing	\$1,625.3
• Street Reconstruction	1,373.2
• Sidewalk & Ramp Reconstruction	511.9
• Facilities	141.7
• Step Streets	7.4
• Retaining Walls	7.1
TOTAL	\$3,666.7

The Ten-Year Capital Strategy provides \$3.7 billion in the Highways program for the rehabilitation of approximately 7,931 lane miles of City streets.

Street Resurfacing

The Ten-Year Capital Strategy calls for the resurfacing of 7,524 lane miles of streets and arterial highways (752 lane miles per year) at a ten-year cost of \$1.6 billion.

Street Reconstruction

Total funding in the Ten-Year Capital Strategy for street reconstruction is \$1.4 billion, covering 407 lane miles. This work includes \$68.7 million for reconstruction of Worth Street – Hudson Street to East Broadway and \$298.8 million for Vision Zero Great Streets projects.

Sidewalk and Ramp Reconstruction

For the ten-year period, approximately 41.3 million square feet of sidewalks will be reconstructed throughout the City, at a cost of \$413.4 million. Additionally, \$98.6 million is provided for pedestrian ramps, sufficient to install and reconstruct approximately 11,028 pedestrian ramps at approximately 5,514 corners throughout the City.

Facility Reconstruction

A total of \$141.7 million is allocated in the Ten-Year Capital Strategy for the design and reconstruction of highway maintenance and repair yards, other Department facilities, and miscellaneous renovations and upgrades.

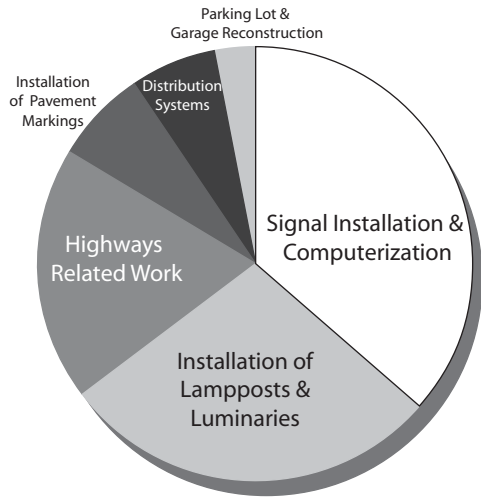
Retaining Walls

A total of \$7.1 million is provided in the Ten-Year Capital Strategy for the reconstruction of retaining walls.

Department of Transportation - Highways

Project Type: HW		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Facility Reconstruction												
City		8,116	36,538	47,782	5,000	5,000	5,000	5,100	5,100	5,268	5,442	128,346
Federal		13,390	0	0	0	0	0	0	0	0	0	13,390
Local Street Reconstruction												
City		2,406	925	0	5,000	0	0	0	0	0	0	8,331
Federal		0	306	0	0	0	0	0	0	0	0	306
State		2,000	0	0	0	0	0	0	0	0	0	2,000
Pedestrian Ramp Construction												
City		41,345	32,254	20,313	675	300	0	0	0	0	0	94,887
Federal		421	0	0	2,507	351	0	0	0	0	0	3,279
State		0	0	0	0	0	0	396	0	0	0	396
Primary Street Reconstruction												
City		178,072	307,344	255,478	65,571	42,519	10,555	8,234	18,235	18,836	19,459	924,303
Federal		125,970	108,331	7,698	54,098	2,284	0	0	0	0	0	298,381
State		14,924	8,730	700	3,723	0	8,467	2,643	0	0	0	39,187
Private		99,222	2	0	1,512	0	0	0	0	0	0	100,736
Primary Street Resurfacing												
City		255,006	278,286	127,748	127,248	127,248	127,247	129,753	132,810	137,130	141,589	1,584,065
Federal		40,446	0	0	0	0	0	0	0	0	0	40,446
State		744	0	0	0	0	0	0	0	0	0	744
Reconstruction of Retaining Walls												
City		4,956	1,669	480	0	0	0	0	0	0	0	7,105
Sidewalk Reconstruction												
City		40,332	37,034	35,188	42,623	19,898	20,000	20,400	20,808	42,568	43,973	322,824
Federal		142	1,380	0	8,083	6,338	0	0	0	0	0	15,943
State		560	0	0	0	0	604	2,202	0	0	0	3,366
Private		11,062	11,062	11,062	11,062	4,500	4,500	4,500	4,500	4,500	4,500	71,248
Reconstruction of Step Streets												
City		928	0	5,340	1,122	0	0	0	0	0	0	7,390
Project Type Total by Source of Funds												
City		531,161	694,050	492,329	247,239	194,965	162,802	163,487	176,953	203,802	210,463	3,077,251
Federal		180,369	110,017	7,698	64,688	8,973	0	0	0	0	0	371,745
State		18,228	8,730	700	3,723	0	9,071	5,241	0	0	0	45,693
Private		110,284	11,064	11,062	12,574	4,500	4,500	4,500	4,500	4,500	4,500	171,984
Project Type Total												
All Funds		840,042	823,861	511,789	328,224	208,438	176,373	173,228	181,453	208,302	214,963	3,666,673

Department of Transportation - Traffic



Traffic

(in millions)

- Signal Installation and Computerization \$235.1
- Installation of Lampposts and Luminaires 180.4
- Highway and Bridge Related Work 121.9
- Installation of Pavement Markings 44.1
- Distribution Systems 41.1
- Parking Lot and Garage Reconstruction 18.9

TOTAL \$641.5

The Ten-Year Capital Strategy provides \$641.5 million for Traffic programs.

Signal Installation and Computerization

The Ten-Year Capital Strategy provides \$235.1 million for signal installation and computerization.

Installation of Lampposts and Luminaires

The Ten-Year Capital Strategy provides \$180.4 million for the installation of lampposts and luminaires.

Highway and Bridge Related Work

The Ten-Year Capital Strategy provides \$121.9 million for the installation of signals, streetlights, and lane markings associated with the Highway Reconstruction and Bridge Programs.

Installation of Pavement Markings

The Ten-Year Capital Strategy provides funding of \$44.1 million for the installation of approximately 81 million linear feet of thermoplastic reflectorized pavement markings to be done in conjunction with the Department's in-house resurfacing program.

Replacement of Electrical Distribution Systems

To reduce lighting outages, the Ten-Year Capital Strategy will replace approximately 414,000 linear feet of wire/conduit for traffic related electrical distribution systems throughout the City's roadway and park lighting systems, at a total cost of \$41.1 million.

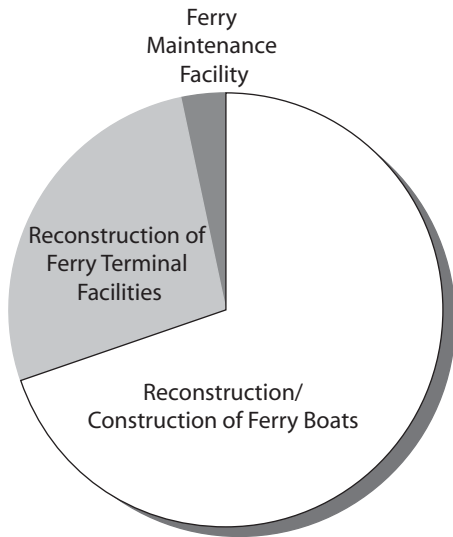
Parking Lot and Garage Reconstruction

The Ten-Year Capital Strategy provides \$18.9 million for off-street parking facilities.

Department of Transportation - Traffic

Project Type: TF		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Fair												
	City	4,754	0	0	0	0	0	0	0	0	0	4,754
Highway Drawdown Program												
	City	3,647	2,755	718	582	437	0	0	0	0	0	8,139
	Federal	1,403	0	0	1,206	549	0	0	0	0	0	3,158
Installation of Lampposts and Luminaires												
	City	4,461	11,521	72	15	72	15	72	15	72	15	16,330
	Federal	860	2,354	0	0	0	0	0	0	0	0	3,214
	State	37,060	7,746	20,000	7,500	22,000	7,500	22,000	7,500	22,000	7,500	160,806
Parking Lot and Garage Reconstruction												
	City	12,404	1,596	480	752	480	1,029	662	480	493	507	18,883
Installation of Pavement Markings												
	City	14,000	0	14,000	0	1,400	0	0	0	0	14,676	44,076
Traffic Work in Conjunction with Highway Reconstruction												
	City	11,017	22,653	29,911	7,631	4,000	2,455	2,478	2,776	2,862	3,066	88,849
	Federal	15,533	0	0	0	0	0	0	0	0	0	15,533
	State	1,335	179	0	0	0	0	0	0	0	0	1,514
Replacement of Electrical Distribution Systems												
	City	2,200	522	0	0	0	0	0	0	0	0	2,722
	Federal	11,737	1,136	0	0	0	0	0	0	0	0	12,873
	State	520	5,000	0	5,000	0	5,000	0	5,000	0	5,000	25,520
Signal Installation and Computerization												
	City	36,341	16,006	23,922	0	7,299	0	3,800	0	0	3,802	91,170
	Federal	8,478	4,752	20,625	0	0	0	0	0	0	0	33,855
	State	3,704	21,969	1,937	20,500	500	20,500	0	20,500	0	20,500	110,110
Project Type Total by Source of Funds												
	City	88,824	55,053	69,103	8,980	13,688	3,499	7,012	3,271	3,427	22,066	274,923
	Federal	38,011	8,242	20,625	1,206	549	0	0	0	0	0	68,633
	State	42,619	34,894	21,937	33,000	22,500	33,000	22,000	33,000	22,000	33,000	297,950
Project Type Total												
	All Funds	169,454	98,189	111,665	43,186	36,737	36,499	29,012	36,271	25,427	55,066	641,506

Department of Transportation - Ferries



Ferries

(in millions)

- Reconstruction/Construction of Ferry Boats \$311.8
- Reconstruction of Ferry Terminal Facilities 121.1
- Ferry Maintenance Facility 14.0
- TOTAL \$446.9**

The Ten-Year Capital Strategy for Ferries provides a total of \$446.9 million for the reconstruction, construction and improvement of various ferry vessels and facilities.

Reconstruction/Construction of Ferry Boats

The Ten-Year Capital Strategy provides \$311.8 million for various projects associated with the eight Department of Transportation-operated ferry boats for service between Saint George and Whitehall terminals.

Reconstruction of Ferry Terminal Facilities

The Ten-Year Capital Strategy includes \$121.1 million for the rehabilitation and renovation work to ferry terminal buildings, slips, and racks.

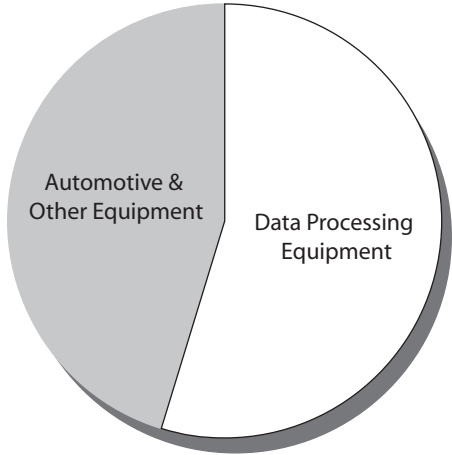
Reconstruction of Ferry Maintenance Facility

Funding of \$14.0 million is included for general construction work at the ferry maintenance facility.

Department of Transportation - Ferries

Project Type: FA		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Reconstruction of Ferry Boats												
City		24,683	71,420	11,099	250	750	800	67	1,166	1,204	1,224	112,663
Federal		7,875	161,122	10,400	2,000	6,000	6,400	0	0	0	0	193,797
State		1,188	1,106	1,300	250	750	800	0	0	0	0	5,394
Ferry Maintenance Facility Construction												
City		5,439	3,242	0	0	0	0	0	0	0	0	8,681
Federal		1,066	2,400	0	0	0	0	0	0	0	0	3,466
State		1,895	0	0	0	0	0	0	0	0	0	1,895
Reconstruction of Ferry Terminal Facilities												
City		18,760	27,749	10,950	0	0	0	0	0	0	0	57,459
Federal		10,428	10,354	41,801	0	0	0	0	0	0	0	62,583
State		471	537	0	0	0	0	0	0	0	0	1,008
Project Type Total by Source of Funds												
City		48,882	102,411	22,049	250	750	800	67	1,166	1,204	1,224	178,803
Federal		19,369	173,876	52,201	2,000	6,000	6,400	0	0	0	0	259,846
State		3,554	1,643	1,300	250	750	800	0	0	0	0	8,297
Project Type Total												
All Funds		71,805	277,930	75,550	2,500	7,500	8,000	67	1,166	1,204	1,224	446,946

Department of Transportation - Equipment



Equipment

	(in millions)	
• Data Processing Equipment	\$36.4	
• Automotive and Other Equipment	29.9	
TOTAL	\$66.3	

The Ten-Year Capital Strategy provides \$66.3 million for the purchase of vehicles and equipment for DOT field forces and computer equipment for office automation, data processing, and engineering support.

Department of Transportation - Equipment

Project Type: TD		<i>(\$ in 000's)</i>										
		<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>	<i>Total</i>
Data Processing Equipment												
City		15,719	3,768	2,652	1,840	1,860	1,880	898	916	946	977	31,456
Federal		4,897	0	0	0	0	0	0	0	0	0	4,897
Automotive and Other Equipment												
City		14,251	8,716	2,492	1,375	669	957	0	0	0	0	28,460
Federal		1,454	0	0	0	0	0	0	0	0	0	1,454
Project Type Total by Source of Funds												
City		29,970	12,484	5,144	3,215	2,529	2,837	898	916	946	977	59,916
Federal		6,351	0	0	0	0	0	0	0	0	0	6,351
Project Type Total												
All Funds		36,321	12,484	5,144	3,215	2,529	2,837	898	916	946	977	66,267
Transportation Total												
		<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>	<i>Total</i>
Total by Source of Funds												
City		1,311,084	1,492,847	1,034,067	1,159,951	1,264,031	1,068,469	1,110,562	585,655	550,608	567,337	10,144,611
Federal		462,620	597,174	148,524	67,894	92,098	244,541	36,237	0	125,000	125,000	1,899,088
State		79,273	45,267	23,937	36,973	23,250	42,871	27,241	33,000	22,000	33,000	366,812
Private		110,653	11,064	11,062	12,574	4,500	4,500	6,278	4,500	4,500	4,500	174,131
All Funds		1,963,630	2,146,352	1,217,590	1,277,392	1,383,879	1,360,381	1,180,318	623,155	702,108	729,837	12,584,642

Transit Authority

New York City Transit (NYCT) is the largest agency in the Metropolitan Transportation Authority (MTA) regional transportation network. The MTA is the largest regional transit provider in the Western Hemisphere and New York City Transit (NYCT) operates the most extensive public transportation system in the country, serving over 2.4 billion subway, bus and paratransit passengers each year, in addition to a 21-station rail system on Staten Island known as MTA Staten Island Railway. NYCT maintains a fleet of 6,465 subway cars, 468 passenger stations in four boroughs, and 633 miles of subway. It operates 24 hours a day, 365 days a year. In addition, NYCT operates a fleet of 4,452 buses on 231 routes on 363,793 route miles throughout the City. Through 2014, subway ridership was 1.7 billion annually, reaching its highest level in over 40 years, as riders continue to utilize more unlimited ride and discount fare options.

Since 1982, NYCT has implemented six multi-year capital reconstruction programs to restore the system to a state of good repair and normal replacement, with an emphasis on service and a well-maintained fleet. The transit system currently benefits from a twelve-month moving average subway car reliability of nearly 142,422 miles between failures. The five year 2010-2014 Capital Program includes \$31.8 billion for all MTA agencies, \$11.6 billion of which would be invested in the NYCT core system, and \$2.0 billion for NYCT network expansion. The 2010-2014 Capital Program included approximately \$762.0 million to be funded with proceeds of City general obligation bonds.

In September 2014, the MTA proposed a 2015-2019 Capital Program. The proposed plan includes \$29.0 billion for all MTA agencies, including \$17.1 billion to be invested in the NYCT core system and \$1.6 billion for NYCT network expansion. To date, funding sources have been identified for only a portion of the proposed 2015-2019 Capital Program. On October 2, 2014, the State Capital Program Review Board

(“CPRB”) vetoed the proposed program without prejudice to permit additional time to resolve issues related to fully funding the program. The proposed 2015-2019 Capital Program may be modified prior to final adoption.

The Metropolitan Transportation Authority Bus Company (MTABC) provides local and express bus service to supplement the NYCT system in areas previously served by private bus companies franchised by the City. With a fleet of 1,273 buses, the MTABC serves over 125 million riders per year, operating 24 hours a day, 365 days a year. MTABC’s operating costs are subsidized by the City

Transit Authority

Capital Program Goals

The proposed five year 2015-2019 MTA Capital Program for NYCT includes subway station rehabilitations, improvements in the subway's signals, communications, track maintenance and replacement of train cars and buses. More specifically, the improvements will ensure safety, reliability and performance by improving infrastructure and facilities. The proposed Capital Program includes the purchase of 940 new subway cars for \$2.8 billion which will replace B Division cars reaching the end of their useful lives. The Capital Program also includes the purchase of 1,391 new buses and 999 paratransit vehicles for \$1.0 billion. These new buses are part of NYCT's normal replacement cycle in addition to allowing for expansion of fleet capacity. The remaining amount is budgeted for system-wide infrastructure and other upgrades.

The proposed 2015-2019 MTA Capital Program for MTABC includes a total of \$437.0 million to replace 406 buses and to upgrade facilities and equipment at MTABC depots.

Ten-Year Capital Strategy

In the Ten-Year Capital Strategy, the City will contribute \$837.2 million to the MTA, including \$350.0 million for ongoing NYCT track improvements and rehabilitation, \$479.5 million in discretionary funding for various subway and bus projects and \$7.7 million for local matches to Federal grants for MTA Bus.

Transit Authority - MTA Bus Company

Project Type: MT		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
MTABC Related Capital Purchases												
City		3,863	0	0	0	0	0	0	0	0	0	3,863
State		3,863	0	0	0	0	0	0	0	0	0	3,863
Project Type Total by Source of Funds												
City		3,863	0	0	0	0	0	0	0	0	0	3,863
State		3,863	0	0	0	0	0	0	0	0	0	3,863
Project Type Total												
All Funds		7,726	0	0	0	0	0	0	0	0	0	7,726

Transit Authority - Staten Island Rapid Transit

Project Type: ST		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Staten Island Rapid Transit Operating Authority												
City		1,275	1,275	1,275	1,275	1,275	0	0	0	0	0	6,375
Project Type Total by Source of Funds												
City		1,275	1,275	1,275	1,275	1,275	0	0	0	0	0	6,375
Project Type Total												
All Funds		1,275	1,275	1,275	1,275	1,275	0	0	0	0	0	6,375

Transit Authority - Transit

Project Type: T	(\$ in 000's)										
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
<i>Miscellaneous Transit Improvement Projects</i> City	84,170	83,725	83,725	83,725	83,725	0	0	0	0	0	419,070
<i>Miscellaneous Projects for New York City Transit</i> City	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	6,320	7,684	54,004
<i>IFA Trackwork Project for New York City Transit</i> City	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	350,000
<i>Project Type Total by Source of Funds</i> City	124,170	123,725	123,725	123,725	123,725	40,000	40,000	40,000	41,320	42,684	823,074
<i>Project Type Total</i> All Funds	124,170	123,725	123,725	123,725	123,725	40,000	40,000	40,000	41,320	42,684	823,074
<i>Transit Authority Total</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>	<i>Total</i>
<i>Total by Source of Funds</i> City	129,308	125,000	125,000	125,000	125,000	40,000	40,000	40,000	41,320	42,684	833,312
Federal	0	0	0	0	0	0	0	0	0	0	0
State	3,863	0	0	0	0	0	0	0	0	0	3,863
Private	0	0	0	0	0	0	0	0	0	0	0
All Funds	133,171	125,000	125,000	125,000	125,000	40,000	40,000	40,000	41,320	42,684	837,175

Department of Environmental Protection

The Department of Environmental Protection (DEP) protects the environmental health and welfare of the City's residents and natural resources. The Department manages the City's water supply system, including upstate water collection and downstate distribution; collects, treats, and disposes of wastewater and stormwater; regulates the discharge of pollutants into the City's air; responds to emergencies involving hazardous materials; manages programs to clean up sites contaminated with hazardous waste and asbestos; enforces the City's noise code; and promotes water and energy conservation.

