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# Preliminary Ten-Year Capital Strategy

## Fiscal Years 2014-2023

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**The City of New York**  
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January 2013

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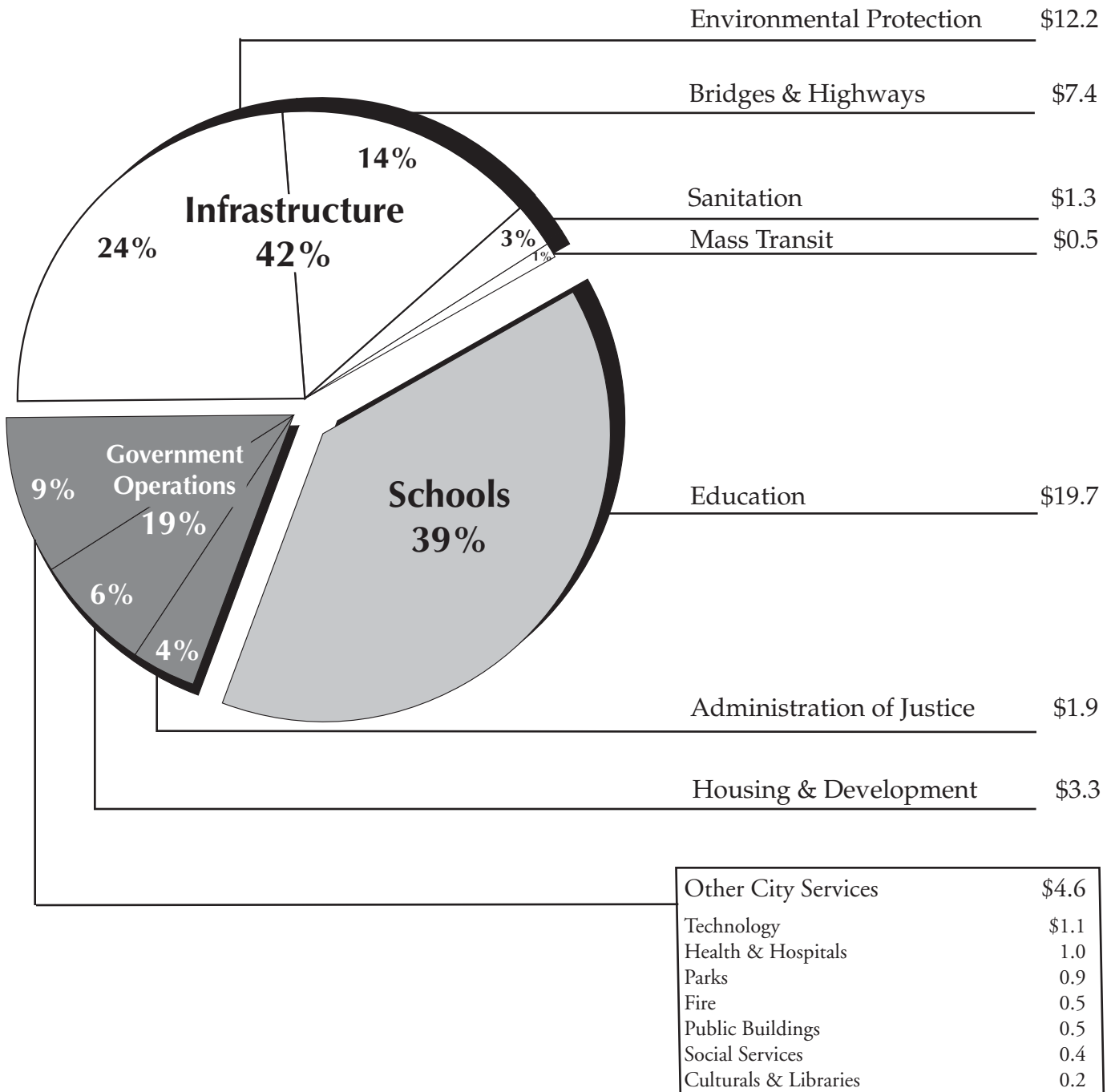
***Preliminary Ten-Year  
Capital Strategy  
Summary***

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# Preliminary Ten-Year Capital Strategy 2014-2023

## Totals \$50.9 Billion in All Funds

(\$ in billions)



Note: Includes Federal Sandy Funding

# Sources Financing the Preliminary Ten-Year Capital Strategy 2014-2023

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## Total City Funds

**\$38.3 Billion**



General Obligation and  
New York City Transitional Finance Authority \$26.1 Billion

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New York City Municipal Water  
Finance Authority \$12.2 Billion

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## Total Non-City Funds

**\$12.6 Billion**



Federal \$2.2 Billion

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State \$10.3 Billion

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Other Non-City Sources \$0.1 Billion

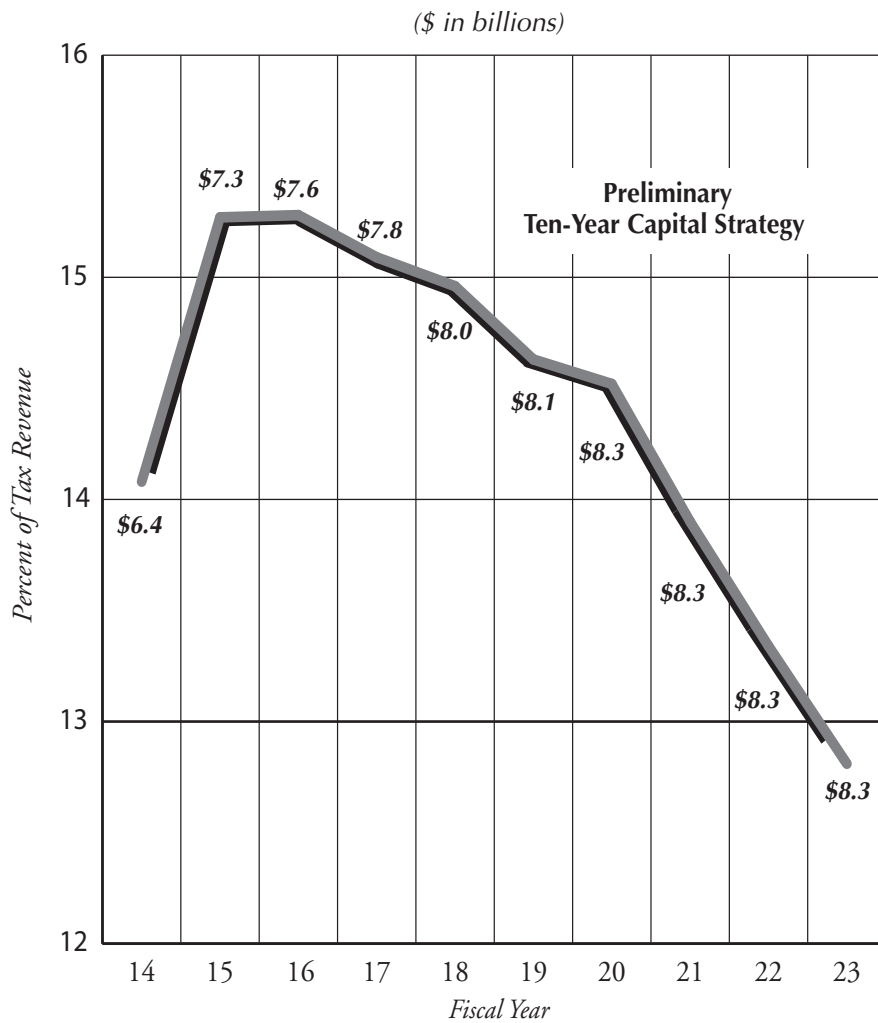
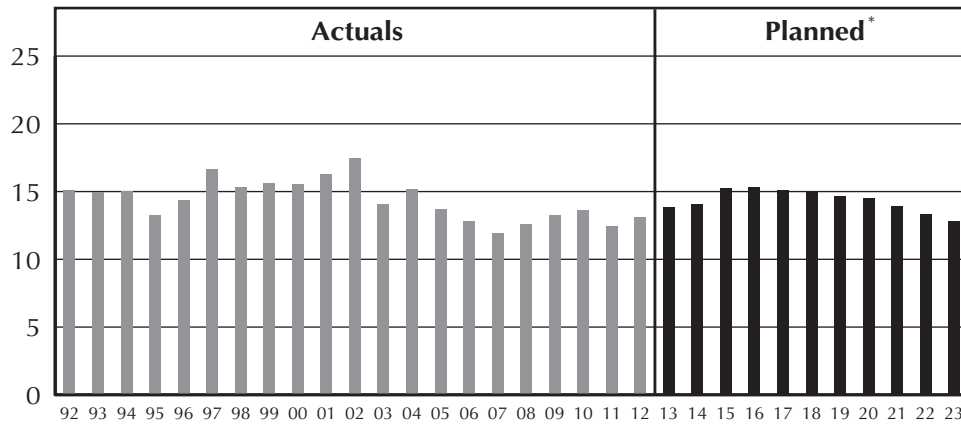
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## Total Ten-Year Capital Strategy