DEP manages over 2,000 square miles of watershed in upstate New York from which the City and nine upstate counties draw their supply of drinking water. In addition to a system of dams, reservoirs, aqueducts, and water tunnels, DEP maintains approximately 7,000 miles of water mains which distribute water throughout the five boroughs, and 7,400 miles of sewers, which collect wastewater and stormwater and transport it to 14 wastewater treatment plants. The Department also operates facilities and equipment to maintain and support these systems.

Capital Program Goals

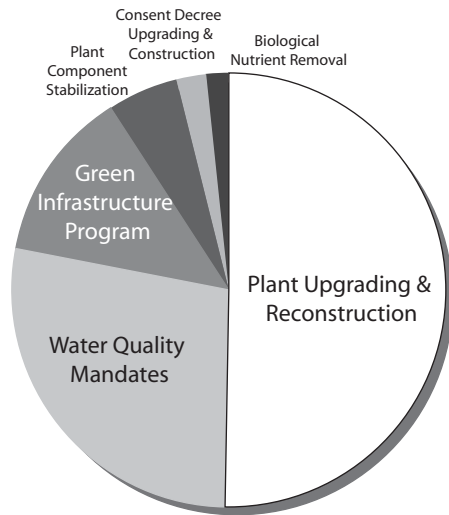
- To maintain the quality of water in the City's watersheds and, where necessary, treat the supply to ensure that it continues to be of high quality;
- To maintain and improve the transmission and distribution capacity of the City's water supply system;
- To improve the quality of the surrounding waters by upgrading the City's sewage treatment facilities and by reducing pollution caused by combined sewer overflows; and
- To contain sanitary sewage and prevent flooding by replacing failing sewers and extending service to underserved areas of the City.

Ten-Year Capital Strategy

DEP's Capital Program, relating to the City's water and sewer system, is financed by the New York City Municipal Water Finance Authority and paid for by water and sewer charges collected through the New York City Water Board. The Ten-Year Capital Strategy includes \$14.7 billion for DEP programs.

The water and sewer system is currently facing significant costs related to maintaining a state of good repair and improving its system. This Ten-Year Capital Strategy for the City's water and sewer system seeks to balance necessary investment in this vital service with as moderate an impact on City water and sewer ratepayers as can be achieved.

Department of Environmental Protection - Water Pollution Control



Water Pollution Control

To improve the quality of the City's waterways and to comply with the mandates imposed by the Clean Water Act, the Ten-Year Capital Strategy provides almost \$5.6 billion towards wastewater treatment programs.

	(in millions)
• Plant Upgrading and Reconstruction	\$2,821.3
• Water Quality Mandates	1,547.0
• Green Infrastructure Program	717.8
• Plant Component Stabilization	294.6
• Consent Decree Upgrading and Construction	121.2
• Biological Nutrient Removal	86.5
TOTAL	\$5,588.3

Plant Upgrading and Reconstruction

The Ten-Year Capital Strategy provides more than \$2.8 billion for the reconstruction or replacement of components at in-City wastewater treatment facilities or related conveyance infrastructure to ensure their continuous and reliable operation. \$424.8 million will fund Job Order Contracts (JOCs) which allow the Bureau of Wastewater Treatment to address small capital improvements at wastewater treatment plants (WWTP). The department has allocated \$522.2 million in plant upgrades to reduce carbon emissions and make WWTPs more energy resilient and efficient. Included in the plan is \$250.8 million for wastewater pumping stations across the five boroughs. There is \$179.0 million for floodwater resiliency upgrades.

Water Quality Mandates

The Ten-Year Capital Strategy provides \$1.5 billion for the optimization of existing and construction of new traditional sewer overflow controls, such as holding tanks, tunnels, and disinfection facilities, to prevent the release of combined sewer overflow (CSO) into harbor waters. \$1.3 billion is dedicated to the creation and implementation of an updated CSO Long Term Control Plan to improve water quality in City water bodies.

Green Infrastructure Program

The Ten-Year Capital Strategy provides \$717.8 million for green infrastructure projects, such as bioswales, tree pits, and constructed wetlands in combined sewer areas and a program which provides grant funding for the construction of rainwater capture facilities, such as green roofs and permeable pavement.

Plant Component Stabilization

The Ten-Year Capital Strategy provides \$294.6 million to stabilize in-City wastewater treatment facilities that are in need of system-wide reconstruction to ensure their continued compliance with State permit requirements. There is \$166.6 million for the construction of a new cogeneration plant at the North River WWTP, which will be more energy-efficient than the existing cogeneration facility and will assist the City in reaching its OneNYC carbon emission reduction goals.

Consent Decree Upgrading and Construction

The Ten-Year Capital Strategy provides \$121.2 million to address mandates, including \$100.0 million allocated to projects that will reduce residual chlorine released into harbor waters from wastewater treatment plants.

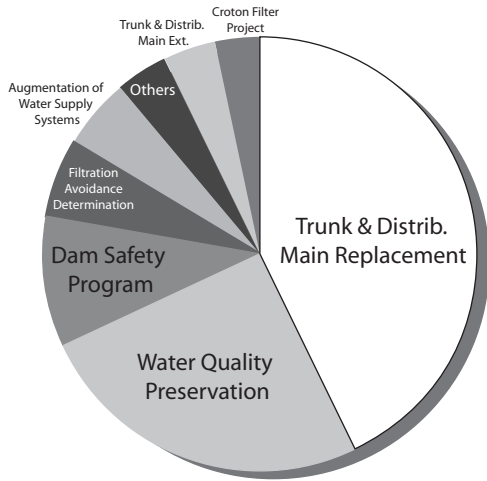
Biological Nutrient Removal

The Ten-Year Capital Strategy provides \$86.5 million for projects to reduce the amount of nitrogen discharged into Jamaica Bay and the Long Island Sound.

Department of Environmental Protection - Water Pollution Control

Project Type: WP	(\$ in 000's)											
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total	
Biological Nutrient Removal												
City	4,900	0	0	81,600	0	0	0	0	0	0	86,500	
Green Infrastructure Program												
City	57,118	78,147	106,394	98,406	82,697	546	94,859	65,819	87,977	45,827	717,790	
Consent Decree Upgrading and Construction												
City	9,193	17,000	8,000	2,000	0	0	8,000	77,000	0	0	121,193	
Plant Upgrading and Reconstruction												
City	323,687	262,467	542,156	268,059	716,158	91,659	135,729	86,027	92,141	22,867	2,540,950	
Federal	0	14,550	265,758	0	0	0	0	0	0	0	280,308	
Plant Component Stabilization												
City	274,763	4,000	0	2,350	0	13,450	0	0	0	0	294,563	
Water Quality Mandates												
City	146,456	90,260	22,300	48,000	127,070	160,264	254,250	277,416	232,250	188,750	1,547,016	
Project Type Total by Source of Funds												
City	816,117	451,874	678,850	500,415	925,925	265,919	492,838	506,262	412,368	257,444	5,308,012	
Federal	0	14,550	265,758	0	0	0	0	0	0	0	280,308	
Project Type Total												
All Funds	816,117	466,424	944,608	500,415	925,925	265,919	492,838	506,262	412,368	257,444	5,588,320	

Department of Environmental Protection - Water Mains, Sources and Treatment



Water Mains, Sources and Treatment

The Ten-Year Capital Strategy provides approximately \$3.3 billion for the protection and upkeep of the City's source water supply and water distribution systems.

	(in millions)
• Trunk and Distribution Main Replacement	\$1,434.9
• Water Quality Preservation	842.4
• Dam Safety Program	320.9
• Filtration Avoidance Determination	190.1
• Augmentation of Water Supply Systems	175.7
• Trunk and Distribution Main Extension	129.6
• Croton Filter Project	102.8
• Extensions to Accommodate New Development	57.8
• Miscellaneous Improvements Upstate	36.6
• Water for the Future	23.5
• Bluebelt Program	18.7
TOTAL	\$3,333.1

Trunk and Distribution Main Replacement

The Ten-Year Capital Strategy includes the replacement of distribution and trunk mains at a total cost of \$1.4 billion. This includes \$365.0 million for below ground infrastructure specifically related to the accelerated replacement schedule for aging water mains. In addition, \$139.0 million will allow for emergency contracts for emergency responses leading to immediate reconstruction and rehabilitation of water mains, and \$66.4 million will provide for connections from the Manhattan section of City Tunnel No. 3, Stage 2, to the water main distribution system.

Water Quality Preservation

The Ten-Year Capital Strategy calls for improvements to the upstate watershed totaling \$842.4 million, including \$114.0 million for the reconstruction of the New Croton Dam and \$121.0 million for the rehabilitation of the Lower Catskill Aqueduct. Funding is also provided for the development of a hydroelectric facility on the Cannonsville Reservoir for \$92.0 million.

Dam Safety Program

The Ten-Year Capital Strategy includes \$320.9 million for reconstruction of dams, bridges, and roadways in the Croton, Catskill, and Delaware watersheds. This includes \$126.3 million for the reconstruction of facilities at the Ashokan Reservoir and \$90.2 million for the replacement of two City-owned upstate bridges.

Department of Environmental Protection - Water Mains, Sources and Treatment

Filtration Avoidance Determination

The Ten-Year Capital Strategy includes \$190.1 million for the continuation of various Filtration Avoidance Determination (FAD) measures in the upstate watershed, including \$123.7 million for land acquisition.

Augmentation of Water Supply Systems

The Ten-Year Capital Strategy provides \$175.7 million to increase capacity of the existing water main system.

Trunk and Distribution Main Extension

The Ten-Year Capital Strategy includes the extension of distribution and trunk mains at a total cost of \$129.6 million.

Croton Filter Project

The Ten-Year Capital Strategy includes \$102.8 million to complete projects related to the construction of the Croton Water Filtration Plant, which will be operational on May 17th, 2015. \$49.4 million is included for the rehabilitation of Department of Parks and Recreation property above the plant.

Extensions to Accommodate New Development

The Ten-Year Capital Strategy provides \$57.8 million to continue the program to construct additional segments or extensions of water mains into underserved areas.

Miscellaneous Improvements Upstate

The Ten-Year Capital Strategy provides \$36.6 million for various projects in the City's upstate watersheds, including \$27.0 million for the repair, replacement, and improvement of Delaware County roads.

Water for the Future

The Ten-Year Capital Strategy provides \$23.5 million to fund projects associated with the repair and temporary shutdown of the Delaware Aqueduct.

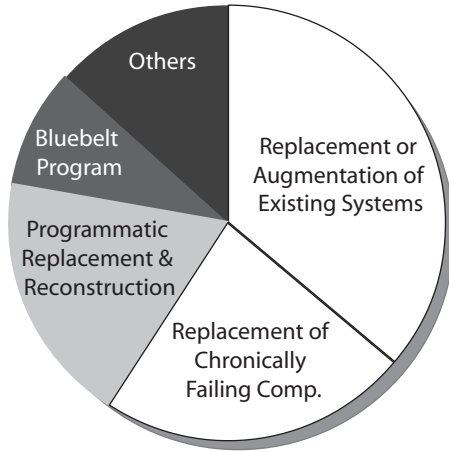
Bluebelt Program

The Ten-Year Capital Strategy provides \$18.7 million for water main projects associated with the Bluebelt Program, a cost effective stormwater management system that connects natural drainage corridors, such as streams and wetlands, to conventional storm sewers to reduce local flooding.

Department of Environmental Protection - Water Mains, Sources and Treatment

Project Type: WM	(\$ in 000's)										
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Augmentation of Water Supply Systems											
City	42,530	42,138	5,158	44,741	13,493	2,112	14,041	11,508	0	0	175,721
Bluebelt Program											
City	0	6,330	495	966	5,058	0	5,866	0	0	0	18,715
Croton Filter Project											
City	57,373	1,500	5,500	38,386	0	0	0	0	0	0	102,759
Dam Safety Program											
City	21,394	51,189	0	60,000	119,300	0	69,000	0	0	0	320,883
Extensions											
City	27,114	1,376	29,026	300	0	0	0	0	0	0	57,816
Filtration Avoidance Determination											
City	46,361	62,845	11,547	18,150	11,200	20,000	0	0	20,000	0	190,103
Miscellaneous Improvements Upstate											
City	9,720	0	710	20,200	2,000	2,000	2,000	0	0	0	36,630
Trunk and Distribution Main Extension											
City	59,487	7,158	32,525	0	0	12,090	166	4,000	14,197	0	129,623
Trunk and Distribution Main Replacement											
City	389,256	243,035	242,587	77,981	81,616	41,073	82,759	87,500	109,885	76,257	1,431,949
Federal	3,000	0	0	0	0	0	0	0	0	0	3,000
Water For The Future											
City	21,500	0	2,000	0	0	0	0	0	0	0	23,500
Water Quality Preservation											
City	111,314	87,898	90,975	167,849	69,685	127,575	25,750	23,750	94,350	43,250	842,396
Project Type Total by Source of Funds											
City	786,049	503,469	420,523	428,573	302,352	204,850	199,582	126,758	238,432	119,507	3,330,095
Federal	3,000	0	0	0	0	0	0	0	0	0	3,000
Project Type Total											
All Funds	789,049	503,469	420,523	428,573	302,352	204,850	199,582	126,758	238,432	119,507	3,333,095

Department of Environmental Protection - Sewers



Sewers

The Ten-Year Capital Strategy provides \$4.1 billion to replace existing sewers in areas requiring increased capacity, to extend sewers to unserved or underserved areas, and to replace failing, flawed, or collapsed sewer mains.

	(in millions)
• Replacement or Augmentation of Existing Systems	\$1,472.5
• Replacement of Chronically Failing Components	941.4
• Programmatic Replacement and Reconstruction	750.1
• Bluebelt Program	359.3
• Extensions to Accommodate New Development	354.9
• Programmatic Response to Regulatory Mandates	142.8
• Trunk and Distribution Main Replacement	40.3
TOTAL	\$4,061.2

Replacement or Augmentation of Existing Systems

The Ten-Year Capital Strategy provides \$1.5 billion to increase capacity of the existing system. This includes \$596.4 million for construction of a comprehensive sewer system in Southeast Queens to alleviate flooding, \$130.1 million for the Coney Island Development, \$69.8 million for parallel sewers to reduce combined sewer overflow (CSO) discharge to Pugsley Creek, and \$60.0 million for below ground infrastructure specifically related to the accelerated replacement schedule for aging sewers. Also included is \$329.0 million for a Neighborhood Development Fund to help provide for critical water and sewer related infrastructure work for re-zonings proposed in neighborhood plans developed by the Department of City Planning.

Replacement of Chronically Failing Components

The Ten-Year Capital Strategy provides \$941.4 million for the replacement of malfunctioning or collapsed cement pipe combined sewers, including \$610.2 million to fund emergency sewer work across the City.

Programmatic Replacement and Reconstruction

The Ten-Year Capital Strategy provides \$750.1 million for storm and sanitary sewers, which includes \$692.0 million for construction of a comprehensive sewer system in Southeast Queens to alleviate flooding.

Bluebelt Program

The Ten-Year Capital Strategy includes \$359.3 million for a comprehensive stormwater management plan that reduces local flooding.

Extensions to Accommodate New Development

The Ten-Year Capital Strategy provides \$354.9 million to continue the program to construct additional segments or extensions of sewers into underserved areas, primarily in Queens and Staten Island. Priority is given to areas that are presently served only by septic systems and sanitary drains, and to areas that are experiencing flooding problems because no storm sewers exist.

Programmatic Response to Regulatory Mandates

The Ten-Year Capital Strategy includes \$142.8 million for High Level Storm Sewers to limit CSO events and alleviate street flooding.

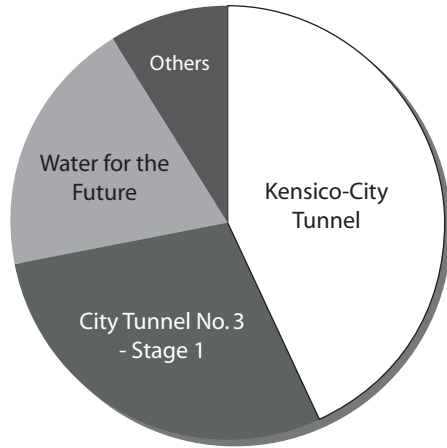
Trunk and Distribution Main Replacement

The Ten-Year Capital Strategy includes \$40.3 million for the replacement and reconstruction of sewers throughout the City. This includes \$20.0 million for below ground infrastructure specifically related to the accelerated replacement schedule for aging sewers.

Department of Environmental Protection - Sewers

Project Type: SE		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Replacement or Augmentation of Existing Systems												
City		169,450	327,063	172,253	107,354	194,466	143,814	140,442	69,606	70,423	77,649	1,472,520
Bluebelt Program												
City		0	53,795	61,913	43,480	65,415	10,000	70,355	10,000	10,000	10,000	334,958
Federal		15,595	8,700	0	0	0	0	0	0	0	0	24,295
Extensions to Accommodate New Development												
City		73,370	150,772	30,916	32,560	13,500	731	29,372	8,000	8,260	7,426	354,907
Programmatic Response to Regulatory Mandates												
City		55,692	27,071	0	60,002	0	0	0	0	0	0	142,765
Programmatic Replacement and Reconstruction												
City		46,745	11,365	50,000	65,000	30,000	15,000	30,000	98,820	77,950	325,180	750,060
Replacement of Chronically Failing Components												
City		150,598	89,426	146,992	92,046	130,844	60,267	65,359	58,700	70,419	76,779	941,430
Private		11	0	0	0	0	0	0	0	0	0	11
Trunk and Distribution Main Replacement												
City		20,223	15,704	1,660	0	0	2,670	0	0	0	0	40,257
Project Type Total by Source of Funds												
City		516,078	675,196	463,734	400,442	434,225	232,482	335,528	245,126	237,052	497,034	4,036,897
Federal		15,595	8,700	0	0	0	0	0	0	0	0	24,295
Private		11	0	0	0	0	0	0	0	0	0	11
Project Type Total												
All Funds		531,684	683,896	463,734	400,442	434,225	232,482	335,528	245,126	237,052	497,034	4,061,203

Department of Environmental Protection - Water Supply



Water Supply

The Ten-Year Capital Strategy provides \$1.2 billion for the development of alternate water sources associated with the Water for the Future Program, the modification of chambers at the Hillview Reservoir, and the Kensico-City Tunnel.

	(in millions)
• Kensico-City Tunnel	\$511.0
• City Tunnel No. 3 - Stage 1	339.5
• Water for the Future	227.7
• Conveyance	51.1
• City Tunnel No. 3 - Stage 2	49.5
• Miscellaneous Programs	1.0
TOTAL	\$1,179.7

Kensico-City Tunnel

The Ten-Year Capital Strategy provides \$511.0 million for construction of a tunnel connecting the Kensico Reservoir to the Catskill/Delaware Ultraviolet Light Disinfection Facility, necessary to provide redundancy in the water supply system.

City Tunnel No. 3 - Stage 1

The Ten-Year Capital Strategy provides \$339.5 million for the modification of chambers at the Hillview Reservoir.

Water for the Future

The Ten-Year Capital Strategy provides \$227.7 million to fund projects associated with the repair of the Delaware Aqueduct. These projects will augment the City's water supply during the temporary shutdown required for repairs and the connection of a bypass tunnel that will circumvent significant leaks. The Ten-Year Capital Strategy allocates \$101.9 million to fund the rehabilitation of the groundwater system in Queens which will provide a supplemental water source and \$125.8 million will be allocated towards the repair and rehabilitation of the upper Catskill Aqueduct to increase its capacity.

Conveyance

The Ten-Year Capital Strategy provides \$51.1 million towards the development of water augmentation projects necessary during the dewatering and shutdown of the Delaware Aqueduct.

City Tunnel No. 3 - Stage 2

The Ten-Year Capital Strategy provides \$49.5 million to complete construction of City Tunnel No. 3, Stage 2. Completion of Stage 2 will provide the ability to bypass City Tunnels No. 1 and 2, which will allow for inspection and any needed repairs for the first time since they were put into operation.

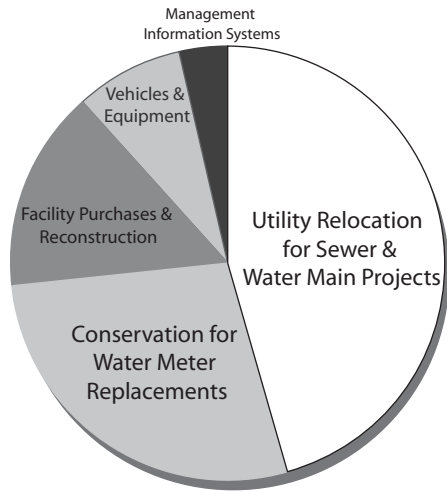
Miscellaneous Programs

The Ten-Year Capital Strategy provides \$1.0 million for miscellaneous work associated with the Water Supply system.

Department of Environmental Protection - Water Supply

Project Type: W		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
<i>Conveyance</i>												
City		0	5,000	46,100	0	0	0	0	0	0	0	51,100
<i>Kensico-City Tunnel</i>												
City		0	0	45,000	0	97,000	369,000	0	0	0	0	511,000
<i>Miscellaneous Programs</i>												
City		0	1,000	0	0	0	0	0	0	0	0	1,000
<i>City Tunnel No. 3, Stage 1</i>												
City		0	0	18,500	83,000	0	0	45,000	30,000	143,000	20,000	339,500
<i>City Tunnel No. 3, Stage 2</i>												
City		7,150	7,000	0	28,344	2,000	0	5,000	0	0	0	49,494
<i>Water For The Future</i>												
City		22,650	6,000	119,000	80,000	0	0	0	0	0	0	227,650
<i>Project Type Total by Source of Funds</i>												
City		29,800	19,000	228,600	191,344	99,000	369,000	50,000	30,000	143,000	20,000	1,179,744
<i>Project Type Total</i>												
All Funds		29,800	19,000	228,600	191,344	99,000	369,000	50,000	30,000	143,000	20,000	1,179,744

Department of Environmental Protection - Equipment



Equipment & Miscellaneous Programs

The Ten-Year Capital Strategy provides \$526.0 million for the following programs: water meter installation and automatic meter reading systems, facility purchases and reconstruction, payments for gas utility line relocation, and for equipment purchases, including laboratory instruments, vehicles, and computers.

	(in millions)
• Utility Relocation for Sewer and Water Main Projects	\$237.4
• Conservation for Water Meter Replacements	148.3
• Facility Purchases and Reconstruction	78.6
• Vehicles and Equipment	43.1
• Management Information Systems	18.6
TOTAL	\$526.0

Utility Relocation for Sewer and Water Main Projects

The Ten-Year Capital Strategy provides \$237.4 million for the City's cost sharing agreement with various gas utilities. The City is required to pay 51% of gas utility relocation work that is impacted by water and sewer construction projects.

Conservation for Water Meter Replacements

The Ten-Year Capital Strategy provides \$148.3 million for the installation and replacement of water meters in residential, public, and commercial properties.

Facility Purchases and Reconstruction

The Ten-Year Capital Strategy provides \$78.6 million for the reconstruction and rehabilitation of various water and sewer field operations facilities and DEP administrative offices.

Vehicles and Equipment

The Ten-Year Capital Strategy provides \$43.1 million for the systematic replacement of vehicles and equipment used for water and sewer field operations, plant maintenance, upstate maintenance, and customer service operations.

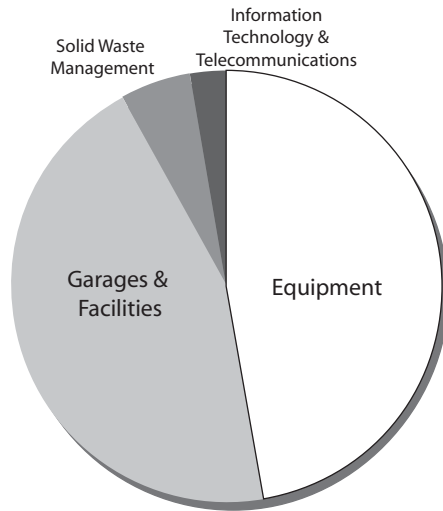
Management Information Systems

The Ten-Year Capital Strategy provides \$18.6 million for agency-wide improvements in DEP's management information systems, as well as equipment improvements corresponding with various facility upgrades.

Department of Environmental Protection - Equipment

Project Type: EP	(\$ in 000's)											
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total	
<i>Conservation for Water Meter Replacements</i>												
City	28,930	15,501	70,427	19,900	5,428	0	0	8,156	0	0	148,342	
<i>Management Information Systems</i>												
City	2,490	305	305	125	125	7,912	125	7,125	125	0	18,637	
<i>Facility Purchases and Reconstruction</i>												
City	11,271	5,500	6,500	22,280	13,500	3,500	7,000	3,500	2,000	3,500	78,551	
<i>Utility Relocation for SE and WM Projects</i>												
City	27,106	28,607	30,000	30,000	20,000	23,662	30,000	18,000	15,000	15,000	237,375	
<i>Vehicles and Equipment</i>												
City	9,629	2,500	6,500	1,000	1,000	11,000	8,885	628	1,000	1,000	43,142	
<i>Project Type Total by Source of Funds</i>												
City	79,426	52,413	113,732	73,305	40,053	46,074	46,010	37,409	18,125	19,500	526,047	
<i>Project Type Total</i>												
All Funds	79,426	52,413	113,732	73,305	40,053	46,074	46,010	37,409	18,125	19,500	526,047	
<i>Environmental Protection Total</i>												
2016												
2017												
2018												
2019												
2020												
2021												
2022												
2023												
2024												
2025												
Total												
<i>Total by Source of Funds</i>												
City	2,227,470	1,701,952	1,905,439	1,594,079	1,801,555	1,118,325	1,123,958	945,555	1,048,977	913,485	14,380,795	
Federal	18,595	23,250	265,758	0	0	0	0	0	0	0	307,603	
State	0	0	0	0	0	0	0	0	0	0	0	
Private	11	0	0	0	0	0	0	0	0	0	11	
All Funds	2,246,076	1,725,202	2,171,197	1,594,079	1,801,555	1,118,325	1,123,958	945,555	1,048,977	913,485	14,688,409	

Department of Sanitation



The Department of Sanitation (DSNY) is responsible for keeping the City clean by collecting and disposing of garbage through export; collecting and processing recyclable materials; cleaning the streets of litter, snow, and ice; removing debris from vacant lots; and tagging and removing derelict vehicles. In addition, the Department enforces compliance with the Health and Administrative Codes to prevent illegal dumping and to ensure proper operation of solid waste transfer stations and safe disposal of hazardous, medical, and asbestos waste.

The Department collects over 12,000 tons of residential and institutional refuse and recyclables a day. The Department utilizes over 5,400 vehicles for its operations and also operates 59 local sanitation garages from which it dispatches all community collection, cleaning, and recycling services.

Capital Program Goals

- To upgrade capital assets and address facilities' needs;
- To maintain an adequate and reliable fleet; and
- To implement an efficient and economically viable long-term waste disposal strategy that maximizes flexibility and access to available disposal alternatives, and minimizes negative environmental impacts.

Ten-Year Capital Strategy

In an effort to provide adequate collection, cleaning, recycling, and waste export services to New York City and to meet the Department's capital goals, the Ten-Year Capital Strategy responds to projected needs in four primary areas.

	(in millions)
• Equipment	\$1,090.7
• Garages and Facilities	1,031.4
• Solid Waste Management	119.1
• Information Technology & Telecommunications	61.4
TOTAL	\$2,302.6

Department of Sanitation

Equipment

The Ten-Year Capital Strategy provides \$1.0 billion for equipment acquisition. To perform its day-to-day and emergency operations effectively, the Department must maintain an adequate and reliable fleet of vehicles.

Garages and Facilities

The Ten-Year Capital Strategy provides \$1.0 billion for the construction and reconstruction of garages. This includes \$206.9 million for reconstruction of the Bronx 9/10/11 garage, \$200.0 million for relocation and construction of a new Manhattan 6/6A/8 garage, \$149.3 million for relocation and construction of a new Brooklyn 3 garage, \$111.0 million for relocation and construction of a new Staten Island 1 garage, and \$72.9 million for reconstruction of the Queens 11/13 garage. The Strategy also includes funding for site acquisition, the rehabilitation of existing facilities to address safety issues, as well as funding for the construction of salt sheds and tent structures to cover exposed salt.

Solid Waste Management

The Ten-Year Capital Strategy provides \$119.1 million for Solid Waste Management for construction of marine transfer stations, other solid waste infrastructure, composting sites, and related equipment.

Information Technology and Telecommunications

The Ten-Year Capital Strategy provides \$61.4 million for information technology and telecommunications projects. DSNY's information technology and telecommunications infrastructure is vital to the Department's support and management functions.

Department of Sanitation

Project Type: S		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Garages and Facilities												
	City	93,499	85,689	28,100	181,624	518,591	62,149	15,000	15,000	15,000	15,000	1,029,652
	Federal	1,760	0	0	0	0	0	0	0	0	0	1,760
Equipment												
	City	114,639	100,000	100,000	100,000	108,332	110,523	110,000	112,000	115,696	119,514	1,090,704
Information Technology and Communications												
	City	14,019	14,704	6,000	4,607	3,500	3,500	3,500	3,500	4,607	3,500	61,437
Solid Waste Management												
	City	41,526	72	1,840	0	55,222	3,074	3,213	6,250	3,849	3,948	118,994
	Federal	53	0	0	0	0	0	0	0	0	0	53
Project Type Total by Source of Funds												
	City	263,683	200,465	135,940	286,231	685,645	179,246	131,713	136,750	139,152	141,962	2,300,787
	Federal	1,813	0	0	0	0	0	0	0	0	0	1,813
Project Type Total												
	All Funds	265,496	200,465	135,940	286,231	685,645	179,246	131,713	136,750	139,152	141,962	2,302,600

Department of Correction

The Department of Correction (DOC) provides custody, care, and control of detainees awaiting trial or sentencing, convicted offenders sentenced to one year or less, convicted offenders awaiting transfer to State correctional facilities, State prisoners with court appearances in New York City, and parole violators awaiting parole revocation hearings.

DOC manages fourteen jails, comprising ten Rikers Island facilities and four borough facilities. It also staffs court detention facilities in each borough and prison wards in City hospitals. Cumulatively, the City's jails have a maximum physical capacity of approximately 19,400 beds.

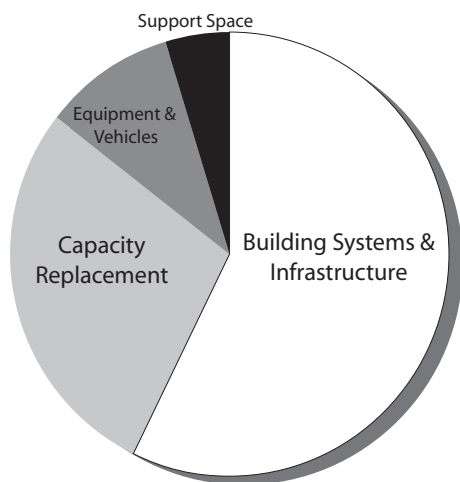
Capital Program Goals

- To ensure sufficient capacity is available to meet the security, programmatic, health, and safety needs of the existing and projected population;
- To replace aging modular and sprung housing units with new permanent housing facilities;
- To upgrade existing support areas to provide sufficient space for educational, health and administrative services and to improve kitchen facilities and fire/life safety systems;
- To maintain appropriate replacement cycles of vehicles, security equipment, fencing, and communication equipment; and
- To maintain existing infrastructure and building systems to ensure the preservation of the physical plant.

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$1.7 billion to replace and renovate buildings and support space as well as to upgrade equipment, vehicles, and necessary systems.

Department of Correction



	(in millions)
• Building Systems and Infrastructure	\$974.1
• Capacity Replacement	481.8
• Equipment and Vehicles	167.7
• Support Space	77.8
TOTAL	\$1,701.4

Building Systems and Infrastructure

The Ten-Year Capital Strategy provides \$974.1 million for the refurbishment and replacement of vital building infrastructure, including \$240.9 million for the upgrade of the fire/life safety systems. It also provides \$123.9 million for heating, air conditioning and ventilation; \$117.4 million for windows, courtyards, facades and roof reconstruction; \$76.2 million for security camera installation, entry point modification and other items related to the 14-Point Rikers Anti-Violence Agenda; \$53.2 million for Hurricane Sandy recovery projects; \$40.0 million for showers and plumbing; \$17.5 million for Rikers Island perimeter security and fencing; and \$304.9 million for other reconstruction.

Capacity Replacement

The Ten-Year Capital Strategy provides \$481.8 million for the Department's Capacity Replacement Plan, which, through new construction and reconfiguration of its existing housing stock, ensures sufficient bed capacity for seasonal surges, routine maintenance, and special inmate populations. The Ten-Year Capital Strategy includes funding for the design and construction of a new jail on Rikers Island, for which design began in 2012. The new facility replaces capacity that will be lost as facilities exceed their useful lives and are taken offline.

Equipment

The Ten-Year Capital Strategy provides \$167.7 million for equipment replacement, including \$52.3 million for information technology; \$45.1 million for vehicles; \$27.0 million for the replacement of food service and security equipment; \$18.8 million for generators; \$17.3 million for data analytics systems and security camera recording hardware/software related to the 14-Point Rikers Anti-Violence Agenda; and \$7.3 million for other equipment replacement.

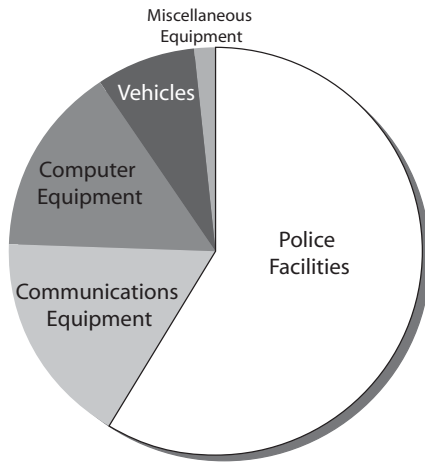
Support Space

The Ten-Year Capital Strategy provides \$77.8 million to improve and construct support facilities and perimeter fencing. This allocation includes \$19.9 million for exterior reconstruction at facilities on Rikers Island; \$8.5 million for idleness reduction trailers and other items related to the 14-Point Rikers Anti-Violence Agenda; \$6.9 million for a school addition; \$3.5 million for sidewalk rehabilitation at the Manhattan Detention Complex; \$3.0 million for fencing; \$2.2 million for power plant construction; and \$33.7 million for other support space.

Department of Correction

Project Type: C		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Support Space												
	City	19,493	18,959	9,574	2,000	3,000	500	0	0	0	0	53,526
	Federal	24,232	0	0	0	0	0	0	0	0	0	24,232
Equipment												
	City	80,729	8,229	6,062	14,998	6,899	14,861	10,599	11,092	6,957	7,240	167,666
Capacity Replacement												
	City	83,422	0	398,354	0	0	0	0	0	0	0	481,776
Building Systems and Infrastructure												
	City	214,650	117,075	291,623	59,239	43,541	40,500	45,134	46,189	33,782	35,615	927,348
	Federal	46,798	0	0	0	0	0	0	0	0	0	46,798
Project Type Total by Source of Funds												
	City	398,294	144,263	705,613	76,237	53,440	55,861	55,733	57,281	40,739	42,855	1,630,316
	Federal	71,030	0	0	0	0	0	0	0	0	0	71,030
Project Type Total												
	All Funds	469,324	144,263	705,613	76,237	53,440	55,861	55,733	57,281	40,739	42,855	1,701,346

Police Department



The principal mission of the Police Department is to maintain public safety and security, respond to calls for emergency aid, and to conduct investigations of criminal activity.

To achieve its principal mission, the Police Department has 77 precincts categorized into eight patrol boroughs. In addition to the patrol boroughs, there are 12 Transit Districts and 9 Police Service Areas. Transit Districts are responsible for the public safety and security of all 24 subway lines and 468 subway stations, and Police Service Areas are responsible for the public safety and security of the New York City Housing Authority’s 334 public housing developments. Other specialized units include the Special Operations Division (Emergency Services Unit, Bomb Squad, etc.), and the Intelligence and Counterterrorism Bureau.

The Police Department also conducts traffic control and parking enforcement through the Traffic Enforcement Division, and provides security in NYC’s schools through the School Safety Division.

In order to properly carry out operations, the Police Department occupies over 200 facilities including precincts, transit districts, public service areas, highway units, anti-crime units, mounted troops, aviation unit, administrative buildings, training and storage facilities.

Capital Program Goals

- To maintain safe and proper replacement cycles for all equipment necessary for policing activities (vehicles and communications and computer equipment);
- To maintain facilities and building systems; and
- To enhance policing efforts by upgrading and purchasing new equipment.

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$1,476.7 million to renovate buildings and upgrade equipment and necessary systems. The five categories in this Strategy focus on the replacement and upgrade of existing facilities and equipment.

	(in millions)
• Police Facilities	\$867.3
• Communications Equipment	250.7
• Computer Equipment	221.2
• Vehicles	113.3
• Miscellaneous Equipment	24.2
TOTAL	\$1,476.7

Police Department

Police Facilities

The Ten-Year Capital Strategy includes \$435.0 million for the construction of a new consolidated Property Clerk warehouse facility, \$65.2 million for the construction of a new 40th precinct in the South Bronx, \$37.7 million for the renovation of precinct bathrooms citywide, and \$329.5 million for the renovation of police facilities, Citywide.

Communications Equipment

The Department will focus on maintaining lifecycle replacements for all communications equipment to ensure that members of the Department can communicate with each other as well as other first responders efficiently and effectively. Equipment in this category includes \$88.0 million for core radio infrastructure upgrades, \$61.5 million for portable and mobile radios, and \$101.2 million for other communications equipment.

Computer Equipment

The Department will replace and upgrade computer equipment, including \$123.2 million for the purchase and upgrade of miscellaneous computer equipment as a part of phase one of the Sustainable Technology Initiative, \$21.0 million to enhance its local and wide area networks, \$17.2 million for the Real Time Crime Center, \$12.9 million for the Online Warrant Photo Imaging System, \$9.4 million for the upgrade of the arrest processing system, \$6.0 million for security improvements for the Department's computer network, and \$31.5 million for other computer equipment.

Vehicles

The Department will replace operational and support vehicles, including \$25.2 million for tow trucks, \$20.5 million for twelve-passenger vans, \$18.5 million for helicopters, \$14.3 million for 55-foot launches, and \$34.7 million for other vehicles.