**\$50.9 Billion**

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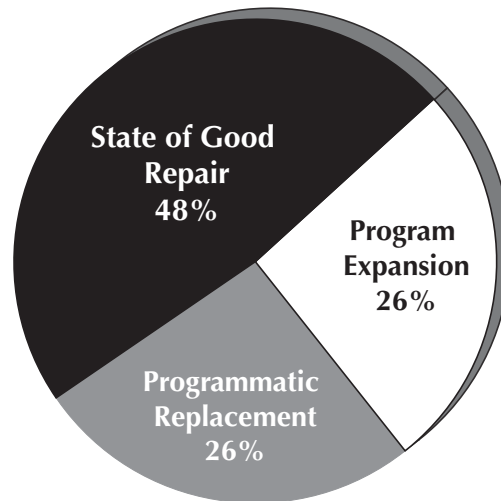
# Debt Service as a Percent of Tax Revenues



\* 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

## Preliminary Ten-Year Capital Strategy 2014-2023



**Total Program: \$50,853**  
(\$ in millions)

<b>State of Good Repair</b>	<b>\$24,551</b>	<b>Program Expansion</b>	<b>\$13,352</b>	<b>Programmatic Replacement</b>	<b>\$12,950</b>
• Reconstruction and Rehabilitation of Schools	\$11,610	• New School Construction	\$7,884	• Upgrade of Water Pollution Control Plants	\$3,156
• East River and Other Bridge Reconstruction	3,745	• New and Special Needs Housing	1,287	• Water Quality Mandates & Preservation	2,626
• Reconstruction & Resurfacing of Streets and Highways	2,711	• Construction of Water Conveyance Systems	837	• Water Main Replacement and Dam Safety Program	1,400
• Housing Preservation and Rehabilitation	1,634	• Construction of the Third Water Tunnel	828	• Purchase of Sanitation Equipment	1,040
• Replacement of Failing Sewer Components	774	• Augmentation of Sewers	480	• Correctional Facilities and Equipment	646
• Reconstruction of Recreational Spaces	720	• Sewer Extensions to Accommodate New Development	430	• Replacement of DEP Facilities and Equipment	587
• Energy Efficiency and Sustainability	653	• Water Main Construction	303	• Transit System Rehabilitation	520
• Rehabilitation of Hospitals and Health Clinics	547	• Commercial, Cultural and Industrial Development	221	• Replacement of Fire Department Vehicles and Equipment	464
• Upgrades to Traffic Systems	536	• Croton Filter Project	206	• Police Vehicles and Equipment	420
• Rehabilitation of Public Buildings and Systems	509	• Police Facilities	204	• Citywide Information Systems & Equipment	403
• Reconstruction of Correctional Facilities	278	• Improvements to Cultural and Recreational Facilities	169	• Reconstruction and Renovation of Court Facilities	389
• Sanitation Garages and Facilities	265	• Biological Nutrient Removal	161	• Ferry Boats and Terminals	338
• Rehabilitation of Libraries and Cultural Institutions	206	• Waterfront and Port Development	112	• Sewer Components	299
• Others	363	• Others	230	• Emergency Medical Equipment	196
				• Others	466

# Funding for the Preliminary Ten-Year Capital Strategy by Agency Program

(\$ in 000's)

	FY14-17		FY14-23	
	City Funds	All Funds	City Funds	All Funds
Education	\$4,052,755	\$7,725,335	\$9,731,433	\$19,515,887
Water Pollution Control	2,491,442	2,491,442	4,486,819	4,486,819
Bridges	1,045,905	1,810,756	2,579,066	3,764,649
Water Mains	1,798,342	1,798,342	3,382,870	3,382,870
Housing	904,539	1,210,007	2,252,517	2,857,985
Highways	1,539,055	1,713,117	2,519,302	2,711,364
Sewers	1,144,477	1,144,477	2,031,855	2,031,855
Water Supply	971,419	971,419	1,673,676	1,673,676
Sanitation	620,164	620,164	1,305,163	1,305,163
Technology	707,251	707,251	1,056,566	1,056,566
<b>Subtotal-Major Agency Programs</b>	<b>\$15,275,349</b>	<b>\$20,192,310</b>	<b>\$31,019,267</b>	<b>\$42,786,834</b>
Corrections	\$671,821	\$671,821	\$924,002	\$924,002
Hospitals	669,668	669,668	889,803	889,803
Parks and Recreation	728,303	729,351	881,856	882,904
Police	336,219	336,219	623,902	623,902
DEP Equipment	306,808	306,808	586,602	586,602
Traffic	81,904	280,277	148,025	581,398
Fire	147,907	147,907	522,101	522,101
Transit	280,000	280,000	520,000	520,000
Public Buildings	289,302	289,302	518,680	518,680
Courts	172,922	172,922	389,346	389,346
Ferries	73,778	314,060	78,111	346,293
Economic Development	165,224	165,224	335,574	335,574
Human Resources	59,970	94,900	101,513	166,566
CUNY	128,938	129,167	148,347	148,830
Homeless Services	30,902	30,902	115,438	115,438
Cultural Affairs	87,941	87,941	100,536	100,536
NY Branch Libraries	92,231	92,231	97,556	97,556
Admin for Children's Services	25,083	30,359	72,171	80,812
Health	40,073	40,757	75,123	75,807
Housing Authority	14,961	14,961	63,072	63,072
Transportation Equipment	18,509	18,509	32,188	32,188
Real Estate	15,710	15,710	31,091	31,091
Aging	8,167	8,167	16,165	16,165
Queens Libraries	6,488	6,488	10,754	10,754
Brooklyn Libraries	2,391	2,391	6,460	6,460
<b>Total</b>	<b>\$19,730,569</b>	<b>\$25,128,352</b>	<b>\$38,307,683</b>	<b>\$50,852,714</b>

# Preliminary Ten-Year Capital Strategy

## Fiscal Years 2014-2023

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

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# Capital Strategy Framework

More than eleven years after the tragic events of September 11th, New York City has surmounted enormous challenges in its economic recovery. The City has emerged from economic recession and fiscal austerity while maintaining and modernizing its capital infrastructure. With the economic downturn that began in 2008, New York City faced new challenges. More recently, the city has emerged from recession while facing new challenges as a consequence of Superstorm Sandy. New York City's Preliminary Ten-Year Capital Strategy must take into account the city's economic and demographic situation.

Through economic cycles and enormous structural shifts, the city's overall population and employment has finally surpassed the level of 50 years ago. In this period suburban areas experienced rapid growth, while older urban centers have experienced decline, as did New York City in the 1970's. The city's capital stock accordingly experienced a period of disinvestment in the 1970s, and reconstruction in the 1980s, but had few significant additions since the early 1960s. Increasingly, however, the city's capital plan needs to account for quantitative growth in population and employment. It is

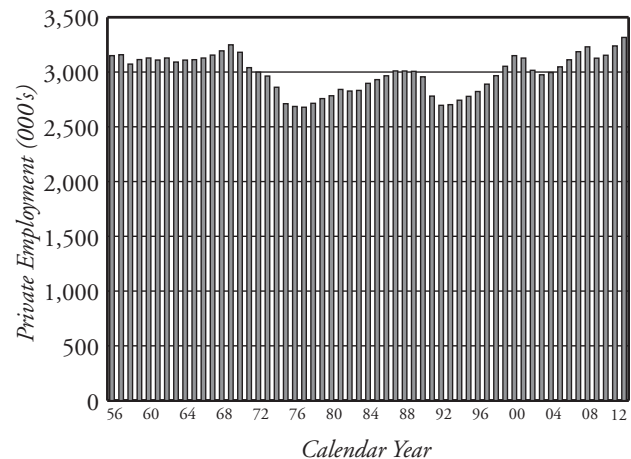
based on the need to maintain the existing infrastructure, accommodate economic and social change, and improve the quality of life.