Equipment

The Ten-Year Capital Strategy also provides \$24.2 million for a diverse range of support equipment such as diesel marine engines, forensic imaging equipment, and other equipment essential to preserving public safety.

Police Department

Project Type: PO		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Communications Equipment												
	City	53,144	36,471	74,850	32,798	26,900	6,500	10,000	10,000	0	0	250,663
Computer Equipment												
	City	89,444	71,017	12,023	18,302	4,272	4,500	10,290	11,354	0	0	221,202
Miscellaneous Equipment												
	City	9,125	2,112	1,445	1,415	3,859	3,739	1,786	681	0	0	24,162
Police Facilities												
	City	171,059	162,982	21,482	75,000	269,218	20,000	17,400	13,000	51,016	52,650	853,807
	Federal	12,883	0	635	0	0	0	0	0	0	0	13,518
Vehicles												
	City	15,054	11,759	27,709	4,506	25,473	6,426	9,277	13,099	0	0	113,303
Project Type Total by Source of Funds												
	City	337,826	284,341	137,509	132,021	329,722	41,165	48,753	48,134	51,016	52,650	1,463,137
	Federal	12,883	0	635	0	0	0	0	0	0	0	13,518
Project Type Total												
	All Funds	350,709	284,341	138,144	132,021	329,722	41,165	48,753	48,134	51,016	52,650	1,476,655

Courts

Pursuant to New York State Law, localities are responsible for the provision of adequate and sufficient court facilities. To comply with this mandate, New York City is required to submit a court facilities capital plan to the State for approval. Periodically the plan is amended to reflect changes in priorities and affordability.

Capital Program Goals

- To construct new court facilities which meet the needs of the court system; and
- To reconstruct and renovate existing court facilities to ensure continued usefulness.

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$1.537 billion to renovate and upgrade court facilities in all five boroughs.

(in millions)

• Reconstruction/Renovation of Court Facilities	\$1,537.2
TOTAL	\$1,537.2

Reconstruction/Renovation of Court Facilities

The Ten-Year Capital Strategy provides \$1.537 billion for citywide renovation and improvements to court facilities. This includes \$997.3 million for interior renovation; \$303.2 million for fire/life safety work; \$64.7 million for exterior renovation; \$57.3 million for HVAC improvements; \$51.4 million for electrical upgrades; \$51.1 million for elevator upgrades; \$6.8 million for roof reconstruction; and \$5.5 million for site work.

Courts

Project Type: CO

(\$ in 000's)

2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 Total

Reconstruction/Renovation of Court Facilities
City

160,917 220,414 118,897 93,766 206,439 175,596 136,290 137,308 159,160 128,387 1,537,174

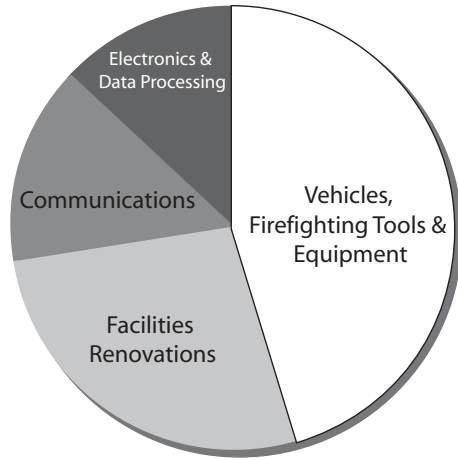
Project Type Total by Source of Funds
City

160,917 220,414 118,897 93,766 206,439 175,596 136,290 137,308 159,160 128,387 1,537,174

Project Type Total
All Funds

160,917 220,414 118,897 93,766 206,439 175,596 136,290 137,308 159,160 128,387 1,537,174

Fire Department



The Fire Department is responsible for protecting the lives and property of the citizens and visitors of New York City while responding to fire, medical and other emergencies, and investigating building hazards. The Fire Department extinguishes fires, promotes fire prevention awareness, investigates suspicious fires, provides ambulance and medical emergency services, and conducts building safety inspections. The Department currently has 357 fire units that provide fire, rescue and emergency medical services. The agency also promotes fire prevention through public outreach and enforcement of New York City’s Fire Code. The Department’s Fire Marshals investigate fires and apprehend arsonists. The Bureau of Emergency Medical Services (EMS), assisted by the Certified First Responder (CFR) trained personnel responding from engine companies, provides pre-hospital emergency medical care and ambulance transport, where required.

To support these activities, the Department has 218 firehouses, 35 EMS stations, and about 40 support facilities including Department headquarters, training academies at Randall’s Island and Fort Totten, repair operations facilities, communications offices, and fire investigation bases.

Capital Program Goals

- To ensure emergency equipment is in optimal service condition;
- To maintain the Department’s facilities in safe condition; and
- To enhance emergency response capability.

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$1.3 billion for the acquisition of emergency vehicles and firefighting equipment, the rehabilitation of existing facilities, and communication and computer systems to maintain fire-fighting capability and to provide emergency medical assistance.

	(in millions)
• Vehicles, Firefighting Tools, and Equipment	\$569.9
• Facilities Renovation	338.2
• Communications	182.3
• Electronics and Data Processing	160.8
TOTAL	\$1,251.2

Fire Department

Vehicles, Firefighting Tools, and Equipment

The Department is mandated to procure front-line vehicles on a predetermined replacement cycle, typically 11 years. The Ten-Year Capital Strategy provides \$569.9 million for both mandated and support vehicle replacement and necessary fire-fighting tools and equipment.

Facilities Renovation

The average age of the Fire Department's 218 firehouses is 82 years, with 44 percent over 90 years old. Many of the houses were built in the 19th Century and are in need of renovations. The Ten-Year Capital Strategy includes \$303.5 million to replace building components within individual firehouses, consisting of electrical systems, apparatus floors, apparatus doors, roof replacement/waterproofing, boilers, kitchens, windows and bathrooms, \$8.6 million for EMS Station acquisition, construction, and renovation, \$18.4 million to construct and outfit a new firehouse for the Rescue 2 Company located within the borough of Brooklyn, and \$7.7 million to repair and upgrade the Fire Department's training facility infrastructure.

Communications

The Ten-Year Capital Strategy provides \$13.5 million for radio equipment upgrades, \$15.3 million for cabling and components to support the Department's fire alarm box network and voice alarm system, and \$153.5 million for the replacement of conduit and wiring in the inundation zones for the Department's outside cable plant that was damaged during Hurricane Sandy.

Electronic Data Processing

The Ten-Year Capital Strategy provides \$14.3 million to replace the Alarm Teleprinter System (ATS), \$80 million for the upgrade of 911 communications system infrastructure as it approaches the end of its useful life, \$29.2 million for the replacement of the building information and billing system used by Fire Prevention, and \$37.3 million for the replacement/upgrade of equipment that has reached the end of its useful life.

Fire Department

Project Type: F		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Communications												
	City	2,017	522	1,475	700	15,906	727	700	700	700	700	24,147
	Federal	24,646	70,000	63,484	0	0	0	0	0	0	0	158,130
Electronics and Data Processing												
	City	24,141	46,291	27,836	13,000	13,000	13,050	13,000	3,500	3,500	3,500	160,818
New Facilities and Renovations												
	City	113,198	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	338,198
Vehicles, Firefighting Tools and Equipment												
	City	41,114	12,826	67,336	45,710	38,576	81,551	44,964	100,319	90,333	47,166	569,895
Project Type Total by Source of Funds												
	City	180,470	84,639	121,647	84,410	92,482	120,328	83,664	129,519	119,533	76,366	1,093,058
	Federal	24,646	70,000	63,484	0	0	0	0	0	0	0	158,130
Project Type Total												
	All Funds	205,116	154,639	185,131	84,410	92,482	120,328	83,664	129,519	119,533	76,366	1,251,188

Department of Education

The New York City public school system, with approximately 1,500 school buildings and support facilities (including City-owned space and leased facilities), served over one million pupils in the 2014-2015 school year. This vast operation has a complex mandate: to impart basic educational skills and vocational training; to provide pupils with meals, health services and recreation; to provide special educational services to students with physical and mental disabilities; and to function as a focal point in the City's neighborhoods.

Since July 1989, the School Construction Authority (SCA) has been responsible for acquiring new school sites, and for the design and construction of capital projects. The legislation that established the SCA exempted the Department of Education (DOE) and the Authority from the City's line-by-line annual Capital Budget. Instead, the City provides a five-year lump-sum allocation for education capital expenditures, and the DOE determines how the funds will be used, subject to scope approval by the City. The Ten-Year Capital Strategy determines the funding levels available to the Department.

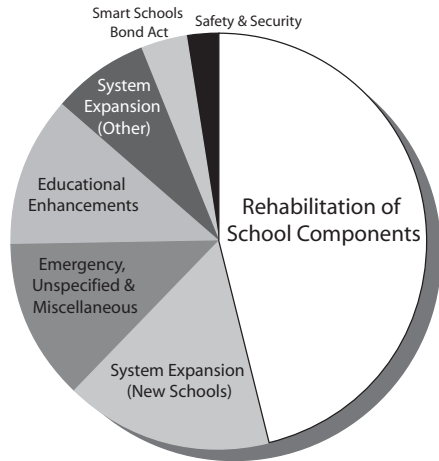
The first year of the Ten-Year Capital Strategy is also the second year of the Department of Education's Five-Year Capital Plan.

The capital program's primary objectives are to address deterioration of the physical plant and provide additional capacity. Multiple solutions to overcrowding - both capital and non-capital - will be required.

Capital Program Goals

- To halt and reverse the deterioration of school buildings;
- To relieve overcrowding;
- To restore the system to a state of good repair and maintain facilities in a state of good repair via preventive maintenance and life cycle replacement;
- To produce a physically-modernized school system that meets all building and fire code requirements and brings the DOE into compliance with federal, state, and local mandates;
- To continue the removal of all of the Transportable Classroom Units (TCUs) across the City;
- To create a physical plant that provides appropriate space for current educational programs and is flexible enough to meet the needs of new educational initiatives, changes in education-related technology, and fluctuating enrollments;
- To guarantee security within schools in order to provide a safe learning environment;
- To provide state-of-the-art technology; and
- To rejuvenate the City's sports programs through the rehabilitation of athletic fields.

Department of Education



Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides the Department with a lump-sum allocation of \$23.0 billion to spend on school-related capital projects. Funding is distributed across seven broad categories of capital work in the following manner:

(in millions)

- Rehabilitation of School Components \$10,636.8
- System Expansion - New Schools 3,673.2
- Emergency, Unspecified, and Miscellaneous 2,931.8
- Educational Enhancements 2,686.4
- System Expansion - Other 1,754.5
- Smart Schools Bond Act 780.0
- Safety and Security 566.9

TOTAL \$23,029.6

Rehabilitation of School Components

The Ten-Year Capital Strategy provides \$10.6 billion to rehabilitate, replace and upgrade building components. The Department will use funds to maintain roofs and parapets, resurface floors, install new windows, re-develop playgrounds, and remove asbestos and lead paint.

System Expansion

To address the shortage of seating in public schools, the Ten-Year Capital Strategy provides \$5.4 billion for system expansion. Of this amount, \$3.7 billion will support the construction of new school buildings. An additional \$1.7 billion is allocated for the build out of leased space, building additions, and new athletic fields and playgrounds.

Emergency, Inspection and Miscellaneous

The Ten-Year Capital Strategy provides \$2.9 billion for other miscellaneous capital improvements, including the Mayoral/Council Program, administrative costs, emergency projects, research and development, and prior plan completion costs.

Department of Education

Educational Enhancements

The Ten-Year Capital Strategy designates \$2.7 billion to capital improvements associated with recent programmatic needs. The Department will provide computers for teachers and students. Funds will also be used to purchase educational software, upgrade networks, and re-wire schools for enhanced internet access. To further its science education program, the Department will upgrade and replace science labs citywide.

Smart Schools Bond Act

The Ten-Year Capital Strategy allocates \$780.0 million from a \$2.0 billion New York State general obligation bond, known as the Smart Schools Bond Act, which was brought before voters and passed in November 2014. Funds may be used for technological enhancements, expansion of pre-kindergarten capacity, and the removal of Transportable Classroom Units (TCUs).

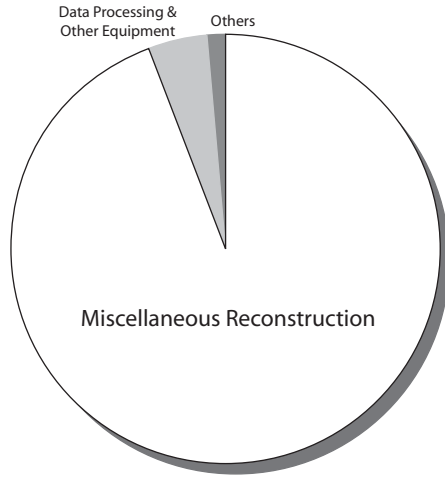
Safety and Security

The Ten-Year Capital Strategy provides \$566.9 million for security systems, emergency lighting and code compliance.

Department of Education

Project Type: E	(\$ in 000's)										Total
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
Ancillary Facilities (Administration)											
City	8,340	8,000	6,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	57,340
Emergency, Inspection and Miscellaneous											
City	526,378	315,820	188,800	245,822	245,822	245,822	245,822	245,822	245,822	245,822	2,751,752
Federal	122,682	0	0	0	0	0	0	0	0	0	122,682
Educational Enhancements											
City	256,950	241,650	277,610	272,880	272,880	272,880	272,880	272,880	272,880	272,880	2,686,370
Rehabilitation of School Components											
City	1,178,790	873,710	548,300	1,079,880	1,079,880	335,800	1,079,880	1,079,880	517,430	1,079,880	8,853,430
State	0	0	476,830	0	0	744,080	0	0	562,450	0	1,783,360
Safety and Security											
City	53,820	52,650	56,190	57,750	57,750	57,750	57,750	57,750	57,750	57,750	566,910
Smart Schools Bond Act											
State	195,000	195,000	195,000	195,000	0	0	0	0	0	0	780,000
System Expansion (New Schools)											
City	164,450	567,570	593,630	562,514	297,514	297,514	297,514	297,514	297,514	297,514	3,673,248
System Expansion (Other)											
City	276,180	345,600	304,640	181,154	107,821	107,821	107,821	107,821	107,821	107,819	1,754,498
Project Type Total by Source of Funds											
City	2,464,908	2,405,000	1,975,170	2,405,000	2,066,667	1,322,587	2,066,667	2,066,667	1,504,217	2,066,665	20,343,548
Federal	122,682	0	0	0	0	0	0	0	0	0	122,682
State	195,000	195,000	671,830	195,000	0	744,080	0	0	562,450	0	2,563,360
Project Type Total											
All Funds	2,782,590	2,600,000	2,647,000	2,600,000	2,066,667	2,066,667	2,066,667	2,066,667	2,066,667	2,066,665	23,029,590

City University



New York City’s intellectual resources are unmatched by those of any other city in the country. The City University of New York (CUNY), with a fiscal year 2015 enrollment of 274,700 degree students, primarily serves City residents; however, it also attracts students from all over the world. Divided into colleges and graduate schools, CUNY facilities are distributed throughout the five boroughs and range in curricula from liberal arts to law and medicine. CUNY maintains 24 institutions in the City and is comprised of eleven senior colleges, seven community colleges, an honors college, a school of public health, a graduate school, a graduate school of journalism, a law school and a school of professional studies.

Changes in enrollment patterns may have a significant impact on future plant use and capital needs. From Fiscal Year 2012 to 2014, degree enrollment and non-credit enrollment at CUNY colleges grew from 495,269 to 549,433 – an increase of 10.9 percent. During this period, both credit and non-credit enrollment experienced growth. The degree enrollment went up from 269,114 to 274,628 - an increase of 2 percent and non-credit enrollment went up from 226,155 to 274,805, a 21.5 percent increase. Included in the total degree enrollment at all CUNY colleges were an increase of 3.3 percent in undergraduate enrollment (from 237,373 to 245,285) and a decrease of 6.5 percent in graduate enrollment (from 31,377 to 29,343).

Capital Program Goals

- To rehabilitate and upgrade existing facilities;
- To revamp campus plants to increase efficiency;
- To provide accessibility for the physically handicapped; and
- To strengthen fire protection, life safety and health facilities on the campuses.

Ten-Year Capital Strategy

The Ten-Year Capital Strategy totals \$405.7 million. The City funds its share of the University’s large construction projects through its Ten-Year Capital Strategy. A majority of the work associated with the senior colleges is funded by the State. The community college projects are funded jointly by the City and the State. In some cases the City also independently funds some senior and community college related work. In this Ten-Year Capital Strategy, CUNY emphasizes critical maintenance, including the rehabilitation of electrical, mechanical, heating, ventilation and air-conditioning systems; interiors and exteriors of buildings, roofs and windows; security systems; and access for the disabled. Work is also required for early childhood and day care centers, athletic fields and capital equipment.

	(in millions)
• Miscellaneous Reconstruction	\$383.1
• Data Processing and Other Equipment	17.8
• Energy Conservation	2.8
• Athletic Fields, Gymnasiums and Equipment	1.6
• Electrical, Mechanical and HVAC System Upgrading	0.2
• Federal, State and Local Mandates	0.2
TOTAL	\$405.7

City University

Miscellaneous Reconstruction

The Ten-Year Capital Strategy provides \$383.1 million, of which \$284.9 million is for the replacement or rehabilitation of roofs, windows, elevators, and exterior and interior renovations and \$98.2 million is for the expansion of academic space. These projects include: the fit out of unoccupied floors at LaGuardia Community College to alleviate overcrowding and serve as swing space for Hunter College Nursing students, and an initial funding commitment for the Hostos Allied Science Building.

Data Processing and Other Equipment

The Ten-Year Capital Strategy provides \$17.8 million for the purchase of computer, laboratory and other equipment.

Energy Conservation

The Ten-Year Capital Strategy provides \$2.8 million for the reduction in energy consumption by replacing old devices with new energy efficient ones.

Athletic Fields, Gymnasiums and Other Equipment

The Ten-Year Capital Strategy provides \$1.6 million for the upgrading of Athletic Fields and gymnasiums.

Electrical, Mechanical and HVAC System Upgrading

The Ten-Year Capital Strategy provides \$0.2 million for modernization projects which include electrical, boiler, heating, ventilation and air conditioning upgrades.

Federal, State and Local Mandates

The Ten-Year Capital Strategy provides \$0.2 million for mandated programs. These programs include construction of facilities to comply with handicap access laws and removal of health and building safety hazards to meet local law requirements.

City University

Project Type: HN		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Data Processing and Other Equipment												
	City	9,272	8,389	92	0	0	0	69	0	0	0	17,822
Energy Conservation Projects												
	City	0	1,597	0	0	0	0	1,228	0	0	0	2,825
Athletic Fields, Gymnasiums and Equipment												
	City	1,620	0	0	0	0	0	0	0	0	0	1,620
Federal, State and Local Mandates												
	City	200	0	0	0	0	0	0	0	0	0	200
Electrical, Mechanical and HVAC System Upgrading												
	City	155	0	0	0	0	0	0	0	0	0	155
Miscellaneous Reconstruction												
	City	51,644	71,969	49,807	70,292	23,201	23,262	22,022	23,394	23,506	23,622	382,719
	State	58	60	62	63	64	65	0	0	0	0	372
Security Systems												
	City	0	0	0	0	0	0	2	0	0	0	2
Project Type Total by Source of Funds												
	City	62,891	81,955	49,899	70,292	23,201	23,262	23,321	23,394	23,506	23,622	405,343
	State	58	60	62	63	64	65	0	0	0	0	372
Project Type Total												
	All Funds	62,949	82,015	49,961	70,355	23,265	23,327	23,321	23,394	23,506	23,622	405,715

Department of Health and Mental Hygiene

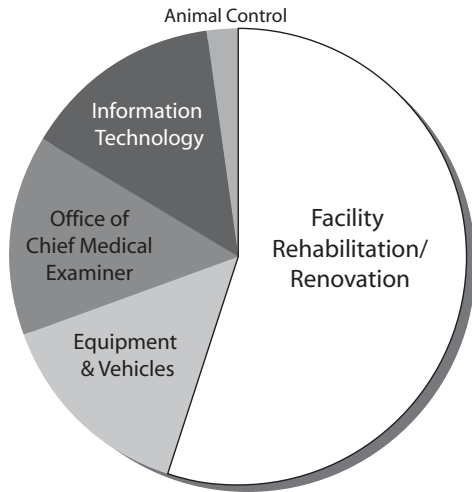
The Department of Health and Mental Hygiene (DOHMH) is an integral component of public safety by preserving core public health infrastructure and protecting New Yorkers from existing and emerging threats, both natural and human-made. DOHMH currently maintains public health facilities in all five boroughs, and operates the Public Health Laboratory. Community-based services are provided through District Public Health Offices, immunization clinics, tuberculosis test centers, and sexually transmitted disease clinics. DOHMH provides HIV/AIDS prevention and support services; health services at approximately 1,800 schools; mental health, mental retardation, developmental disability services, and chemical dependency prevention and treatment, and counseling services; early intervention services to developmentally delayed infants and toddlers; health and mental health services in the City's adult correctional facilities; and prevention and control services that address non-communicable diseases such as heart disease, tobacco dependency, cancer and diabetes. DOHMH also issues reports on health conditions and community health assessments, as well as birth and death certificates; investigates and eliminates environmental health hazards such as pests and lead poisoning; and inspects restaurants and day care facilities. DOHMH inspects all food service establishments in NYC (including food carts, work place cafeterias, school lunchrooms, and both fast food and sit-down restaurants). The Department also plays an important role in animal care and control – specifically in funding their capital improvement needs.

The Department's Ten-Year Capital Strategy includes funds for the Office of the Chief Medical Examiner (OCME). OCME investigates all deaths in New York City occurring from criminal violence, by accident, by suicide, suddenly when in apparent health, or in any unusual or suspicious manner.

Capital Program Goals

- To ensure that Department facilities are in compliance with applicable codes, rules, and regulations;
- To promote effective service delivery by renovating facilities requiring immediate repair and maintaining quality conditions in these facilities;
- To provide effective service delivery by investing in technology for automation and basic infrastructure; and
- To meet legal mandates for animal care and control.

Department of Health and Mental Hygiene



Ten-Year Capital Strategy

The focus of the Ten-Year Capital Strategy is to identify, prioritize and support immediate needs for code compliance and other renovations at the City’s public health facilities and technology investments that are essential in providing critical public health services.

	(in millions)
• Facility Rehabilitation/Renovation	\$265.3
• Equipment and Vehicles	68.7
• Office of Chief Medical Examiner	68.7
• Information Technology	68.1
• Animal Control	9.7
TOTAL	\$480.6

Facility Rehabilitation and Renovation

The Ten-Year Capital Strategy provides \$168.8 million for laboratory improvement and renovation. Funding of \$88.1 million is provided for the renovation of various City-owned public health facilities. The Ten-Year Capital Strategy reflects a commitment to assessing, maintaining, and improving conditions throughout the agency’s facilities portfolio.

Equipment and Vehicles

Funding of \$68.7 million is provided in the Ten-Year Capital Strategy for the purchase of equipment and vehicles to maintain and improve public health services.

Information Technology

The Ten-Year Capital Strategy provides \$68.1 million to purchase technology to maintain and improve services. This includes \$22.0 million to gradually replace the agency’s personal computers and network servers.

Office of Chief Medical Examiner

The Ten-Year Capital Strategy provides \$42.5 million for OCME projects, including IT upgrades and laboratory equipment purchases.

Department of Health and Mental Hygiene

Project Type: HL		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Animal Care												
	City	1,212	535	3,500	0	0	4,000	0	500	0	0	9,747
OCME												
	City	17,134	13,981	13,854	5,403	5,518	4,463	2,010	2,059	2,128	2,198	68,748
Information Technology												
	City	13,000	3,336	1,365	2,329	1,033	9,956	6,160	3,065	4,480	4,900	49,624
	State	4,361	600	300	713	300	4,267	2,640	1,313	1,920	2,100	18,514
Equipment and Vehicles												
	City	40,451	20,051	0	700	0	700	0	700	450	1,150	64,202
	Federal	2,308	0	0	0	0	0	0	0	0	0	2,308
	State	561	300	0	300	0	300	0	300	50	350	2,161
Clinic Renovation and Rehabilitation												
	City	19,116	88,058	23,834	26,992	19,300	18,203	28,168	14,000	13,937	13,440	265,048
	State	201	0	0	0	0	0	0	0	0	0	201
Project Type Total by Source of Funds												
	City	90,913	125,961	42,553	35,424	25,851	37,322	36,338	20,324	20,995	21,688	457,369
	Federal	2,308	0	0	0	0	0	0	0	0	0	2,308
	State	5,123	900	300	1,013	300	4,567	2,640	1,613	1,970	2,450	20,876
Project Type Total												
	All Funds	98,344	126,861	42,853	36,437	26,151	41,889	38,978	21,937	22,965	24,138	480,553

Health and Hospitals Corporation

The Health and Hospitals Corporation (HHC) was established in 1969 as the successor to the former Department of Hospitals to provide greater flexibility in the operation of the municipal hospital system. The Corporation operates eleven acute care hospitals, six Diagnostic and Treatment Centers, four long-term care facilities, a certified home health care agency, and more than 70 community health clinics, throughout the five boroughs. Through its wholly owned subsidiary, MetroPlus, HHC operates a health plan which has approximately 469,000 Medicaid, Medicare, Child Health Plus, Family Health Plus, HIV Special Needs Plan, and Qualified Health Plan enrollees.

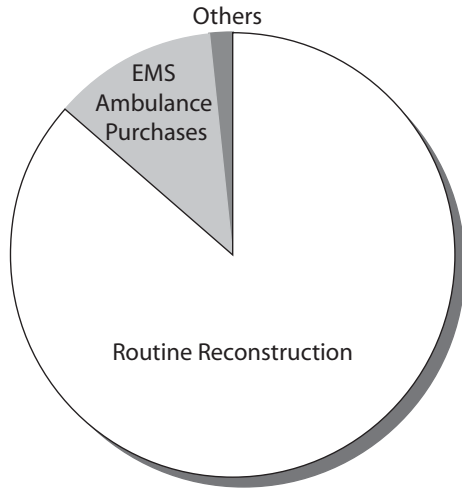
Capital Program Goals

The Health and Hospitals Corporation is continuing to modernize many of its hospitals and facilities across the City with \$2.4 billion in the current capital plan. This Ten-Year Capital Strategy includes projects to address the following criteria:

- Major modernizations to replace or renovate aging facilities intended to improve infrastructure resiliency, market share, operational efficiencies, and patient satisfaction;
- Satisfy regulatory requirements and/or correct code deficiencies;
- Rehabilitate building components and systems to improve safety, patient comfort, and operations;
- Replace medical equipment; and
- Replace aging ambulance fleet for the FDNY/EMS.

The funding of the Corporation's capital plan is accomplished through a combination of City General Obligation bonds and Transitional Finance Authority (TFA) bonds.

Health and Hospitals Corporation



Ten-Year Capital Strategy

The Ten-Year Capital Strategy for the Health and Hospitals Corporation focuses on the improvement of physical plants to comply with regulatory requirements and to address customer satisfaction, market demands and community health care needs.

	(in millions)
• Routine Reconstruction	\$2,089.0
• EMS Ambulance Purchases	283.3
• Major Medical Equipment	14.3
• Information Systems	14.0
• Hospital Reconstruction	2.7
TOTAL	\$2,403.3

Routine Reconstruction

The Ten-Year Capital Strategy includes \$1.6 billion in federal funding for reconstruction and mitigation work associated with Hurricane Sandy storm damage, and an additional \$97.0 million in 2015. HHC's other major reconstruction projects include \$519.6 million associated with Corporate-wide infrastructure projects and equipment purchases, and \$17.9 million for the construction of an EMS station at Harlem Hospital.

Emergency Medical Services Ambulance Purchases

The Ten-Year Capital Strategy provides \$283.3 million for the purchase of FDNY/EMS ambulances, with an additional \$25.6 million in 2015.

Information Systems

The Ten-Year Capital Strategy provides \$14.0 million for the replacement of the Electronic Medical Record system.

Hospital Reconstruction

The Ten-Year Capital Strategy includes \$1.1 million for the completion of an Ambulatory Care Pavilion at Queens Hospital Center.

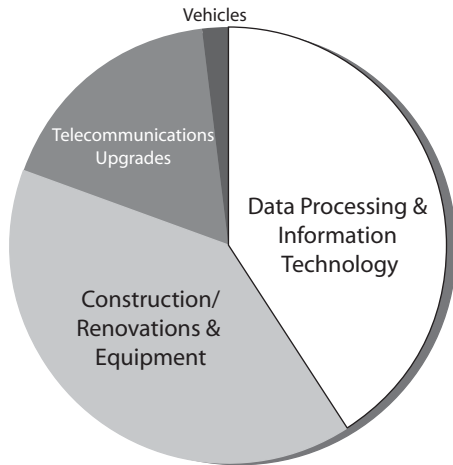
Major Medical Equipment

The Ten-Year Capital Strategy includes \$6.0 million for a linear accelerator at Lincoln Hospital.

Health and Hospitals Corporations

Project Type: HO	(\$ in 000's)											
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total	
Information Systems												
City	14,044	0	0	0	0	0	0	0	0	0	0	14,044
Emergency Medical Services Equipment												
City	25,386	25,386	26,147	26,932	27,740	28,572	29,429	30,312	31,221	32,158		283,283
Major Medical Equipment												
City	10,962	3,317	0	65	0	0	0	0	0	0	0	14,344
Major or Partial Hospital Reconstruction												
City	2,661	0	0	0	0	0	0	0	0	0	0	2,661
Routine Reconstruction												
City	65,387	19,861	6,421	16,549	82,592	99,614	71,590	62,489	48,856	53,582		526,941
Federal	222,385	265,973	473,757	321,306	178,811	67,753	32,094	0	0	0	0	1,562,079
Project Type Total by Source of Funds												
City	118,440	48,564	32,568	43,546	110,332	128,186	101,019	92,801	80,077	85,740		841,273
Federal	222,385	265,973	473,757	321,306	178,811	67,753	32,094	0	0	0	0	1,562,079
Project Type Total												
All Funds	340,825	314,537	506,325	364,852	289,143	195,939	133,113	92,801	80,077	85,740		2,403,352

Human Resources Administration



The Department of Social Services (DSS)/ Human Resources Administration (HRA) provides a range of programs and services that help families and individuals achieve self-sufficiency. Eligible participants receive Cash Assistance, Medical Assistance, Supplemental Nutrition Benefits (Food Stamps), and employment and support services. HRA also provides shelter, housing, homecare, and other support services to domestic violence survivors, people living with HIV/AIDS, and vulnerable or elderly adults.

Capital Program Goals

- Maintain, renovate, and improve social service facilities throughout the City;
- Enhance the Department’s computer network infrastructure for the continued development of connectivity between and among DSS facilities and service providers; and
- Upgrade, maintain, and acquire telecommunications and information systems equipment to improve Department operations.

Ten-Year Capital Strategy

The primary focus of the Ten-Year Capital Strategy is to improve employee productivity and the delivery of client services through implementation of the Re-engineering Project. The Strategy includes technological upgrades to HRA offices serving the public, as well as routine upgrades of computer, printer and server systems to meet the needs of the Department’s many programs and services. In addition to this project, HRA will continue to maintain, upgrade, and operate its over 70 locations throughout New York City.

	(in millions)
• Data Processing and Information Technology	\$78.6
• Construction/Renovations and Equipment	76.1
• Telecommunications Upgrades	33.9
• Vehicles	3.2
TOTAL	\$191.8

Construction/Renovations and Equipment

The Ten-Year Capital Strategy provides \$76.1 million for improvements to maintain the structural integrity of HRA’s 70+ facilities, including compliance with building fire and safety standards, necessary improvements for HVAC, masonry, roofing, electrical and plumbing work; and to continue the consolidation of facilities, Citywide.

Human Resources Administration

Data Processing and Information Technology

The Ten-Year Capital Strategy will continue to emphasize imaging and database management of records, and the maintenance and upgrade of computer equipment and software for greater efficiency in caseload tracking, reporting, and intra- and inter-agency communications. The Ten-Year Capital Strategy provides \$49.3 million (including \$28.9 million in 2015) to continue implementation of the Re-engineering initiative, which is redesigning business processes to modernize HRA interactions with clients, realize cost efficiencies, and continue to maintain high levels of program integrity through the use of modern technology.

Telecommunications Infrastructure

The Ten-Year Capital Strategy provides \$33.9 million to improve connectivity among agency personnel and contract service providers. This includes updates to various HRA-managed data systems including Voice Over Internet Protocol (VOIP), an extensive network of servers and data storage systems, and routine replacement of workstation equipment.

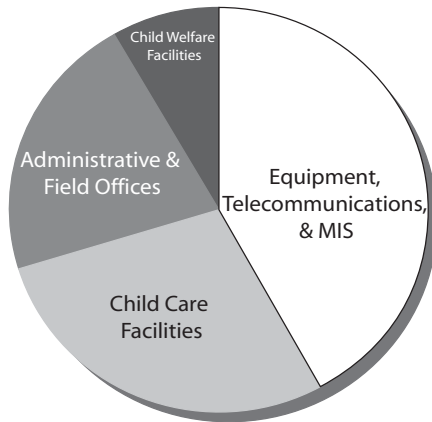
Vehicles

The Ten-Year Capital Strategy provides \$3.2 million to replace vans and trucks utilized in both programmatic support and agency internal operations.

Human Resources Administration

Project Type: HR		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Telecommunications Equipment												
City		3,206	1,258	2,369	1,309	1,334	1,358	1,385	1,413	1,460	1,507	16,599
Federal		2,240	848	1,596	883	901	916	934	953	984	1,016	11,271
State		1,100	463	871	482	492	501	511	520	535	555	6,030
Data Processing Equipment												
City		11,682	8,834	4,788	2,707	5,759	2,811	2,867	2,924	3,021	3,120	48,513
Federal		1,157	833	3,226	1,824	2,532	1,894	1,932	1,971	2,035	2,102	19,506
State		595	455	1,760	995	1,382	1,034	1,054	1,075	1,111	1,147	10,608
Equipment												
City		156	1,366	0	820	0	0	0	0	0	0	2,342
Social Services Buildings												
City		18,121	2,803	5,746	8,734	8,662	12,713	2,768	2,823	2,916	3,012	68,298
Federal		0	280	374	382	389	396	405	413	426	440	3,505
State		0	153	204	208	212	216	221	225	232	240	1,911
Automotive Equipment												
City		689	93	93	235	98	100	102	104	107	111	1,732
Federal		301	63	63	128	66	68	69	71	73	75	977
State		164	35	35	70	36	37	38	39	39	40	533
Project Type Total by Source of Funds												
City		33,854	14,354	12,996	13,805	15,853	16,982	7,122	7,264	7,504	7,750	137,484
Federal		3,698	2,024	5,259	3,217	3,888	3,274	3,340	3,408	3,518	3,633	35,259
State		1,859	1,106	2,870	1,755	2,122	1,788	1,824	1,859	1,917	1,982	19,082
Project Type Total												
All Funds		39,411	17,484	21,125	18,777	21,863	22,044	12,286	12,531	12,939	13,365	191,825

Administration for Children’s Services



The Administration for Children’s Services (ACS) provides services to protect and advance the interests of New York City’s children. ACS investigates allegations of abuse and neglect, provides preventive services, and when necessary, foster care and adoption services. Services also include subsidized child care and early childhood education through its EarlyLearn system, as well as detention services to juveniles remanded to ACS custody by the courts.

The Agency is responsible for approximately 470 facilities including the ACS Children’s Center, child care centers, secure and non-secure detention facilities, and a network of program field offices and administrative sites.

Capital Program Goals

- Renovate and maintain child care facilities;
- Renovate juvenile detention and placement facilities;
- Upgrade children’s service facilities to serve vulnerable families and children;
- Upgrade telecommunications, computer technology, and data management systems; and
- Upgrade field and central office facilities;

Ten-Year Capital Strategy

The primary focus of the Ten-Year Capital Strategy is to continue to improve the infrastructure of community based field offices and to enhance and better integrate management information systems that track agency outcomes. Major projects include case management systems for child care and juvenile justice, upgrading the agency computer network and data management systems, and juvenile justice detention facilities.

	(in millions)
• Equipment, Telecommunications, & MIS	\$65.4
• Administrative & Field Offices	37.7
• Child Welfare Facilities	34.9
• Child Care Facilities	32.9
TOTAL	\$170.9

Equipment, Telecommunications, & MIS

The Ten-Year Capital Strategy provides \$65.4 million for information technology and telecommunications.

Administrative & Field Offices

The Ten-Year Capital Strategy provides \$37.7 million for the construction and renovation of central and field offices.

Child Welfare Facilities

The Ten-Year Capital Strategy provides \$34.9 million for the renovation of child welfare facilities including juvenile detention facilities.

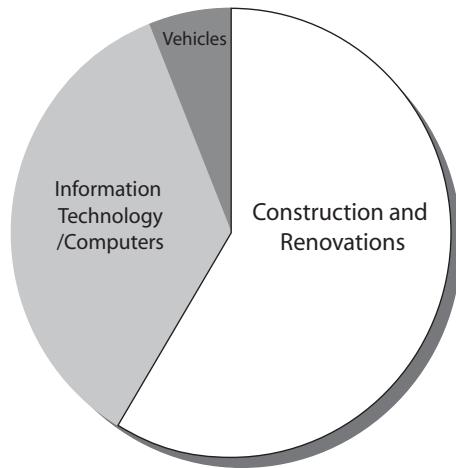
Child Care Facilities

The Ten-Year Capital Strategy provides \$32.9 million for the construction and renovation of daycare centers throughout the City.

Children's Services

Project Type: CS		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Child Welfare Facilities												
City		5,191	9,323	4,842	4,329	1,000	0	0	0	4,038	4,167	32,890
Federal		20	765	0	0	0	0	0	0	0	0	785
State		30	1,163	0	0	0	0	0	0	0	0	1,193
Day Care Facilities												
City		2,023	1,268	1,267	1,267	1,267	1,267	1,267	1,267	1,444	1,622	13,959
Federal		526	526	525	525	525	525	525	525	599	672	5,473
State		1,298	1,298	1,297	1,297	1,297	1,297	1,297	1,297	1,478	1,661	13,517
Equipment												
City		13,777	19,102	8,992	5,239	4,929	5,239	2,984	869	1,318	1,142	63,591
Federal		111	519	74	0	0	0	0	0	0	0	704
State		166	779	111	0	0	0	0	0	0	0	1,056
Social Service Buildings												
City		3,404	1,777	6,409	8,319	2,000	3,228	3,293	4,468	1,038	1,166	35,102
Federal		138	232	239	328	0	0	0	0	0	0	937
State		244	411	422	581	0	0	0	0	0	0	1,658
Project Type Total by Source of Funds												
City		24,395	31,470	21,510	19,154	9,196	9,734	7,544	6,604	7,838	8,097	145,542
Federal		795	2,042	838	853	525	525	525	525	599	672	7,899
State		1,738	3,651	1,830	1,878	1,297	1,297	1,297	1,297	1,478	1,661	17,424
Project Type Total												
All Funds		26,928	37,163	24,178	21,885	11,018	11,556	9,366	8,426	9,915	10,430	170,865

Department For The Aging



The Department for the Aging (DFTA) administers a wide range of programs that enable senior citizens to maintain their independence and improve their quality of life. Services include congregate and home delivered meals, home care, employment counseling and placement, social and legal services, health promotion activities, transportation, caregiver services, and emergency preparedness. The Department also serves as an advocate for the City’s elderly population through legislative activity and public policy initiatives.