## A Mature but Growing City

Unlike most older cities, New York's population resumed growing in the 1980's after leveling off in 1950 - New York's record population of 8,175,133 in 2010 exceeded the 1950 population by nearly 300,000, or 3.5 percent.. The City's population declined substantially during the 1970s, but then recovered during the 1980s and 1990s. The city's population has continued growing, and is estimated by the U.S. Census Bureau to be 8,244,910 as of July 1, 2011. The Department of City Planning projects that the city will grow to a population of 9.1 million by 2030. While the city's annual rate of growth is small in percentage terms, it is equivalent to adding a city nearly the size of Yonkers, N.Y. every decade.

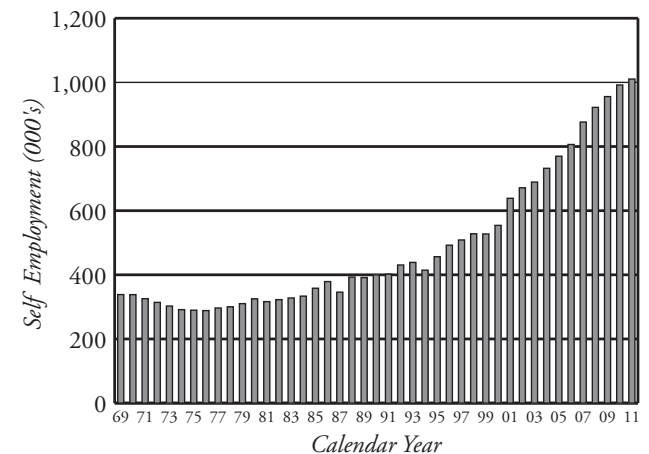
As with its population, the number of private-sector jobs in the city has finally surpassed its 1969 peak (Chart 1 shows wage and salary employment from 1960 to 2012, reaching an all-time high in 2012). In 2012, New York City's average

**Chart 1** Private Employment  
New York City: 1956 to 2012



Source: New York State Department of Labor

**Chart 2** Self Employment  
New York City: 1969 to 2011



Source: Bureau of Economic Analysis

## Capital Strategy Framework

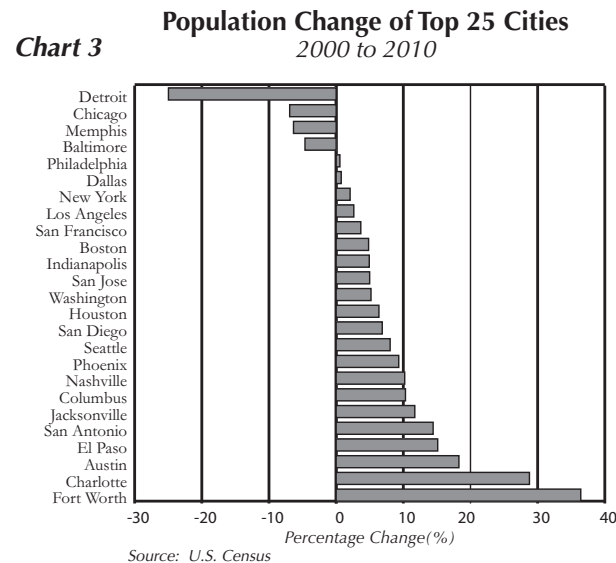
private sector wage and salary employment was 3,316,000, above the 1969 peak of 3,250,700. Self-employment has increased dramatically in this period, from 338,501 in 1969 to 1,010,472 in 2011. This increase of over 600,000 in self-employment placed the total number of people working in the city well above the 1969 level (Chart 2 shows the increase in self-employment).

The growth trend is particularly notable because city's potential for growth is limited by its physical capacity. Its borders are fixed, it is surrounded by other incorporated municipalities, and much of its land is already developed at a high density. The city is growing by using its existing land and infrastructure more intensively, and by building more infrastructure in categories particularly sensitive to growth trends. Thus, for example, the schools, housing, water and sewer categories feature prominently in the Program Expansion portion of this Preliminary Ten-Year Capital Strategy.

New York City's population density, about 25,000 people per square mile, is 50 percent higher than that of the nation's second densest major city, San Francisco, at 16,000 per square mile. New York's scale and density, though typical of other

"World Cities" such as London, Tokyo, and Paris, is unique in the United States. New York City's growth is also constrained by the worldwide trend for urban land uses to become more dispersed. Throughout the world, even as the number of "mega-cities" (metropolitan population over 5 million) increases, average densities in these cities are decreasing, with most population growth occurring on the suburban fringes. In dense areas, the cost of new housing and workplaces is inflated by the scarcity of land, the need to purchase and replace existing buildings, and the need to build surrounded by an active city. Lower costs generally drive development to the periphery, if the availability of infrastructure permits. From 2000 to 2010, New York City's population increased by only about two percent as compared to other cities such as Phoenix, San Antonio and Austin, which gained nine, fourteen and eighteen percent, respectively. Among the top twenty-five cities, only four had declines in population totals (Chicago -7%, Detroit -25%, Memphis -6% and Baltimore -5%). (Chart 3 shows the Population Change of the Top 25 Cities).

Fortunately, New York City is one of a handful of cities which retain a unique urban vitality which is difficult to replicate. New York City has the Manhattan Central Business District, whose critical mass of highly accomplished people, dynamic global firms, and world class institutions places New York with a handful of world cities that attract the international business and cultural elite. It is more than three times the size of the second largest central business district in the country, and one of just a handful in the U.S. and Canada with over 200,000 employed. For several years, New York County (Manhattan) residents have had the highest per capita income of any county in the United States, and its lead over the second wealthiest county is widening. As long as this unique asset remains vibrant, the city's future is assured, but this should never be taken for granted.



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## Capital Strategy Framework

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### Structural Change

Despite a slowly-growing overall population and employment level, New York City experiences constant economic and demographic change. In New York City, as in other cities, many former residents and their descendants have moved out. Unlike less successful cities, however, New York has continued to attract new people to replace the old.

Without the arrival of millions of immigrants since 1970, the city's population would have fallen at a rate typical of older cities. Immigrants and their children now account for over half of the city's population. In particular, immigrants have been responsible for revitalizing older, formerly blue-collar neighborhoods located between Manhattan and postwar, "suburban" areas of the city. These areas suffered devastating population losses in the 1960s and 1970s, but have since turned around.

Like its population, the city's economy has continued to evolve despite a relatively constant overall size. In the 1800s, New York was primarily a trading center, and its manufacturing included many "heavy" industries drawn by access to the seaport. After 1900, these were replaced by light industries, such as apparel, electronics, and toys, which were drawn by New York City's low wage immigrant labor force. Since 1950, while much industrial activity has left New York and other older cities, New York has had a series of white collar growth waves. From 1950 to 1970, New York City grew as a national corporate center which attracted the headquarters of the nation's largest firms, along with corporate services such as banking and advertising. During the 1980s, New York City rode the globalization of finance, and financial industry employment rose. Today, the city is generating a host of new media, arts, entertainment and communications businesses, which have been energized by the internet and the city's rising popularity as a tourist destination and film-shoot location.

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## Capital Strategy Framework

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### Qualitative Growth

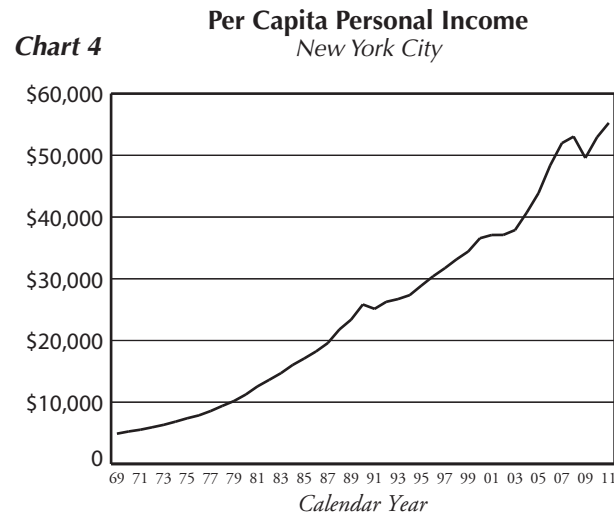
New York City residents, like those elsewhere, are more affluent and educated than in the past. (Chart 4 shows Per Capita Income). In 2011, New York City's Per Capita Personal Income was \$55,245, Manhattan's alone was \$121,301 and the National Per Capita Income was \$41,560. For the most part, however, a high level of new development and redevelopment is necessary to accommodate a better quality of life. As residents become wealthier and businesses become more productive, they come to expect housing units, places of businesses, and public facilities with more space per person and more amenities.

With the number of people increasing over the long term, New York requires more and better capital facilities per person to remain competitive. From 2000 to 2010, while the City's population grew by 2 percent, the number of housing units increased by over five percent, reversing the trend of recent decades. The average square feet per Manhattan office employee rose from 150 in 1960 to an estimated 250 today. However, this qualitative growth remains incomplete, and even as New

York City gains, the rest of the nation continues to push ahead. In contrast to earlier decades, when New Yorkers seemed to have a disproportionate number of inadequately sized units as compared to the rest of the country, since 1990, the City has gained larger-sized units.

### Qualitative Growth and Public Infrastructure

In the past, infrastructure was built to accommodate new development on previously undeveloped land. Today, despite the city's relatively stable population, public infrastructure investment is still required to maintain the existing physical plant, support the city's increasing density and improve the quality of life. More and more, civic minded New Yorkers have realized that for the quality of life to be improved, and the city's economic vibrancy to be maintained, the city must not only maintain its built environment but also expand and improve it on a regular basis.



Source: Bureau of Economic Analysis

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# Financing Program

The City's financing program projects \$32 billion of long-term borrowing for the period 2013 through 2017 to support the City's 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 the Transitional Finance Authority (TFA). Figures below do not include state funded financing for education capital purposes through TFA Building Aid Revenue Bonds (BARBs):

## 2013–2017 Financing Program

(\$ in millions)

	2013	2014	2015	2016	2017	Total
City General Obligation Bonds	\$1,650	\$2,400	\$2,720	\$2,370	\$2,100	\$11,240
TFA Bonds (1)	2,978	3,200	2,720	2,370	2,100	13,368
Water Authority Bonds (2)	2,124	1,468	1,242	1,267	1,176	7,277
Total	\$6,752	\$7,068	\$6,682	\$6,007	\$5,376	\$31,885

(1) TFA Bonds do not include BARBs issued for education capital purposes. TFA issued \$850 million of BARBs in the first half of fiscal year 2013, and expects to issue \$500 million during the remainder of the fiscal year. The TFA expects to issue \$1.2 billion, \$1.0 billion, \$942 million and \$898 million of BARBs in fiscal years 2014 through 2017, respectively.

(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.

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.

## 2013–2017 Debt Outstanding

(\$ in millions at year end)

	2013	2014	2015	2016	2017
City General Obligation Bonds	\$41,926	\$42,368	\$42,740	\$42,766	\$42,525
TFA Bonds (1)	23,157	25,692	27,537	28,895	29,909
TSASC Bonds	1,241	1,230	1,217	1,205	1,192
Conduit Debt	1,698	1,616	1,534	1,445	1,365
Total	\$68,022	\$70,906	\$73,028	\$74,311	\$74,991
Water Authority Bonds	\$29,274	\$30,440	\$31,357	\$32,222	\$32,971

(1) Figures above do not include state funded financing for education capital purposes through the TFA Building Aid Revenue Bonds (BARBs).

## Financing Program

### 2013–2017 Annual Debt Service Costs

(\$ in millions, before prepayments)

	2013	2014	2015	2016	2017
City General Obligation Bonds (1)	\$3,936	\$4,163	\$4,610	\$4,713	\$4,749
TFA Bonds (2)	1,760	1,838	2,257	2,467	2,649
TSASC Bonds	74	74	74	74	73
Conduit Debt (3)	314	324	316	322	312
Total Debt Service	\$6,084	\$6,399	\$7,257	\$7,576	\$7,783
Water Authority Bonds (4)	\$1,491	\$1,781	\$1,871	\$2,018	\$2,102

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

(2) Figures above do not include state funded financing for education capital purposes through the TFA Building Aid Revenue Bonds (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.

### 2013–2017 Debt Burden

	2013	2014	2015	2016	2017
Total Debt Service (1) as % of:					
a. Total Revenue (2)	8.5%	9.0%	9.9%	10.0%	10.0%
b. Total Taxes (3)	13.6%	13.9%	15.1%	15.1%	14.9%
c. Total NYC Personal Income	1.3%	1.3%	1.4%	1.4%	1.4%
Total Debt Outstanding (1) as % of:					
a. Total NYC Personal Income	14.2%	14.4%	14.3%	14.1%	13.7%

(1) Total debt service and debt outstanding include GO, conduit debt and TFA.

(2) Total revenue includes amounts required to pay debt service on TFA bonds other than BARBs (PIT Bonds) and operating expenses.

(3) Total tax includes amount required to pay debt service on PIT Bonds and TFA operating expenses.

## Financing Program

The financing of the City capital program is split among GO, TFA and NYW bond issuance. The City and TFA will issue \$11.2 billion and \$13.4 billion, respectively, during the plan period. The City issuance supports 35 percent of the total, while TFA issuance supports 42 percent of the total. NYW's annual financing amount, excluding refundings, will average approximately \$1.4 billion. The aggregate NYW financing during the plan period will account for 23 percent of the total financing program.

In spite of continuing volatility and uncertainty in the financial markets, the City, TFA, and NYW have enjoyed continued market access which has allowed the City's capital program to continue to be financed at reasonable interest rates. All of the issuers financing the City capital program have maintained credit ratings in the AA or better category 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-	Aa3	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, 2012, the City has issued approximately \$1.6 billion in refunding bonds and \$850 million in bonds for capital purposes, totaling approximately \$2.5 billion. The dates and principal amounts are as follows:

NYC GO Issuances					
(\$ in millions)					
<i>Series</i>	<i>(New Money/ R)efunding</i>	<i>Issue Date</i>	<i>Tax Exempt Amount</i>	<i>Taxable Amount</i>	<i>Total Par Amount</i>
2013 A	N	10/23/2012	\$850	\$0	\$850
2013 BC	R	10/23/2012	600	0	600
2013 DE	R	1/3/2013	1,000	0	1,000
Total			\$2,450	\$0	\$2,450

The \$1.6 billion of refunding transactions the City has completed to date in fiscal year 2013 generated approximately \$240 million of debt service savings during the financial plan period.

In addition to the total issuance mentioned above, the City reoffered approximately \$64 million of floating rate bonds in a fixed rate mode in order to manage expiring bank facilities supporting that debt. The interest rates on the reoffered bonds were at .71% and below, depending on the maturity. These fixed rates compare favorably to the all-in costs (interest rate plus support costs) on floating rate debt.

The City plans to issue \$800 million of GO bonds for capital purposes in the remainder of 2013 and expects to issue \$2.4 billion, \$2.7 billion, \$2.4 billion and \$2.1 billion in 2014 through 2017, 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 8.5 percent of the City's total budgeted revenues in 2013. That ratio is projected rise to 10 percent in 2017. As a percentage of tax revenues, the debt service ratio is 13.6 percent in 2013 and is projected to increase to 14.9 percent in 2017.

In 2013, the City did not require a note issuance to satisfy cash flow needs. The City's 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's 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 \$11.2 billion of floating rate exposure.

While until recently bank facilities supporting floating rate debt have become more scarce and expensive, the City and other issuers supporting the City capital program have maintained, and even increased 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. Previously, the City and TFA entered into four private placements of index floating rate bonds bearing all-in costs comparable to publicly sold 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 2013. However, the City did terminate approximately \$180 million notional value of swaps which resulted in a small payment from the swap counterparty to the City. Additionally, the City was able to transfer approximately \$430 million notional value of swaps from the initial counterparty to a higher rated counterparty at no cost, taking advantage of provisions in the swap documents previously negotiated. The total notional amount of swaps outstanding as of December 31, 2012 was \$1.84 billion, on which the termination value was negative \$189 million. This is the

theoretical amount which the City would pay if all of the swaps terminated under market conditions as of December 31, 2012.