Capital Program Goals

- Rehabilitation of existing facilities that provide services for senior citizens;
- Targeted improvements to senior centers throughout the City; and
- Information technology upgrades.

Ten-Year Capital Strategy

The Department’s primary objectives for senior center improvements include: structural repairs, interior renovations, and improvements to handicapped accessibility. The Department is also committed to ensuring high-speed Internet connections are available at all DFTA-funded senior centers.

	(in millions)
• Construction and Renovations	\$27.9
• Information Technology/ Computers	16.7
• Vehicles	2.8
TOTAL	\$47.4

Construction and Renovations

The Ten-Year Capital Strategy provides \$27.9 million to complete renovations and upgrades for the various senior centers around the City. Funds are also provided to ensure the agency’s fire and safety infrastructure meet standards, and that necessary improvements for HVAC, masonry, roofing, electrical, plumbing are completed.

Information Technology and Computers

The Ten-Year Capital Strategy provides \$16.7 million for the technology needs of the agency as well as technology improvements for the agency’s contractors and service providers.

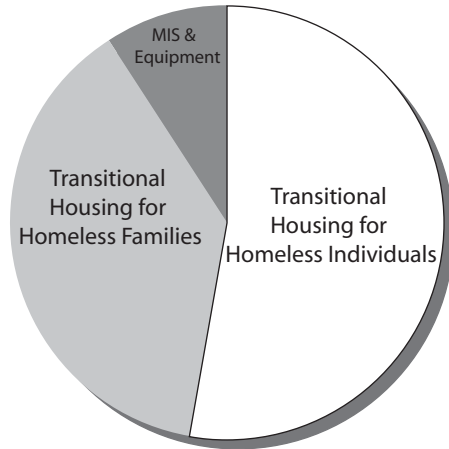
Vehicles and Transportation

The Ten-Year Capital Strategy provides \$2.8 million for the purchase and replacement of vehicles and other transportation related expenses.

Department for the Aging

Project Type: AG		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Data Processing and Information Technology City		2,434	6,673	4,660	5,016	794	0	0	0	0	0	19,577
Department for the Aging Building Reconstruction City		5,757	4,437	4,763	3,792	2,205	1,228	1,253	1,278	2,277	930	27,920
Project Type Total by Source of Funds City		8,191	11,110	9,423	8,808	2,999	1,228	1,253	1,278	2,277	930	47,497
Project Type Total All Funds		8,191	11,110	9,423	8,808	2,999	1,228	1,253	1,278	2,277	930	47,497

Department of Homeless Services



The Department of Homeless Services provides homeless families and individuals with transitional housing and services to enable their return to independent living. The Department also provides homelessness prevention services and outreach services to people living in public places. The Department works with other City agencies to develop permanent and transitional housing.

Capital Program Goals

- Ensure all facilities are in compliance with applicable health and safety standards;
- Rehabilitate and renovate transitional facilities for homeless families and singles; and
- Upgrade and expand computer networks to effectively manage and share information.

Ten-Year Capital Strategy

The Ten-Year Capital Strategy totals \$212.0 million, which includes \$192.7 million for transitional housing for homeless and \$19.3 million for MIS and equipment.

	(in millions)
• Transitional Housing for Homeless Individuals	\$112.2
• Transitional Housing for Homeless Families	80.5
• MIS & Equipment	19.3
TOTAL	\$212.0

Transitional Housing for Homeless Individuals & Families

The major focus of the Ten-Year Capital Strategy is the maintenance of transitional housing for homeless families and single adults. The Ten-Year Capital Strategy allocates 90 percent of funding to the rehabilitation of these facilities. Major priorities for the agency continue to be code compliance, fire safety, and exterior building stabilization. Major projects include the construction of the Bedford-Atlantic shelter community space, the bathroom upgrade at Auburn Residence, and elevator replacements at the Bellevue-30th Street intake center.

MIS & Equipment

The Department's MIS & Equipment strategy involves a continuation of funding to meet ongoing technology needs, including periodic upgrades of computers and network infrastructure, and replacement of Department vehicles.

Department of Homeless Services

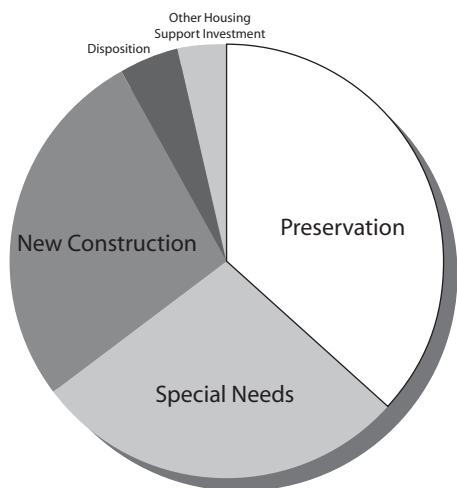
Project Type: HH		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
<i>Shelters for Homeless Individuals</i>												
	City	28,805	8,609	8,569	8,103	9,164	9,163	9,161	9,159	10,750	10,750	112,233
<i>Equipment</i>												
	City	1,084	94	1,967	3,318	3,172	3,175	3,178	3,182	0	0	19,170
<i>Shelters for Homeless Families</i>												
	City	6,760	3,000	6,693	5,920	9,164	9,162	9,161	9,159	10,750	10,750	80,519
<i>Purchase of Vehicles</i>												
	City	0	82	0	0	0	0	0	0	0	0	82
<i>Project Type Total by Source of Funds</i>												
	City	36,649	11,785	17,229	17,341	21,500	21,500	21,500	21,500	21,500	21,500	212,004
<i>Project Type Total</i>												
	All Funds	36,649	11,785	17,229	17,341	21,500	21,500	21,500	21,500	21,500	21,500	212,004

Housing Preservation & Development

The Department of Housing Preservation and Development (HPD) preserves, upgrades, and assists in the expansion of the City's affordable housing stock. Its primary goals are to: spur the preservation and development of affordable housing through direct investment and the provision of loans; maximize neighborhood ownership and management of housing by generating local participation in disposition and development programs; and to enforce compliance with housing quality standards. HPD's budget is structured to meet the goals of "Housing New York: A Five-Borough, Ten Year Plan" (HNY) with the principal goal of preserving and creating 200,000 units of affordable housing Citywide over the next ten years.

The Ten-Year Capital Strategy funds various new construction, preservation, supportive housing, and disposition programs, as well as ancillary housing support investments. The City is also continuing efforts to prevent the abandonment of privately-owned buildings and avert their entry into City ownership by providing financial and technical assistance to private landlords. Furthermore, the City maintains its commitment to provide new housing opportunities, by encouraging private development through various incentive programs.

Housing Preservation & Development



Capital Program Goals

HNY is a five-borough, ten year strategy to address the City’s affordable housing crisis. The plan, which was created through coordination with 13 agencies and with input from over 200 individual stakeholders, outlines more than 50 initiatives to support HPD’s goal of building or preserving 200,000 units of high-quality affordable housing to meet the needs of more than 500,000 people. HPD will do this by:

- Fostering diverse, livable neighborhoods;
- Preserving the affordability and quality of the existing housing stock;
- Building new affordable housing for all New Yorkers;
- Promoting homeless, senior, supportive and accessible housing; and
- Refining City financing tools and expanding funding sources for affordable housing.

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$7.5 billion for HPD in support of its capital program goals. Of this amount, \$7.2 billion represents city funding while approximately \$276 .0 million will be leveraged in Federal funds. Additional funding will be leveraged from HDC and private sources in support of housing plan goals.

	(in millions)
• Preservation	\$2,749.6
• Special Needs	2,076.8
• New Construction	2,034.6
• Disposition	324.9
• Other Housing Support Investment	271.8
TOTAL (excludes HDC funds)	\$7,457.6

Preservation

The Ten-Year Capital Strategy provides \$2.8 billion for preservation projects. Funding will support activities to preserve existing affordable housing stock while ensuring long-term affordability.

Housing Preservation & Development

Special Needs Housing

The Ten-Year Capital Strategy provides \$2.1 billion for the construction and preservation of housing for seniors, persons with disabilities, and formerly homeless households throughout the five boroughs.

New Construction

The Ten-Year Capital Strategy provides \$2.0 billion to finance new construction activities. Funding will support construction of new units serving low, moderate, and middle income New Yorkers throughout the five boroughs.

Disposition

The Ten-Year Capital Strategy provides \$324.9 million to fund the rehabilitation and disposition of City-owned housing units, which will be rehabilitated for the benefit of low, moderate and middle income households.

Other Housing Support Investment

The Ten-Year Capital Strategy provides \$271.8 million for Other Housing Support Investments funding a variety of HPD initiatives. This includes the demolition of unsafe buildings, costs associated with development in urban renewal areas, computer-based productivity initiatives, and other infrastructure support.

Housing Preservation & Development

Project Type: HD	(\$ in 000's)											
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total	
Low-Income Housing Production												
City	3,590	0	0	0	0	0	0	0	0	0	0	3,590
Low-Income Housing Upgrading												
City	800	0	0	0	0	0	0	0	0	0	0	800
Middle-Income Housing Production												
City	575	0	0	0	0	0	0	0	0	0	0	575
Moderate-Income Housing Production												
City	3,150	0	0	0	0	0	0	0	0	0	0	3,150
New Housing Construction												
City	282,417	168,478	183,660	187,333	191,080	194,903	198,800	202,777	206,832	210,967		2,027,247
Other Housing Support Investment												
City	24,443	41,141	18,320	20,086	21,888	23,727	25,600	27,513	29,463	39,579		271,760
Occupied In Rem Rehabilitation												
City	15,530	22,507	33,417	34,085	34,767	35,462	36,172	36,895	37,633	38,386		324,854
Preservation												
City	295,032	244,503	257,251	262,397	267,644	272,995	278,456	284,025	289,705	295,500		2,747,508
Assistance to Private Owners												
City	1,288	0	0	0	0	0	0	0	0	0	0	1,288
Special Needs Housing												
City	199,715	168,000	168,208	171,212	174,276	177,402	180,590	183,841	187,159	190,542		1,800,945
Federal	0	25,916	25,916	32,000	32,000	32,000	32,000	32,000	32,000	32,000		275,832
Project Type Total by Source of Funds												
City	826,540	644,629	660,856	675,113	689,655	704,489	719,618	735,051	750,792	774,974		7,181,717
Federal	0	25,916	25,916	32,000	32,000	32,000	32,000	32,000	32,000	32,000		275,832
Project Type Total												
All Funds	826,540	670,545	686,772	707,113	721,655	736,489	751,618	767,051	782,792	806,974		7,457,549

Housing Authority

The New York City Housing Authority (NYCHA), created in 1934, operates and maintains decent, safe, and affordable housing for low- and moderate- income families.

The New York City Housing Authority owns and operates the nation's largest public housing program, with 334 developments (178,557 apartments in 2,563 residential buildings), housing over 403,120 tenants throughout the City. The Authority also operates the Leased Housing (Section 8) Program, with approximately 91,103 rented apartments housing 220,470 residents. Approximately 29,157 private landlords participate in the Section 8 program.

The Ten-Year Capital Strategy focuses capital funding on building exteriors upgrades such as roof work and mold removal, and building systems including funding for elevators and instantaneous hot water heaters.

Capital Program Goals

- To preserve and modernize building exteriors and systems, including roof work and mold removal and repair or replacement of elevators at various developments, in order to maintain decent, safe, and sanitary housing for the residents; and
- To repair housing stock damaged by Hurricane Sandy.

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$899.3 million primarily for building exteriors and building systems upgrades and replacement. Major areas of work include roof work and mold removal, elevators, instantaneous hot water heaters and other construction projects. The total also includes \$308.0 million in federal Community Development Block Grant Disaster Recovery (CDBG-DR) funding for building damage caused by Hurricane Sandy.

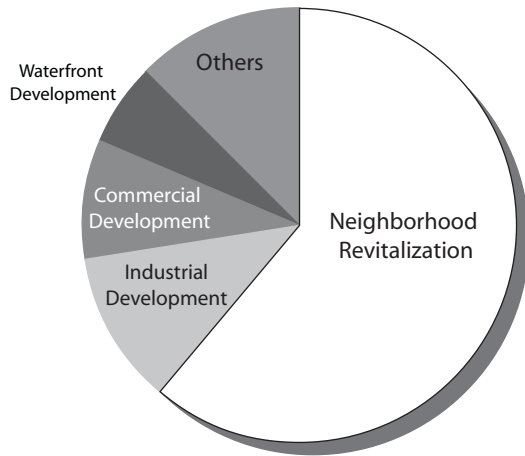
(in millions)

• Low to Moderate Income Public Housing Upgrade and Replacement	\$899.3
TOTAL	\$899.3

Housing Authority

Project Type: HA		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
<i>Low to Moderate Income Public Housing Construction</i>												
City		498	0	0	0	0	0	0	0	0	0	498
<i>Low to Moderate Income Public Housing Rehab/Reconstruction</i>												
Federal		308,000	0	0	0	0	0	0	0	0	0	308,000
<i>Low to Moderate Income Public Housing Upgrade</i>												
City		254,512	115,520	115,778	15,000	15,000	15,000	15,000	15,000	15,000	15,000	590,810
<i>Project Type Total by Source of Funds</i>												
City		255,010	115,520	115,778	15,000	15,000	15,000	15,000	15,000	15,000	15,000	591,308
Federal		308,000	0	0	0	0	0	0	0	0	0	308,000
<i>Project Type Total</i>												
All Funds		563,010	115,520	115,778	15,000	15,000	15,000	15,000	15,000	15,000	15,000	899,308

Department of Small Business Services



The Department of Small Business Services (SBS) provides business assistance directly to the public and administers other City economic development initiatives. Under contract with SBS, the New York City Economic Development Corporation (NYCEDC) coordinates the City’s commercial, industrial, market, waterfront and intermodal transportation development projects. Additionally, SBS contracts with, and the City allocates capital resources for, the Brooklyn Navy Yard Development Corporation (BNYDC) and the Trust for Governors Island (TGI) for the purposes of economic development.

Capital Program Goals

- To assist neighborhood revitalization through physical improvement of public areas, including street and sidewalk reconstruction, new public lighting, landscaping and other public amenities as well as through assistance in the development of cultural resources and other community facilities;
- To stimulate commercial development through the improvement and management of City assets, as well as construction and rehabilitation of infrastructure, public open space, and amenities;
- To upgrade infrastructure in the City’s industrial areas;
- To enhance the City’s waterfront by rehabilitating and improving the City’s piers, as well as by creating a balanced mix of multi-use projects which include commercial, industrial, retail and recreational developments;
- To improve the intermodal transport of goods through the construction, modernization and integration of port, rail and aviation facilities; and
- To provide public market facilities.

Ten-Year Capital Strategy

	(in millions)
• Neighborhood Revitalization	\$2,069.3
• Industrial Development	382.2
• Commercial Development	304.2
• Miscellaneous	231.1
• Waterfront Development	205.4
• Market Development	158.4
• Cultural Development	13.4
• Port Development	11.0
• Community Development	4.8
• Rail Development	0.2
TOTAL	\$3,380.0

Neighborhood Revitalization

The Ten-Year Capital Strategy invests in infrastructure improvements in Hunters Point South, Coney Island, Stapleton, Southwest Bronx, the Rockaways and several other neighborhoods to support economic development and the development of affordable housing. The Ten-Year Capital Strategy also establishes a Neighborhood Development Fund to help provide for critical infrastructure work for rezonings proposed in neighborhood plans to be developed by the Department of City Planning. Additionally, the Ten-Year Capital Strategy invests in physical improvements to public areas, including street and sidewalk reconstruction, new public lighting and landscaping, pedestrian and intermodal improvements in mixed-use neighborhoods.

Department of Small Business Services

Industrial Development

NYCEDC markets City-owned real estate to industrial users and works closely with firms to find sites for their expansion and relocation. In support of these efforts, the Ten-Year Capital Strategy also includes health and safety related infrastructure improvements and returning existing assets to a state of good repair at the Brooklyn Navy Yard, which houses 330 businesses generating 7,000 jobs. The Ten-Year Capital Strategy also includes infrastructure improvements at the Brooklyn Army Terminal. These investments will leverage existing underutilized assets and meet current market demand for small- and medium-sized industrial space, while also providing public space enhancements. Other projects include upgrades to the physical plant of the City's industrial parks and City-owned properties such as Bush Terminal.

Commercial Development

NYCEDC continues its efforts to expand the City's commercial base and diversify the City's economy by fostering the growth of new industries and new retail opportunities. The Ten-Year Capital Strategy supports the City's vision of developing a new mixed-use neighborhood at Willets Point. The Willets Point redevelopment plan includes transportation infrastructure to link to the eventual development.

Miscellaneous

The Ten-Year Capital Strategy allocates resources for various other Citywide projects, including certain City Council funded projects as well as portions of infrastructure support for the Trust for Governors Island (TGI).

Waterfront Development

The Ten-Year Capital Strategy upholds the City's commitment in all five boroughs to support the City's waterfront assets. It recognizes the importance of providing public and commercial transportation while preserving and expanding recreational spaces for the public along the City's waterfront. The Ten-Year Capital Strategy includes funding for the construction of nine ferry landings for the first phase of the new Citywide Ferry System, as well as investments to fortify the City's waterfront assets against future natural disasters.

Market Development

The City's ongoing commitment to preserve its markets through various infrastructure improvements is reflected in the Ten-Year Capital Strategy through the provision of funding for improvements at the Hunts Point Food Distribution Markets in the Bronx. The Ten-Year Capital Strategy provides funding for infrastructure improvements and facility modernization at the Hunts Point Food Distribution Markets. Lastly, the Ten-Year Capital Strategy also provides funding for improvements at the Essex Street Market and La Marqueta in Manhattan.

Cultural Development

The City's commitment to preserving and enhancing its cultural strength as an engine for economic growth is reflected in the Ten-Year Capital Strategy through the provision of funding for cultural projects.

Port Development

The Ten-Year Capital Strategy includes funding for improvements at the Manhattan Cruise Terminal. These investments, together with funding for the Brooklyn Cruise Terminal, will increase the City's ability to serve a growing number of passengers and retain and expand tourism-related businesses.