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, synthetic floating rate debt through 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 less sensitive 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

<b>NYC Floating-Rate Exposure (1)</b>					
<i>(\$ in millions)</i>					
	<i>GO</i>	<i>TFA</i>	<i>Lease</i>	<i>TSASC</i>	<i>Total</i>
VRDB & Auction Rate Bonds	\$6,883	\$3,773	\$30	\$0	\$10,687
Synthetic Fixed	221		31		252
Taxable Basis Swap	91				91
Enhanced Basis Swap	125				125
<b>Total Floating-Rate</b>	<b>\$7,320</b>	<b>\$3,773</b>	<b>\$61</b>	<b>\$0</b>	<b>\$11,155</b>
Total Debt Outstanding	\$41,926	\$23,157	\$1,698	\$1,241	\$68,022
% of Floating-Rate / Total Debt Outstanding					16.4%
Total Floating-Rate Less \$5.42 Billion Balance in General Fund (Floating-Rate Assets)					5,733
% of Net Floating Rate / Total Debt Outstanding					8.4%

(1) Debt Outstanding as of the January 2013 Plan excluding NYW, HYIC, and TFA BARBs

The 16.4 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 \$5.42 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 8.4 percent of its outstanding debt. Moreover, the City uses conservative assumptions in budgeting expenses from floating rate instruments.

During fiscal year 2013, short-term interest rates relating to the \$10.7 billion of floating rate debt have been 0.20 percent on average for tax-exempt and 0.61 percent for taxable floating rate debt. These rates have continued to provide extremely attractive financing costs relative to fixed rate debt despite the recent market turmoil. Tax exempt floating rate debt has traded recently at rates that are approximately 260 basis points lower than those for long term fixed-rate debt, resulting in an annual savings of over \$275 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 \$50.5 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, \$28.5 billion is outstanding, \$17.3 billion was refinanced with lower cost debt, \$1.2 billion was defeased with Authority funds prior to maturity, and \$3.5 billion was retired with revenues as it matured. These amounts do not include \$396.9 million drawn on EFC loans.

## Financing Program

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In addition to this long-term debt, NYW uses an \$800 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 \$400 million of notes backed by lines of credit from three banks.

NYW's outstanding debt also includes floating rate bonds, which have been a reliable source of cost effective financing. NYW has \$3.6 billion of floating rate bonds or 13% of its outstanding debt, including \$401 million which was swapped to a fixed rate. NYW's floating rate exposure primarily includes tax-exempt floating rate debt supported by liquidity facilities, and \$200 million of synthetic variable rate debt.

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 November 19, 2009, EFC entered into an agreement to provide NYW a direct loan in an amount up to \$217.5 million, with funds made available through ARRA. NYW expects to receive these funds to pay for certain capital projects over the next several years. As of January 17, 2013, NYW has drawn on \$179.9 million of the loan.

On July 12, 2012, NYW issued \$316.8 million of refunding tax-exempt fixed rate Second Resolution bonds, Fiscal 2013 Series 1 Bonds to EFC. The bonds refunded portions of NYW's Second Resolution bonds Fiscal 2002 Series 6 and Fiscal 2003 Series 2 previously issued to EFC. The refunding bonds included serial bonds maturing from 2013 to 2028.

Additionally, on September 27, 2012, EFC entered into an agreement to provide NYW a short term loan in an amount up to \$217 million. NYW received these funds to pay for certain capital projects on November 8, 2012.

On October 4, 2012, NYW issued \$200 million of new money tax-exempt adjustable rate bonds under its Second General Resolution, Fiscal 2013 Series AA-1 and AA-2 bonds. The bonds are backed by standby bond purchase agreements provided by two banks. These bonds will mature in 2046.

On December 13, 2012, NYW issued 440.51 million of new money tax-exempt fixed rate Second Resolution Revenue bonds, Fiscal 2013 Series BB. This bond issue included term bonds maturing in 2047.

Summarized in the following table are five bond series that have closed to date in Fiscal Year 2013. 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>(N)ew Money/ (R)efunding</i>	<i>Issue Date</i>	<i>Par Amount</i>	<i>True Interest Cost (TIC)</i>	<i>Longest Maturity</i>
2013 Series 1	R	7/12/12	\$316,790,000	0.79%	2028
2013-2	N	9/27/12	\$217,000,000	0.31%	2013 (2)
2013 AA -1	N	10/4/12	\$50,000,000	0.065% (1)	2046
2013 AA -2	N	10/4/12	\$150,000,000	0.079% (1)	2046
2013 BB	N	12/13/12	\$440,510,000	3.91%	2047

(1) Bonds issued as BABs; rate shown net of subsidy provided by the federal government.

(2) Bonds issued as variable rate demand bonds; rate shown is an average from the issue date through April 14, 2011.

NYW is a party to four interest rate exchange agreements (swaps) with a total notional amount of \$621 million. As of December 31, 2012, the mark-to-market value of the swaps was negative \$111 million. This is the theoretical amount which NYW would pay if all swaps terminated as of December 31, 2012.

NYW expects to issue approximately \$1.1 billion of new money bonds over the remainder of Fiscal 2013.

During the period from 2013 to 2017, NYW expects to sell an average of approximately \$1.4 billion of new money bonds (not including commercial paper note issuance) 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. NYW expects to issue its remaining new debt in 2013 as fixed rate. After 2013, NYW expects to issue approximately 85 to 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 corporate governmental agency constituting a public benefit corporation and instrumentality of the State of New York created by Chapter 16 of the Laws of 1997 in March 1997. The TFA was created to issue debt, primarily secured with the City's personal income tax (PIT), 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. Most recently, TFA was 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, 2012, the TFA has issued approximately \$1.5 billion in refunding bonds and \$1.4 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>
2013 A(1)	N	8/28/2012	\$450	\$350	\$800
2013 B	R	8/28/2012	950	0	950
2013 C(2)	N	12/4/2012	348	230	578
2013 DE	R	12/4/2012	553	0	553
Total			\$2,301	\$580	\$2,881

(1) 2013A is inclusive of \$150 million of QSCB issuance as taxable bonds.

(2) 2013C is inclusive of \$100 million of QSCB issuance as taxable bonds.

The \$1.5 billion in refunding transactions the TFA completed during fiscal year 2013 generated approximately \$210 million of debt service savings during the financial plan period.

In addition to the issuance mentioned above, the TFA reoffered nearly \$40 million of floating rate bonds into a fixed rate mode. As with the General Obligation reoffering, the TFA reoffering came at a yield of .74%, comparing favorably to the all in cost of floating rate debt.

In addition to the financings described above, the TFA plans to issue \$1.6 billion of TFA bonds for capital purposes in the remainder of 2013, and \$3.2 billion, \$2.7 billion, \$2.4 billion and \$2.1 billion in years 2014 through 2017, 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. Since the inception of this financing program, the TFA has issued \$6.4 billion of BARBs to fund the capital program of the Department of Education. The TFA plans to issue \$500 million in BARBs for the educational capital program in the remainder of 2013, and expects to issue \$1.2 billion, \$1.0

billion, \$942 million and \$898 million in 2014 through 2017, respectively.

### Hudson Yards Infrastructure Corporation

HYIC issued its second and final issuance of \$1 billion of Senior Bonds in October 2011.

In December 2006, HYIC, a not-for-profit local development corporation, issued its first series of bonds in the principal amount of \$2 billion. HYIC 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. 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.

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## Financing Program

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Construction is being performed by the MTA and is on schedule. As of December 2012, the tunnels, three of four ventilation buildings, and the station's main passageways have already been constructed. Installation of tracks and electrical and operational testing make up the majority of the remaining work.

Additionally, design and demolition work for the HYIC-funded Hudson Park and Boulevard, a four-acre system of parks and greenways through the Project Area, has been completed. Construction of the subsurface infrastructure began in calendar 2012 and is proceeding on schedule. Construction work on the Hudson River Park and Boulevard is being performed by the Hudson Yards Development Corporation.

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# **Program Detail by Agency**

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# Department of Transportation

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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 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 increased transportation demand. Increasing congestion on the City's highways will further exacerbate the difficulties of goods movement, as over 95% of all goods are shipped into the City via trucks. The challenge, in the face of these trends, 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. At the same time, the City must maintain its aging bridge and arterial network so that vital transportation links do not become either structurally deficient or congested, or pollution causing bottlenecks, impeding the City's economic growth.

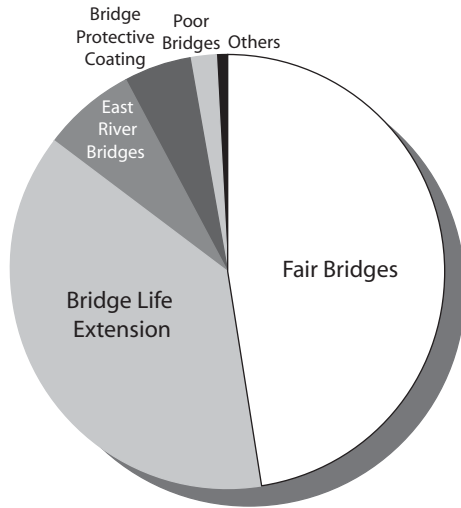
## Capital Program Goals

- 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.

## Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides approximately \$7.4 billion to the Department, with Bridges and Highways receiving the bulk of funding, totaling approximately \$6.5 billion. Presuming Federal funding, this capital program includes \$506.7 million associated with Sandy storm damage.

## Department of Transportation - Bridges



### Bridges

	(in millions)
• Fair Bridges	\$1,790.9
• Bridge Life Extension	1,428.0
• East River Bridges	253.0
• Bridge Protective Coating	191.9
• Poor Bridges	77.2
• Bridge Vehicles/Equipment	20.0
• Bridge Facilities	3.6
<b>TOTAL</b>	<b>\$3,764.6</b>

The Preliminary Ten-Year Capital Strategy provides \$3.8 billion in the Bridge Program for the reconstruction and upgrade of the City’s bridge system. The Preliminary Ten-Year Capital Strategy includes funding for work on the four East River Bridges and 63 other bridge structures. The first four years of this Preliminary Ten-Year Capital Strategy provides \$1.8 billion to the Bridge Program, of which \$589.7 million is planned to be committed in 2014. The total commitment reflects the high priority accorded to restoring and maintaining these essential links in the City’s transportation system.

### Fair Bridges

The Preliminary Ten-Year Capital Strategy provides \$1.8 billion to reconstruct 31 bridge structures currently rated “fair,” including \$345.0 million for the Shore Road Bridge and \$146.1 million for the Bruckner Expressway over Westchester Creek.

### Bridge Life Extension

The Preliminary Ten-Year Capital Strategy provides \$1.4 billion for rehabilitative work on 26 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 the Broadway Bridge over the Harlem River, totaling \$98.4 million and the West 79th Bridge over Amtrak totaling \$61.6 million.

### East River Bridges

The Preliminary Ten-Year Capital Strategy provides \$253.0 million to complete this area. Funds for these projects include rehabilitative work for the Queensboro Bridge totaling \$153.8 million and the Manhattan Bridge totaling \$98.6 million.

### Bridge Protective Coating

The Preliminary Ten-Year Capital Strategy provides \$191.9 million for protective coating treatment projects on four bridges. This program includes \$18.1 million for the Hutchinson Parkway Bridge and \$17.9 million for the Henry Hudson Bridges.

### Poor Bridges

The Preliminary Ten-Year Capital Strategy provides \$77.2 million to reconstruct two bridges currently rated “poor.” Funds for these projects include \$63.1 million for Henry Hudson Parkway.

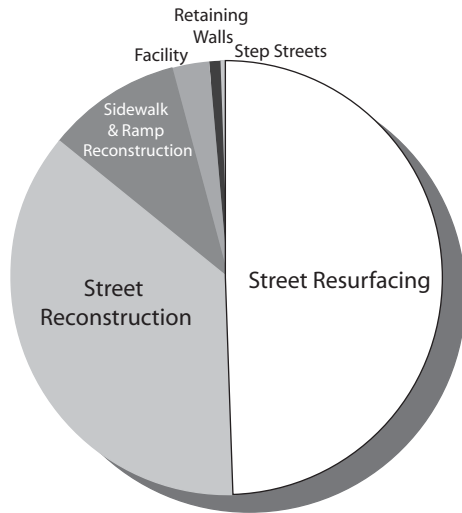
### Bridge Facilities, Equipment and Vehicles

The Preliminary Ten-Year Capital Strategy provides \$23.6 million for bridge facilities and the purchase of equipment and vehicles for field forces.

# Department of Transportation - Bridges

Project Type: BR and HB		(\$ in 000's)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>East River Bridges</b>												
City		4,971	6,000	21,600	35,400	17,000	0	0	0	0	0	84,971
Federal		0	0	0	100,000	68,000	0	0	0	0	0	168,000
<b>Fair Bridges</b>												
City		147,977	40,900	89,860	80,111	41,127	90,327	220,364	177,200	84,254	2,548	974,668
Federal		270,757	96,000	27,058	69,105	0	0	76,576	274,378	0	0	813,874
State		557	0	0	0	0	0	0	0	0	0	557
Private		0	0	0	0	0	0	0	0	1,778	0	1,778
<b>Bridge Life Extension and Miscellaneous Work</b>												
City		86,594	93,991	105,612	137,334	112,076	463,284	117,242	59,403	45,300	12,204	1,233,040
Federal		9,601	32,000	44,697	108,876	0	0	0	0	0	0	195,174
<b>Bridge Painting</b>												
City		47,217	12,200	22,601	29,855	15,000	15,000	15,000	15,000	10,000	10,000	191,873
<b>Poor Bridges</b>												
City		8,474	12,503	50,006	0	0	0	0	0	0	0	70,983
Federal		6,200	0	0	0	0	0	0	0	0	0	6,200
<b>Equipment for Bridge Maintenance</b>												
City		2,000	500	500	500	500	500	500	500	500	500	6,500
<b>Bridge Facilities</b>												
City		372	392	392	392	392	392	399	406	414	0	3,551
<b>Bridge Vehicles</b>												
City		4,950	901	900	900	900	900	978	997	1,017	1,037	13,480
<b>Project Type Total by Source of Funds</b>												
City		302,555	167,387	291,471	284,492	186,995	570,403	354,483	253,506	141,485	26,289	2,579,066
Federal		286,558	128,000	71,755	277,981	68,000	0	76,576	274,378	0	0	1,183,248
State		557	0	0	0	0	0	0	0	0	0	557
Private		0	0	0	0	0	0	0	0	1,778	0	1,778
<b>Project Type Total</b>												
All Funds		589,670	295,387	363,226	562,473	254,995	570,403	431,059	527,884	143,263	26,289	3,764,649

## Department of Transportation - Highways



### Highways

	(in millions)
• Street Resurfacing	\$1,343.0
• Street Reconstruction	989.8
• Sidewalk & Ramp Reconstruction	267.4
• Facility	79.8
• Retaining Walls	23.8
• Step Streets	7.6
<b>TOTAL</b>	<b>\$2,711.4</b>

The Preliminary Ten-Year Capital Strategy provides \$2.7 billion in the Highways program for the rehabilitation of approximately 6,693 lane miles of City streets.

### Street Resurfacing

The Preliminary Ten-Year Capital Strategy calls for the resurfacing of 6,228 lane miles of streets and arterial highways (623 lane miles per year) at a ten-year cost of \$1.3 billion.

### Street Reconstruction

Total funding in the Preliminary Ten-Year Capital Strategy for street reconstruction is \$989.8 billion, including \$16.3 million for World Trade Center Area street reconstruction, \$13.5 million for Woodrow Road reconstruction in Staten Island, \$9.5 million for Springfield Gardens area reconstruction in Queens, \$39.3 million for Safe Routes to School reconstruction citywide, \$17.1 million for Pelham Parkway reconstruction in the Bronx and \$17.5 million for Tillary Street reconstruction in Brooklyn. Approximately 294 lane miles will be reconstructed between FY 2014-2023. Presuming Federal funding, this capital program includes \$498.4 million for reconstructing 148 lane miles associated with Sandy storm damage.