Department of Small Business Services

Project Type: ED	(\$ in 000's)											
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total	
Commercial Development												
City	84,826	16,413	22,167	36,528	37,395	26,854	26,198	22,152	14,348	17,325	304,206	
Community Development												
City	1,800	0	0	0	3,000	0	0	0	0	0	4,800	
Cultural Development												
City	11,475	0	1,929	0	0	0	0	0	0	0	13,404	
Industrial Development												
City	118,910	102,495	29,009	27,140	25,500	15,500	16,809	16,845	15,000	15,000	382,208	
Market Development												
City	42,246	55,000	31,155	0	0	0	30,000	0	0	0	158,401	
Miscellaneous												
City	169,138	22,534	8,428	7,000	4,000	4,000	4,000	4,000	4,000	4,000	231,100	
Neighborhood Revitalization												
City	141,671	489,739	309,239	171,483	309,315	261,706	60,588	113,820	60,324	60,324	1,978,209	
Federal	19,046	18,000	18,000	18,000	18,000	0	0	0	0	0	91,046	
Port Development												
City	8,857	2,000	170	0	0	0	0	0	0	0	11,027	
Rail Development												
City	0	0	193	0	0	0	0	0	0	0	193	
Waterfront Development												
City	69,339	20,498	7,100	14,353	20,874	14,623	13,223	17,658	27,307	433	205,408	
Project Type Total by Source of Funds												
City	648,262	708,679	409,390	256,504	400,084	322,683	150,818	174,475	120,979	97,082	3,288,956	
Federal	19,046	18,000	18,000	18,000	18,000	0	0	0	0	0	91,046	
Project Type Total												
All Funds	667,308	726,679	427,390	274,504	418,084	322,683	150,818	174,475	120,979	97,082	3,380,002	

Department of Citywide Administrative Services

The Department of Citywide Administrative Services (DCAS) is the principal support agency for the City of New York. DCAS is responsible for the maintenance of public buildings, the maintenance and reconstruction of piers and bulkheads, and the procurement of goods and services for City agencies.

DCAS operates, maintains, and reconstructs the 55 public buildings in its real estate portfolio. This portfolio totals 15 million square feet of owned space, which includes seven million square feet of court space. The Department acquires, manages, and leases non-residential real properties. DCAS also provides municipal supply services to agencies. The services include the acquisition, testing, and distribution of supplies and equipment as well as the administration of the citywide vehicle fleet.

Capital Program Goals

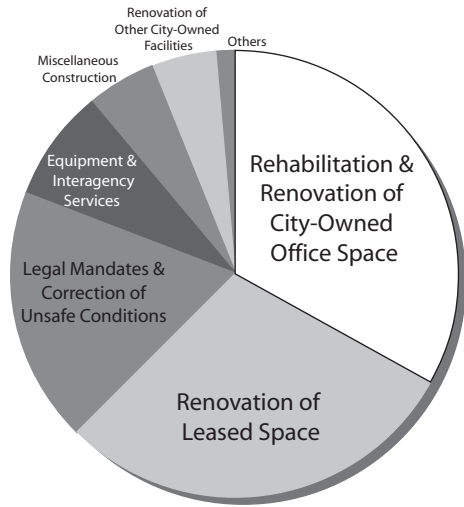
- To rehabilitate and maintain public structures, including piers and bulkheads;
- To reconstruct public buildings;
- To enhance the energy efficiency of public buildings;
- To coordinate and enhance citywide space planning;
- To improve the procurement, warehousing, and distribution of goods;
- To increase productivity through advanced technology/information systems; and
- To ensure resiliency and the continued provision of City services.

Ten-Year Capital Strategy

The Ten-Year Capital Strategy includes improvements and renovations to public buildings. This will help reduce ongoing maintenance costs as well as the City's reliance on leased space. In addition, the Ten-Year Capital Strategy seeks to correct existing or potential safety hazards.

The Ten-Year Capital Strategy totals \$1.2 billion and is allocated between Public Buildings and Real Property.

Department of Citywide Administrative Services - Public Buildings



Public Buildings

	(in millions)
• Rehabilitation and Renovation of City-Owned Office Space	\$336.9
• Legal Mandates and Correction of Unsafe Conditions	297.8
• Renovation of Leased Space	184.5
• Equipment and Interagency Services	82.9
• Miscellaneous Construction	48.8
• Renovation of Other City-Owned Facilities	48.4
• Board of Elections Modernization	11.8
• Communications Equipment	0.8
• Acquisition of Real Property	0.5
• Rehabilitation of Court Buildings	0.3
TOTAL	\$1,012.8

Rehabilitation and Renovation of City-Owned Office Space

The Ten-Year Capital Strategy provides \$336.9 million for the rehabilitation and renovation of City-owned office space. Included are major rehabilitation projects for exterior stabilization; mechanical, plumbing, and electrical systems; heating, ventilation, and air conditioning (HVAC) systems; and boiler plant replacements at selected buildings, Citywide. The Ten-Year Capital Strategy provides \$36.8 million for renovations of the Brooklyn Municipal Building, \$21.0 million for the Manhattan Municipal Building, \$9.6 million for the Queens Borough Hall, and \$3.5 million for the Bergen Building in the Bronx. Funding is also provided for projects at 345 Adams Street, Brooklyn (\$47.9 million) and 253 Broadway, Manhattan (\$25.5 million), as well as for agencies relocating as a result of the 21st Century Civic Center Plan (\$37.4 million).

Legal Mandates and Correction of Unsafe Conditions

The correction of code violations and compliance with legal mandates represents \$297.8 million of the Ten-Year Capital Strategy. Legally mandated work will include \$194.2 million for projects that ensure compliance with Local Law 5 (fire and life safety), \$50.0 million for fuel tank replacement and remediation Citywide, \$19.0 million for Americans With Disabilities Act projects, and \$15.3 million for Local Law 11 façade repairs.

Department of Citywide Administrative Services - Public Buildings

Renovation of Leased Space

The Ten-Year Capital Strategy provides \$184.5 million for leased space renovations. Funding is primarily for agency office consolidations and office space needs when City-owned facilities are not available. The Ten-Year Capital Strategy provides \$31.1 million for Department of Finance leased space in Brooklyn and Queens, \$7.3 million for agencies relocating from 49-51 Chambers and 346 Broadway to leased space as a result of the Civic Center Plan, and \$4.3 million for the planned new Computerized Testing and Applications Centers in Queens and Staten Island.

Equipment and Interagency Services

The Ten-Year Capital Strategy provides \$82.9 million for the DCAS information systems infrastructure, including projects for an Inventory Management System (\$13.8 million) and the Computerized Maintenance Management System (\$4.1 million).

Miscellaneous Construction

The Ten-Year Capital Strategy provides \$48.8 million for construction in non-City owned facilities and properties, including \$4.0 million for remedial design of the Gowanus Canal 1st Street Turning Basin.

Renovation of Other City-Owned Facilities

The Ten-Year Capital Strategy provides \$48.4 million for renovation of other City-owned facilities, including \$43.7 million for facility remediation and construction for the Taxi and Limousine Commission in Woodside, Queens.

Board of Elections Modernization

The Ten-Year Capital Strategy provides \$11.8 million for Board of Elections modernization, including \$1.2 million for new office space in Kew Gardens, Queens.

Communications Equipment

The Ten-Year Capital Strategy provides \$0.8 million for communications equipment, including \$0.5 million for Voice Over Internet Protocol (VOIP) phones, Citywide.

Acquisition of Real Property

The Ten-Year Capital Strategy provides \$0.5 million for acquisition of 349 East 149th Street in the Bronx.

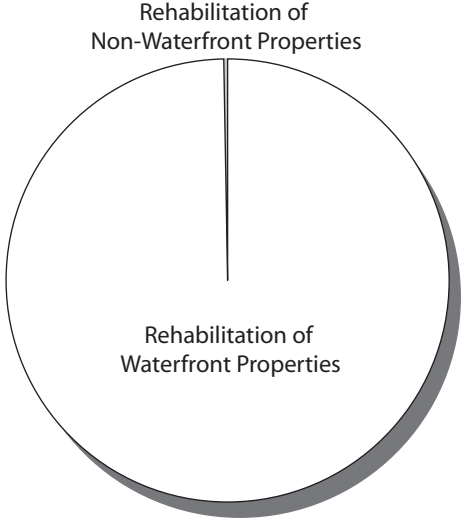
Rehabilitation of Court Buildings

The Ten-Year Capital Strategy provides \$0.3 million for rehabilitation of Court buildings, including 360 Adams Street, Brooklyn and 88-11 Sutphin Blvd., Jamaica.

Department of Citywide Administrative Services - Public Buildings

Project Type: PW	(\$ in 000's)											
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total	
<i>Acquisition of Real Property</i>												
City	500	0	0	0	0	0	0	0	0	0	0	500
<i>Communications Equipment</i>												
City	475	175	175	0	0	0	0	0	0	0	0	825
<i>Rehabilitation of Court Buildings</i>												
City	0	310	0	0	0	0	0	0	0	0	0	310
<i>Board of Elections Modernization</i>												
City	1,187	0	0	0	0	707	1,955	6,225	1,164	549		11,787
<i>Equipment and Interagency Services</i>												
City	16,601	8,930	20,848	3,095	3,746	4,075	6,173	6,282	6,465	6,653		82,868
<i>Legal Mandates and Correction of Unsafe Conditions</i>												
City	38,995	38,515	39,196	54,815	13,127	28,103	19,322	17,574	24,475	23,696		297,818
<i>Miscellaneous Construction</i>												
City	35,809	9,017	0	0	4,000	0	0	0	0	0	0	48,826
<i>Rehabilitation of City-Owned Office Space</i>												
City	115,911	82,648	44,778	20,860	23,852	10,398	9,406	11,327	7,539	10,189		336,908
<i>Renovation of Leased Space</i>												
City	46,484	0	7,205	5,702	14,897	15,880	49,099	15,880	14,880	14,491		184,518
<i>Renovation of Other City-Owned Facilities</i>												
City	7,815	37,590	3,000	0	0	0	0	0	0	0	0	48,405
<i>Project Type Total by Source of Funds</i>												
City	263,777	177,185	115,202	84,472	59,622	59,163	85,955	57,288	54,523	55,578		1,012,765
<i>Project Type Total</i>												
All Funds	263,777	177,185	115,202	84,472	59,622	59,163	85,955	57,288	54,523	55,578		1,012,765

Department of Citywide Administrative Services - Real Property



Real Property

(in millions)

- Rehabilitation of Waterfront Properties \$140.3
- Rehabilitation of Non-Waterfront Properties 0.3

TOTAL \$140.6

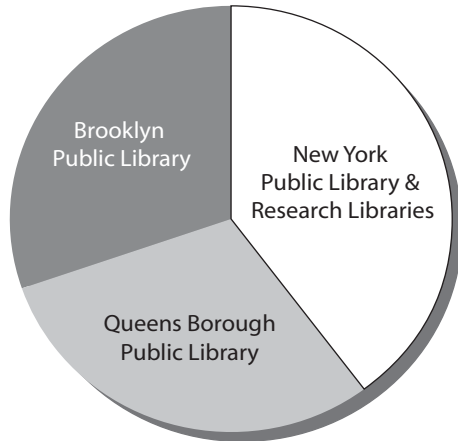
Rehabilitation of Waterfront Properties
 The Ten-Year Capital Strategy includes \$140.3 million for the reconstruction of DCAS-managed waterfront properties.

Rehabilitation of Non-Waterfront Properties
 The Ten-Year Capital Strategy includes \$0.3 million for the reconstruction of DCAS-managed non-waterfront properties.

Department of Citywide Administrative Services - Real Property

Project Type: RE	(\$ in 000's)										
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
<i>Rehabilitation of Non-Waterfront Properties</i> City	0	250	0	0	0	0	0	0	0	0	250
<i>Rehabilitation of Waterfront Properties</i> City	29,000	30,000	29,893	30,000	3,190	2,260	3,835	3,921	4,050	4,184	140,333
<i>Project Type Total by Source of Funds</i> City	29,000	30,250	29,893	30,000	3,190	2,260	3,835	3,921	4,050	4,184	140,583
<i>Project Type Total</i> All Funds	29,000	30,250	29,893	30,000	3,190	2,260	3,835	3,921	4,050	4,184	140,583
<i>Citywide Administrative Services Total</i>	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
<i>Total by Source of Funds</i> City	292,777	207,435	145,095	114,472	62,812	61,423	89,790	61,209	58,573	59,762	1,153,348
Federal	0	0	0	0	0	0	0	0	0	0	0
State	0	0	0	0	0	0	0	0	0	0	0
Private	0	0	0	0	0	0	0	0	0	0	0
All Funds	292,777	207,435	145,095	114,472	62,812	61,423	89,790	61,209	58,573	59,762	1,153,348

Public Libraries



New York City’s public library services are provided by three individually operated systems – the Brooklyn Public Library, the New York Public Library (including the New York Research Libraries), and the Queens Borough Public Library. Each of these receives funds from the City as well as State, Federal, and private contributions. The branch libraries provide circulating collections, reference materials, computers and access to the internet, literacy programs, English-as-a-Second-Language programs, and children’s reading programs. The City’s three library systems are among the country’s largest and busiest.

The Brooklyn Public Library (BPL) oversees a Central Library, Business Library and 58 branches, which include a Caribbean Literacy and Cultural Center at the Flatbush branch and five Adult Learning Centers.

The New York Public Library (NYPL) manages libraries in three boroughs: the Bronx, with 35 branches; Manhattan, with 39 branches; and Staten Island, with 13 branches. In addition, the New York Research Library oversees four research libraries: the Stephen A. Schwarzman Building at 5th Avenue and 42nd Street; the Library for the Performing Arts at Lincoln Center; the Schomburg Center for Research in Black Culture; and the Science, Industry, and Business Library (SIBL).

The Queens Borough Public Library (QBPL) has a Central Library, which houses the Children’s Library Discovery Center, and 62 community libraries, which include seven Adult Learning Centers, the International Resource Center at the Flushing branch, and the Langston Hughes Community Library and Cultural Center.

Capital Program Goals

- To support service levels by maintaining, improving, and optimizing the operation of library facilities;
- To phase infrastructure improvements for full Americans with Disability Act (ADA)-compliant access at all sites;
- To preserve unique and irreplaceable collections through improved environmental systems, security and fire protection, and increased storage capacity;
- To improve the management of data through enhancement of computerized records management systems; and
- To provide remote access to digital collections, expand personal computer stations, and offer free internet service at the branches by improving information technology systems.

Ten-Year Capital Strategy

Steadily increasing circulation, development of community-oriented outreach programs, and rising attendance at cultural/informational programs are favorable developments. The three library systems will focus on the protection of the growing collection of library materials, reconstruction of branches, increasing accessibility for persons with disabilities, and upgrading the technology infrastructure to improve online and computer access. The Ten-Year Capital Strategy provides a total of \$623.4 million allocated as follows:

Public Libraries

Brooklyn Public Library

	(in millions)
• Essential Reconstruction of Facilities	\$186.1
• Reconstruction Necessary to Maintain Facilities	2.0
Subtotal	\$188.1

New York Public Library and Research Libraries

• Essential Reconstruction of Facilities	\$245.0
• Expansion and Construction of Facilities	2.0
• Improvements to Existing Facilities	1.7
• Access for the Handicapped	0.6
Subtotal	\$249.3

Queens Borough Public Library

• Essential Reconstruction of Facilities	\$145.7
• Replacement Branches	25.5
• Reconstruction Necessary to Maintain Facilities	14.1
• Support Services Improvements	0.7
Subtotal	\$186.0
TOTAL	\$623.4

Brooklyn Public Library

The Ten-Year Capital Strategy for the Brooklyn Public Library (BPL) emphasizes the essential reconstruction of facilities, allocating \$100.0 million for comprehensive renovations of branches designated by BPL as most critical, and \$2.3 million for the rehabilitation of the New Lots branch, in addition to \$0.2 million in 2015. Additional funding for the branches focuses on public service enhancements, cyclical replacements of building components (roofs, HVAC systems, and boilers), and Americans with Disabilities Act (ADA) compliance.

New York Public Library

The Ten-Year Capital Strategy for the New York Public Library (NYPL) focuses on the essential reconstruction, expansion, and improvements to existing facilities. Highlights include \$100.0 million for comprehensive renovations of branches designated by NYPL as most critical and \$130.2 million for the renovation of the Mid-Manhattan Campus branch, in addition to \$11.5 million in 2015. Additional funding for the branches focuses on maintaining and upgrading facilities, including roof, window, and door replacements, and ADA compliance.

Queens Borough Public Library

The Ten-Year Capital Strategy for the Queens Borough Public Library (QBPL) reflects a commitment to maintain and upgrade existing facilities and initiate construction of new branches as needed, including \$100.0 million for comprehensive renovations, new construction, and expansion of branches designated by QBPL as most critical, and \$4.5 million for the expansion and furnishing of the East Elmhurst branch, in addition to \$0.3 million in 2015. Additional funding for the branches focuses on renovations and rehabilitations, systems upgrades, and cyclical replacements of building components (roofs, windows, and doors).

Brooklyn Public Library

Project Type: LB		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
<i>Rehabilitation and Relocation of Branch Libraries</i>												
City		54	0	0	0	0	0	0	0	0	0	54
<i>Essential Reconstruction of Facilities</i>												
City		71,517	14,447	25,164	20,658	20,671	15,684	15,698	712	735	760	186,046
<i>Reconstruction Necessary to Maintain Facilities</i>												
City		1,315	695	0	0	0	0	0	0	0	0	2,010
<i>Project Type Total by Source of Funds</i>												
City		72,886	15,142	25,164	20,658	20,671	15,684	15,698	712	735	760	188,110
<i>Project Type Total</i>												
All Funds		72,886	15,142	25,164	20,658	20,671	15,684	15,698	712	735	760	188,110

New York Public Library

Project Type: LN		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
<i>Access for the Handicapped</i> City		600	0	0	0	0	0	0	0	0	0	600
<i>Expansion and Construction of Facilities</i> City		750	0	0	0	0	0	0	0	0	0	750
<i>Improvements to Existing Facilities</i> City		1,500	0	0	0	0	0	0	0	0	0	1,500
<i>Essential Reconstruction of Facilities</i> City		28,386	118,565	20,846	20,862	20,878	15,895	15,913	931	962	993	244,231
<i>Project Type Total by Source of Funds</i> City		31,236	118,565	20,846	20,862	20,878	15,895	15,913	931	962	993	247,081
<i>Project Type Total</i> All Funds		31,236	118,565	20,846	20,862	20,878	15,895	15,913	931	962	993	247,081

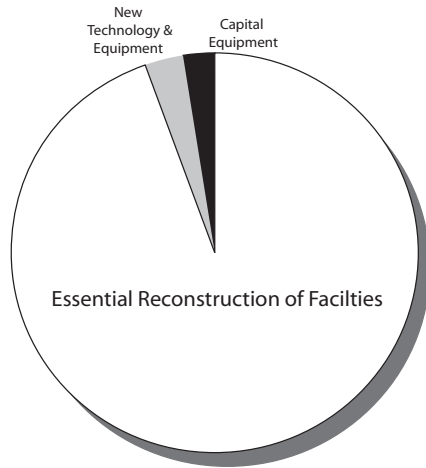
New York Research Libraries

Project Type: L		(\$ in 000's)											
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total	
<i>Expansion and Construction of Research Libraries</i>													
City		17	215	168	0	221	0	0	221	221	221		1,284
<i>Improvements to Existing Facilities</i>													
City		204	0	0	0	0	0	0	0	0	0	0	204
<i>Essential Reconstruction of Facilities</i>													
City		0	0	46	221	0	221	221	0	0	0	0	709
<i>Project Type Total by Source of Funds</i>													
City		221	215	214	221	221	221	221	221	221	221	221	2,197
<i>Project Type Total</i>													
All Funds		221	215	214	221	221	221	221	221	221	221	221	2,197

Queens Public Library

Project Type: LQ		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Replacement Branches												
City		25,462	0	0	0	0	0	0	0	0	0	25,462
Private		63	0	0	0	0	0	0	0	0	0	63
Essential Reconstruction of Facilities												
City		32,908	13,600	24,186	20,690	20,579	15,717	15,731	746	771	796	145,724
Reconstruction Necessary to Maintain Facilities												
City		13,403	362	0	0	125	0	0	0	0	0	13,890
Federal		248	0	0	0	0	0	0	0	0	0	248
Support Services Improvements												
City		453	200	0	0	0	0	0	0	0	0	653
Project Type Total by Source of Funds												
City		72,226	14,162	24,186	20,690	20,704	15,717	15,731	746	771	796	185,729
Federal		248	0	0	0	0	0	0	0	0	0	248
Private		63	0	0	0	0	0	0	0	0	0	63
Project Type Total												
All Funds		72,537	14,162	24,186	20,690	20,704	15,717	15,731	746	771	796	186,040
Public Libraries Total												
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Total by Source of Funds												
City		176,569	148,084	70,410	62,431	62,474	47,517	47,563	2,610	2,689	2,770	623,117
Federal		248	0	0	0	0	0	0	0	0	0	248
State		0	0	0	0	0	0	0	0	0	0	0
Private		63	0	0	0	0	0	0	0	0	0	63
All Funds		176,880	148,084	70,410	62,431	62,474	47,517	47,563	2,610	2,689	2,770	623,428

Department of Cultural Affairs



The Department of Cultural Affairs (DCLA) is the largest cultural funder in the nation, and works to create and expand access to public programming, provide technical assistance, build audiences, and ensure that arts and culture are central to the City’s economic vitality and quality of life. DCLA is currently investing \$210.2 million in capital support for the nonprofit cultural community to increase public service, provide greater access for the disabled, enhance exhibition or performing space, better maintain and preserve historic buildings and increase protection of botanical, zoological, and fine art collections.