### Sidewalk and Ramp Reconstruction

For the ten-year period, approximately 27.6 million square feet of sidewalks will be reconstructed throughout the City, at a cost of \$232.6 million. Additionally, \$34.8 million is provided for pedestrian ramps, sufficient to install pedestrian ramps at approximately 4,401 corners throughout the City.

### Facility Reconstruction

A total of \$79.8 million is allocated in the Preliminary Ten-Year Capital Strategy for the design and reconstruction of highway maintenance and repair yards, other Department facilities, and miscellaneous renovations and upgrades, including \$11.1 million for the reconstruction of the Harper Street Asphalt Plant in Queens and \$9.0 million for the Flatlands Yard rehabilitation in Brooklyn.

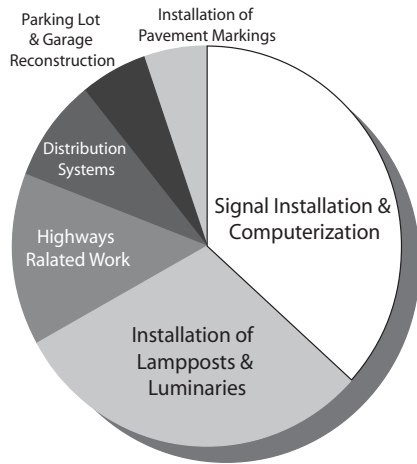
### Retaining Walls

A total of \$23.8 million is provided in the Preliminary Ten-Year Capital Strategy for the reconstruction of retaining walls including \$8.2 million for the retaining wall along Riverside Drive to George Washington Bridge and \$6.3 million for the retaining wall along Jerome Avenue northbound after East 196th Street.

# Department of Transportation - Highways

Project Type: HW		(\$ in 000's)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>Facility Reconstruction</b>												
City		25,280	15,758	5,000	5,000	5,000	5,000	5,000	5,000	5,100	3,623	79,761
<b>Local Street Reconstruction</b>												
City		6,363	0	0	0	0	0	0	0	0	0	6,363
<b>Pedestrian Ramp Construction</b>												
City		30,952	988	407	0	0	0	300	0	0	0	32,647
Federal		229	1,920	0	0	0	0	0	0	0	0	2,149
<b>Primary Street Reconstruction</b>												
City		715,868	10,945	28,685	14,395	6,875	17,161	14,719	14,775	8,231	7,949	839,603
Federal		75,949	2,928	0	4,000	0	0	0	0	0	0	82,877
State		20,617	866	0	0	0	0	0	0	0	0	21,483
Private		39,463	0	0	0	0	0	0	0	0	0	39,463
<b>Primary Street Resurfacing</b>												
City		194,203	128,206	127,356	125,807	125,807	125,807	125,307	125,306	127,812	130,369	1,335,980
Federal		3,600	3,400	0	0	0	0	0	0	0	0	7,000
<b>Reconstruction of Retaining Walls</b>												
City		18,204	3,237	2,310	0	0	0	0	0	0	0	23,751
<b>Sidewalk Reconstruction</b>												
City		19,139	18,435	16,720	20,000	20,000	20,000	19,898	20,000	20,400	20,808	195,400
Federal		1,522	0	0	0	0	0	0	0	0	0	1,522
Private		4,218	4,500	4,500	4,500	4,500	4,500	4,500	4,500	0	0	35,718
<b>Reconstruction of Step Streets</b>												
City		5,797	0	0	0	0	0	0	0	0	0	5,797
Federal		1,850	0	0	0	0	0	0	0	0	0	1,850
<b>Project Type Total by Source of Funds</b>												
City		1,015,806	177,569	180,478	165,202	157,682	167,968	165,224	165,081	161,543	162,749	2,519,302
Federal		83,150	8,248	0	4,000	0	0	0	0	0	0	95,398
State		20,617	866	0	0	0	0	0	0	0	0	21,483
Private		43,681	4,500	4,500	4,500	4,500	4,500	4,500	4,500	0	0	75,181
<b>Project Type Total</b>												
All Funds		1,163,254	191,183	184,978	173,702	162,182	172,468	169,724	169,581	161,543	162,749	2,711,364

## Department of Transportation - Traffic



### Traffic

(in millions)

• Signal Installation and Computerization	\$213.2
• Installation of Lampposts and Luminaires	177.0
• Highway and Related Work	80.2
• Distribution Systems	49.0
• Parking Lot and Garage Reconstruction	31.4
• Installation of Pavement Markings	30.6
<b>TOTAL</b>	<b>\$581.4</b>

The Preliminary Ten-Year Capital Strategy provides \$581.4 million for Traffic programs.

### Signal Installation and Computerization

The Preliminary Ten-Year Capital Strategy provides \$213.2 million for signal installation and computerization. Of this amount, \$4.0 million will be allocated to the installation of advanced state solid traffic controllers and \$19.5 million will be allocated for signal system modernization and computerization.

### Installation of Lampposts and Luminaires

The Preliminary Ten-Year Capital Strategy provides \$177.0 million for the installation of lampposts and luminaires.

### Highway and Bridge Related Work

The Preliminary Ten-Year Capital Strategy provides \$80.2 million for the installation of signals, streetlights, and lane markings associated with the Highway Reconstruction and Bridge Programs. Of this amount, \$22.0 million will be used for Webster Avenue Select Bus Service in The Bronx.

### Replacement of Electrical Distribution Systems

To reduce lighting outages, the Preliminary Ten-Year Capital Strategy will replace over 1.2 million 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 \$49.0 million. Presuming Federal funding, this capital program includes \$4.4 million associated with Sandy storm damage.

### Parking Lot and Garage Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$8.3 million for off-street parking facilities. The Strategy also provides \$23.1 million for parking meter replacements.

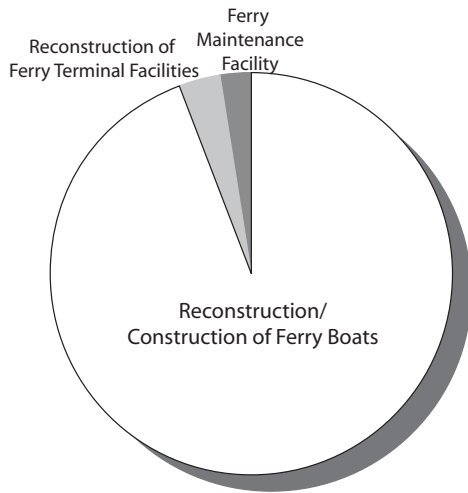
### Installation of Pavement Markings

The Preliminary Ten-Year Capital Strategy provides funding of \$30.6 million for the installation of 57.9 million linear feet of thermoplastic reflectorized pavement markings to be done in conjunction with the Department's in-house resurfacing program.

# Department of Transportation - Traffic

Project Type: TF		(\$ in 000's)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>Highway Drawdown Program</b>												
	City	9,652	1,778	1,008	532	0	0	437	0	0	0	13,407
	Federal	685	0	0	0	0	0	0	0	0	0	685
<b>Installation of Lampposts and Luminaires</b>												
	City	140	0	0	0	0	0	0	0	0	0	140
	Federal	4,289	0	0	0	0	0	0	0	0	0	4,289
	State	8,556	24,000	8,000	26,000	7,500	27,500	6,000	29,000	7,000	29,000	172,556
<b>Parking Lot and Garage Reconstruction</b>												
	City	20,131	1,180	2,005	827	4,671	1,000	400	400	400	400	31,414
<b>Installation of Pavement Markings</b>												
	City	2,878	0	2,559	0	5,682	0	1,400	6,155	5,878	6,004	30,556
<b>Traffic Work in Conjunction with Highway Reconstruction</b>												
	City	6,461	2,715	3,660	3,160	3,160	4,160	4,000	4,000	4,080	4,161	39,557
	Federal	11,595	6,400	8,000	0	0	0	0	0	0	0	25,995
	State	110	500	0	0	0	0	0	0	0	0	610
<b>Replacement of Electrical Distribution Systems</b>												
	State	5,000	5,000	5,000	5,000	5,000	5,000	4,000	5,000	5,000	5,000	49,000
<b>Signal Installation and Computerization</b>												
	City	11,757	6,802	4,659	0	4,790	0	4,943	0	0	0	32,951
	Federal	7,744	6,994	0	0	0	0	0	0	0	0	14,738
	State	16,000	16,000	17,000	16,500	17,000	16,500	17,000	16,500	16,500	16,500	165,500
<b>Project Type Total by Source of Funds</b>												
	City	51,019	12,475	13,891	4,519	18,303	5,160	11,180	10,555	10,358	10,565	148,025
	Federal	24,313	13,394	8,000	0	0	0	0	0	0	0	45,707
	State	29,666	45,500	30,000	47,500	29,500	49,000	27,000	50,500	28,500	50,500	387,666
<b>Project Type Total</b>												
	All Funds	104,998	71,369	51,891	52,019	47,803	54,160	38,180	61,055	38,858	61,065	581,398

## Department of Transportation - Ferries



### Ferries

(in millions)

- Reconstruction/Construction of Ferry Boats \$327.0
- Reconstruction of Ferry Terminal Facilities 11.0
- Ferry Maintenance Facility 8.3
- TOTAL \$346.3**

The Preliminary Ten-Year Capital Strategy for Ferries provides a total of \$346.3 million for the reconstruction, construction and improvement of various ferry vessels and facilities.