DCLA’s funding program also includes programming grants for over 800 cultural organizations through the Cultural Development Fund, and annual operating and energy support for the 33 members of the Cultural Institutions Group (CIG), which operate on City-owned property. DCLA commissions public artworks through the Percent for Art program, and provides resources to more than 1,800 nonprofit organizations, government agencies, and public schools annually through the Materials for the Arts program.

The CIG buildings under DCLA’s jurisdiction, many of which are landmarks, comprise over 9.8 million gross square feet. Currently, the agency is managing 543 capital projects at 228 arts organizations that are leading the way in sustainable architecture and design excellence.

Capital Program Goals

- To invest in and strengthen capital infrastructure at cultural organizations throughout the five boroughs;
- To invest in improving and expanding cultural facilities in ways that will increase the public’s access and enjoyment;
- To invest in equipment and systems at cultural organizations, including vehicles, grounds keeping, and communications systems; and
- To ensure compliance with legal mandates and code requirements, and to address emergency situations as they arise.

Ten-Year Capital Strategy

The City’s cultural institutions have benefited from sizable levels of City capital investment. Approximately \$3.1 billion of City funds were committed from 1994 through 2015 for the reconstruction, modernization, and expansion of these facilities, in addition to \$647.1 million planned in 2015. The Ten-Year Capital Strategy for cultural institutions and organizations, which reflects DCLA’s focus on facility reconstruction and programmatic enhancement, provides a total of \$210.2 million allocated as follows:

	(in millions)
• Essential Reconstruction of Facilities	\$199.1
• New Technology and Equipment	6.1
• Capital Equipment	5.0
TOTAL	\$210.2

Department of Cultural Affairs

Highlights of the Ten-Year Capital Strategy include:

- Snug Harbor Cultural Center: \$16.1 million for various upgrades and improvements, in addition to \$8.0 million added in 2015.
- Bronx Zoo: \$15.7 million for various upgrades and improvements, in addition to \$6.1 million in 2015.
- American Museum of Natural History: \$10.5 million for the construction of the new Gilder Center for Science, Education, and Innovation, in addition to \$5.0 million in 2015.
- Spaceworks: \$10.0 million for the construction of artist studio and rehearsal space in all five boroughs, in addition to \$7.5 million in 2015.
- Dance Theatre of Harlem: \$5.9 million for various improvements, in addition to \$1.0 million added in 2015.
- Lincoln Center: \$5.1 million for improvements to the Amsterdam Avenue corner.
- Staten Island Zoo: \$4.6 million for the reconstruction of the aquarium.
- Second Stage Theatre: \$3.6 million for the renovation of the Helen Hayes Theater, in addition to \$2.5 million in 2015.
- Bronx Museum of the Arts: \$2.8 million for improvements to the South Wing Atrium, in addition to \$2.0 million added in 2015.
- Clemente Soto Velez Cultural Center: \$2.8 million for various improvements, in addition to \$3.0 million added in 2015.
- MoMA PS1: \$1.6 million for a second phase of HVAC system upgrades.
- New York Hall of Science: \$0.8 million for the rehabilitation of the entry rotunda, in addition to \$2.4 million in 2015.
- China Institute: \$0.5 million for the construction of a new facility, in addition to \$0.5 million in 2015.
- Queens Theatre in the Park: \$0.4 million for the renovation of the theater lobby, in addition to \$1.9 million in 2015.

Department of Cultural Affairs

Project Type: PV		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Capital Equipment												
City		1,513	906	2,537	0	0	0	0	0	0	0	4,956
Essential Reconstruction of Facilities												
City		101,902	25,626	42,692	3,639	375	3,500	3,500	3,500	3,500	3,500	191,734
Federal		6,348	0	0	0	0	0	0	0	0	0	6,348
State		44	0	0	0	0	0	0	0	0	0	44
Private		1,023	0	0	0	0	0	0	0	0	0	1,023
New Technology and Construction												
City		1,745	0	4,387	0	0	0	0	0	0	0	6,132
Project Type Total by Source of Funds												
City		105,160	26,532	49,616	3,639	375	3,500	3,500	3,500	3,500	3,500	202,822
Federal		6,348	0	0	0	0	0	0	0	0	0	6,348
State		44	0	0	0	0	0	0	0	0	0	44
Private		1,023	0	0	0	0	0	0	0	0	0	1,023
Project Type Total												
All Funds		112,575	26,532	49,616	3,639	375	3,500	3,500	3,500	3,500	3,500	210,237

Department of Parks & Recreation

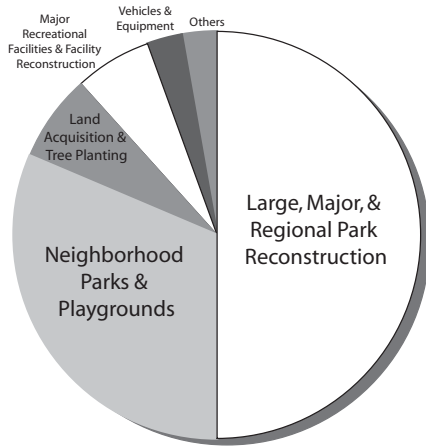
The Department of Parks and Recreation (DPR) is the steward of more than 29,000 acres of land, including nearly 5,000 individual properties ranging from Coney Island and Central Park to community gardens and Greenstreets. The Department maintains and operates approximately 800 athletic fields, 1,000 playgrounds, and 700 tennis courts. It also maintains and operates 67 pools, 52 recreational facilities, 17 nature centers, 14 miles of beaches, 156 miles of waterfront parkland, and 14 golf courses. The Department is also responsible for over 800 monuments, 23 historic house museums and the care and maintenance of street and park trees, including the more than 958,000 new trees planted to date as part of the MillionTreesNYC initiative.

The Ten-Year Capital Strategy provides \$2.5 billion for capital construction and reconstruction projects. This capital program includes \$273.2 million for Community Parks Initiative (CPI) sites, with an additional \$15.1 million in 2015; \$36.3 million is also provided in the Department of Environmental Protection's (DEP) capital program for green infrastructure improvements at CPI locations. There is also \$145.1 million associated with Sandy storm damage in 2016; an additional \$404.1 million for storm reconstruction is included in 2015.

Capital Program Goals

- To provide open space and recreational facilities in the City;
- To maintain these facilities in a clean, attractive, and usable condition;
- To protect natural landscapes, unique environmental features, and wildlife;
- To conserve historic structures and statues;
- To provide and coordinate public recreational programs; and
- To plant and care for street trees.

Department of Parks & Recreation



Ten-Year Capital Strategy

The Ten-Year Capital Strategy supports the Department of Parks and Recreation’s continuing commitment to provide quality open space.

	(in millions)
• Large, Major, and Regional Park Reconstruction	\$1,262.3
• Neighborhood Parks and Playgrounds	788.3
• Land Acquisition and Tree Planting	171.2
• Major Recreational Facilities and Facility Reconstruction	159.4
• Vehicles and Equipment	66.7
• Zoos	38.0
• Beaches and Boardwalks	28.4
TOTAL	\$2,514.4

Neighborhood Parks and Playgrounds

The Ten-Year Capital Strategy provides funding of \$788.3 million for the reconstruction of neighborhood parks and playgrounds.

Large, Major, and Regional Park Reconstruction

The Ten-Year Capital Strategy provides \$1,262.3 million for work at numerous sites, Citywide. This allocation includes \$730.5 million for the reconstruction of Parks bridges, Citywide; \$43.0 million for the reconstruction of play equipment and safety surfaces, Citywide; \$35.6 million for the reconstruction of Fresh Kills Park in Staten Island; \$32.9 million for reconstruction of comfort stations, Citywide; \$24.3 million for the reconstruction of pools, Citywide; \$13.1 million for the construction of parks and playgrounds at Gateway Estates in Brooklyn; and \$382.9 million for other large, major and regional park reconstruction projects, Citywide.

Department of Parks & Recreation

Major Recreational Facilities and Facility Reconstruction

The Ten-Year Capital Strategy provides \$159.4 million for the rehabilitation of specialized and youth-oriented major recreational facilities, such as indoor recreation centers, pools, tennis courts, and playing fields. Major highlights include \$51.7 million for the rehabilitation of recreation/nature centers, Citywide; \$34.6 million for reconstruction of other recreation and support facilities, Citywide; \$23.1 million for building requirements contracts including electrical and plumbing systems, Citywide; \$23.1 million for roofing reconstruction projects, Citywide; \$22.4 million for the reconstruction of boilers, Citywide; and \$4.5 million for asbestos and boring testing projects, Citywide.

Beaches and Boardwalks

The Ten-Year Capital Strategy provides \$28.4 million for continued reconstruction of boardwalks, Citywide. Reconstruction of boardwalks damaged by Hurricane Sandy is included in the Large, Major, and Regional Park Reconstruction and the Neighborhood Parks and Playgrounds categories.

Zoos

The Ten-Year Capital Strategy provides \$38.0 million for infrastructure rehabilitation at the Central Park Zoo, the Prospect Park Zoo and the Queens Zoo.

Vehicles and Equipment

The Ten-Year Capital Strategy provides \$66.7 million to support infrastructure improvements and equipment purchases. Major highlights include \$44.1 million for the replacement of vehicles; \$18.4 million for improvements to computer and communications systems; and \$4.2 million for other infrastructure improvements and equipment purchases, Citywide.

Land Acquisition and Tree Planting

The Ten-Year Capital Strategy provides \$171.2 million for tree planting, reforestation, land acquisition, and related projects.

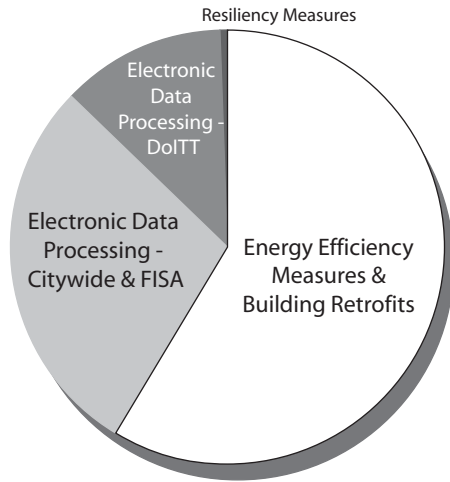
Department of Parks & Recreation

Project Type: P		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Beaches and Boardwalks												
City		3,163	16,752	1,000	1,000	815	831	848	865	894	923	27,091
Federal		0	1,345	0	0	0	0	0	0	0	0	1,345
Land Acquisition and Tree Planting												
City		52,021	27,897	25,170	14,722	11,392	6,645	6,778	6,913	7,141	7,377	166,056
Federal		2,375	0	0	0	0	0	0	0	0	0	2,375
State		600	0	0	0	0	0	0	0	0	0	600
Private		2,163	0	0	0	0	0	0	0	0	0	2,163
Major Recreational Facilities												
City		46,469	47,980	31,455	5,206	3,930	4,004	4,084	4,166	4,304	4,446	156,044
Federal		1,816	0	0	0	0	0	0	0	0	0	1,816
State		1,550	0	0	0	0	0	0	0	0	0	1,550
Neighborhood Parks and Playgrounds												
City		244,258	148,595	49,500	72,900	36,517	39,891	12,050	8,208	8,479	8,759	629,157
Federal		135,038	14,786	0	0	0	0	0	0	0	0	149,824
State		690	90	0	0	0	0	0	0	0	0	780
Private		905	7,679	0	0	0	0	0	0	0	0	8,584
Vehicles, Equipment and Facility Reconstruction												
City		9,065	15,388	9,700	5,450	4,239	4,320	4,406	4,495	4,644	4,797	66,504
Federal		203	0	0	0	0	0	0	0	0	0	203
Large, Major and Regional Park Reconstruction												
City		229,188	214,612	139,493	8,250	475,685	82,385	7,906	7,945	8,206	8,477	1,182,147
Federal		19,240	5,393	0	0	0	0	0	0	0	0	24,633
State		4,801	0	0	0	0	0	0	0	0	0	4,801
Private		45,746	0	5,000	0	0	0	0	0	0	0	50,746
Zoos												
City		3,874	15,055	3,500	9,000	2,758	1,106	799	573	872	462	37,999
Project Type Total by Source of Funds												
City		588,038	486,279	259,818	116,528	535,336	139,182	36,871	33,165	34,540	35,241	2,264,998
Federal		158,672	21,524	0	0	0	0	0	0	0	0	180,196
State		7,641	90	0	0	0	0	0	0	0	0	7,731
Private		48,814	7,679	5,000	0	0	0	0	0	0	0	61,493
Project Type Total												
All Funds		803,165	515,572	264,818	116,528	535,336	139,182	36,871	33,165	34,540	35,241	2,514,418

Energy Efficiency and Citywide Equipment

Energy Efficiency & Sustainability

The City has enacted a comprehensive energy management strategy across its portfolio of roughly 4,000 buildings. The One City, Built to Last initiative aims to reduce the City's greenhouse gas emissions by 80 percent below 2005 levels by 2050, and investments in energy efficiency measures and retrofits in public buildings will lead the way. Quick, cost-effective and energy-saving capital projects are planned that target the individual needs of City agencies. Expanded solar power on City rooftops, deep retrofits in key City facilities, efficient streetlighting fixtures, and cogeneration heat and power systems will also offer new opportunities for energy savings and reductions in GHG emissions.



Electronic Data Processing

The City purchases computer equipment for its major central data centers, and for the departmental computer systems of many City agencies. The City also invests in energy efficiency, sustainability, and resiliency projects.

The data center of the Financial Information Services Agency (FISA) supports citywide applications, which are key to the City's financial integrity, such as the Financial Management System (FMS), the Payroll Management System (PMS), and the Pension Payroll Management System (PPMS). FMS maintains the City's budget and accounting records in a single, unified database. This provides the Comptroller with a uniform system of accounts, which is subject to audit by an independent firm of Certified Public Accountants.

The New York City Department of Information Technology and Telecommunications (DoITT) was created to consolidate citywide management of information and communications technologies to achieve long-term productivity improvements, revenue enhancements, and cost savings. The services provided by DoITT include consolidated data facilities to support City agencies' systems; application development for the coordination of City IT resources; the City's website (nyc.gov); telecommunication services; and CityNet, the citywide data communication network.

DoITT has responsibility for the technology aspects of the New York City 3-1-1 Center, which provides a centralized source for information about non-emergency City services, and is coordinating the implementation of the e9-1-1 emergency response system.

Capital Program Goals

- To fund energy efficiency and sustainability projects to achieve the OneNYC citywide greenhouse gas reduction goals; and
- To purchase data processing equipment and services that will enable the City to achieve greater productivity with limited resources.

Ten-Year Capital Strategy

	(in millions)
Energy Efficiency Measures & Building Retrofits	\$2,474.7
Electronic Data Processing - Citywide & FISA	1,216.2
Electronic Data Processing - DoITT	511.7
Resiliency Measures	16.8
TOTAL	\$4,219.4

Energy Efficiency & Sustainability

The Ten-Year Capital Strategy provides \$2.5 billion over the ten-year period to fund energy efficiency projects, and \$16.8 million for flood protection measures to ensure resiliency throughout the City.

Electronic Data Processing - Citywide & FISA

The Ten-Year Capital Strategy provides \$1.2 billion for Electronic Data Processing - Citywide & FISA.

Electronic Data Processing - DoITT

The Ten-Year Capital Strategy provides \$511.7 million for Electronic Data Processing - DoITT.

Energy Efficiency and Citywide Equipment

Project Type: DP		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
<i>Electronic Data Processing Equipment for DoITT, Citynet</i>												
City		178,460	91,478	64,151	79,186	16,400	16,400	16,400	16,400	16,400	16,400	511,675
<i>Project Type Total by Source of Funds</i>												
City		178,460	91,478	64,151	79,186	16,400	16,400	16,400	16,400	16,400	16,400	511,675
<i>Project Type Total</i>												
All Funds		178,460	91,478	64,151	79,186	16,400	16,400	16,400	16,400	16,400	16,400	511,675

Energy Efficiency and Citywide Equipment

Project Type: PU		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
<i>Building Construction, Reconstruction or Retrofit</i> City		210,335	190,614	194,501	138,873	275,284	284,649	239,098	173,746	146,470	144,119	1,997,689
<i>Electronic Data Processing Equipment</i> City		0	0	0	16,840	0	0	0	0	0	0	16,840
<i>Electronic Data Processing Equipment - FISA</i> City		16,818	18,000	18,000	18,000	3,000	3,000	3,000	3,000	3,000	3,000	88,818
<i>Electronic Data Processing Equipment - City-Wide</i> City		244,867	192,200	156,500	54,500	89,000	102,300	99,000	89,000	71,000	29,000	1,127,367
<i>Miscellaneous Energy Efficiency and Sustainability</i> City		32,959	8,150	5,638	63,840	65,053	20,000	67,615	68,967	71,243	73,594	477,059
<i>Project Type Total by Source of Funds</i> City		504,979	408,964	374,639	292,053	432,337	409,949	408,713	334,713	291,713	249,713	3,707,773
<i>Project Type Total</i> All Funds		504,979	408,964	374,639	292,053	432,337	409,949	408,713	334,713	291,713	249,713	3,707,773
<i>Citywide Equipment Total</i>		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
<i>Total by Source of Funds</i> City		683,439	500,442	438,790	371,239	448,737	426,349	425,113	351,113	308,113	266,113	4,219,448
Federal		0	0	0	0	0	0	0	0	0	0	0
State		0	0	0	0	0	0	0	0	0	0	0
Private		0	0	0	0	0	0	0	0	0	0	0
All Funds		683,439	500,442	438,790	371,239	448,737	426,349	425,113	351,113	308,113	266,113	4,219,448

Citywide Summary

Project Type: CW

(\$ in 000's)

2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 Total

Citywide Total by Source of Funds

City	11,425,088	9,821,720	8,595,213	7,779,991	9,048,386	6,079,934	6,483,710	5,696,157	5,112,605	5,456,160	75,498,964
Federal	1,435,769	1,025,903	1,002,171	443,270	325,322	348,093	104,196	35,933	161,117	161,305	5,043,079
State	294,599	246,074	700,829	236,682	27,033	794,668	33,002	37,769	589,815	39,093	2,999,564
Private	160,564	18,743	16,062	12,574	4,500	4,500	6,278	4,500	4,500	4,500	236,721

All Funds	13,316,020	11,112,440	10,314,275	8,472,517	9,405,241	7,227,195	6,627,186	5,774,359	5,868,037	5,661,058	83,778,328
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