### Reconstruction/Construction of Ferry Boats

The Preliminary Ten-Year Capital Strategy provides \$327.0 million for various projects associated with the eight Department of Transportation-operated ferry boats for service between Saint George and Whitehall terminals. Of this amount, \$199.1 million is provided for construction of three next-generation Molinari Class ferries and \$133.2 million is allocated for the routine maintenance of the Staten Island Ferry vessel fleet in conjunction with U.S. Coast Guard regulations.

### Reconstruction of Ferry Terminal Facilities

The Preliminary Ten-Year Capital Strategy includes \$11.0 million for the rehabilitation and renovation work to ferry terminal buildings, slips, and racks.

### Reconstruction of Ferry Maintenance Facility

Funding of \$8.3 million is included for general construction work at the ferry maintenance facilities.



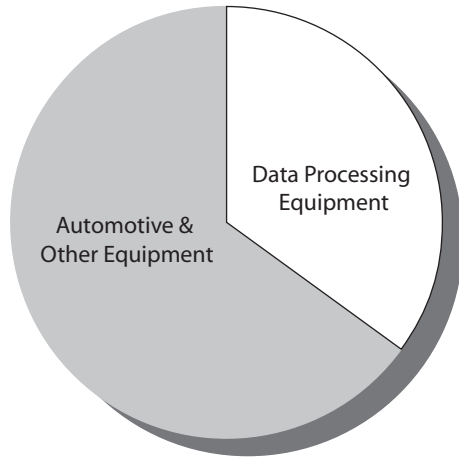
# Department of Transportation - Ferries

Project Type: FA		(\$ in 000's)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>Reconstruction of Ferry Boats</b>												
City		16,241	18,230	8,729	16,850	1,300	250	750	800	67	1,166	64,383
Federal		5,620	2,000	44,400	156,000	10,400	2,000	6,000	6,400	0	0	232,820
State		660	500	5,550	20,000	1,300	250	750	800	0	0	29,810
<b>Ferry Maintenance Facility Construction</b>												
City		828	2,700	0	0	0	0	0	0	0	0	3,528
Federal		4,224	0	0	0	0	0	0	0	0	0	4,224
State		528	0	0	0	0	0	0	0	0	0	528
<b>Reconstruction of Ferry Terminal Facilities</b>												
City		5,200	5,000	0	0	0	0	0	0	0	0	10,200
Federal		800	0	0	0	0	0	0	0	0	0	800
<b>Project Type Total by Source of Funds</b>												
City		22,269	25,930	8,729	16,850	1,300	250	750	800	67	1,166	78,111
Federal		10,644	2,000	44,400	156,000	10,400	2,000	6,000	6,400	0	0	237,844
State		1,188	500	5,550	20,000	1,300	250	750	800	0	0	30,338
<b>Project Type Total</b>												
All Funds		34,101	28,430	58,679	192,850	13,000	2,500	7,500	8,000	67	1,166	346,293

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## Department of Transportation - Equipment

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### Equipment

(in millions)

- Automotive and Other Equipment \$20.9
- Data Processing Equipment 11.3

**TOTAL \$32.2**

The Preliminary Ten-Year Capital Strategy provides \$32.2 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		(\$ in 000's)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>Data Processing Equipment</b>												
City		5,791	100	143	442	442	840	860	880	898	916	11,312
<b>Automotive and Other Equipment</b>												
City		6,222	4,132	404	1,275	1,317	1,375	1,494	1,522	1,552	1,583	20,876
<b>Project Type Total by Source of Funds</b>												
City		12,013	4,232	547	1,717	1,759	2,215	2,354	2,402	2,450	2,499	32,188
<b>Project Type Total</b>												
All Funds		12,013	4,232	547	1,717	1,759	2,215	2,354	2,402	2,450	2,499	32,188
<b>Transportation Total</b>												
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>Total by Source of Funds</b>												
City		1,403,662	387,593	495,116	472,780	366,039	745,996	533,991	432,344	315,903	203,268	5,356,692
Federal		404,665	151,642	124,155	437,981	78,400	2,000	82,576	280,778	0	0	1,562,197
State		52,028	46,866	35,550	67,500	30,800	49,250	27,750	51,300	28,500	50,500	440,044
Private		43,681	4,500	4,500	4,500	4,500	4,500	4,500	4,500	1,778	0	76,959
All Funds		1,904,036	590,601	659,321	982,761	479,739	801,746	648,817	768,922	346,181	253,768	7,435,892

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# Transit Authority

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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 and bus passengers each year, in addition to a 22-station rail system on Staten Island known as MTA Staten Island Rail. NYCT maintains a fleet of 6,282 subway cars, 468 passenger stations in four boroughs, and over nearly 660 miles of subway. It operates 24 hours a day, 365 days a year. In addition, NYCT operates a fleet of 4,561 buses on 244 routes on nearly 2,070 route miles throughout the City. Through 2011, subway ridership was 1.6 billion annually, reaching its highest level in over 40 years, as riders continue to utilize more unlimited ride and discount fare options. NYCT subway car and bus maintenance is accomplished at two major car overhaul facilities, 14 car maintenance shops, 23 storage yards, and 18 bus depots.

Since 1982, NYCT has implemented five 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 172,700 miles between failures. The five year 2010-2014 Capital Program includes \$24.3 billion for all MTA agencies, \$11.6 billion of which would be invested in the NYCT core system, and \$6.1 billion for NYCT network expansion and security upgrades. The 2010-2014 Capital Program includes approximately \$407.6 million to be funded with proceeds of City general obligation bonds.

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 over 1,300 buses, the MTABC serves over 118 million riders per year, operating 24 hours a day, 365 days a year. MTABC's operating costs are subsidized by the City.

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## Transit Authority

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### Capital Program Goals

The five year 2010-2014 MTA Capital Program for NYCT includes subway station rehabilitations, improvements in the subway's signals, communications, passenger station rehabilitations and track maintenance. More specifically, the improvements will ensure safety, reliability and performance by improving infrastructure and facilities. The Capital Program includes the purchase of 463 new subway cars for \$1.0 billion which will replace 290 aging B Division cars. An additional 123 A Division cars are proposed to be used to expand the fleet and make up 11-car trains on the No. 7 line when new technology cars are shifted to that line. The Capital Program also includes the purchase of 2,090 new buses and 943 other transit vehicles for \$1.6 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 2010-2014 MTA Capital Program for MTABC includes \$325.0 billion to restore, replace and modernize significant portions of the fleet, including the purchase of 285 buses and establishing real time information systems.

### Preliminary Ten-Year Capital Strategy

In the Preliminary Ten-Year Capital Strategy, the City will contribute \$520.0 million to the MTA, including \$518.0 million for ongoing NYCT track improvements and rehabilitation and \$1.8 million in discretionary funding for various subway and bus projects.

# Transit Authority

Project Type: ST		<i>(\$ in 000's)</i>										
		<i>2014</i>	<i>2015</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>Total</i>
<i>Staten Island Rapid Transit Operating Authority</i>												
City		900	900	0	0	0	0	0	0	0	0	1,800
<i>Project Type Total by Source of Funds</i>												
City		900	900	0	0	0	0	0	0	0	0	1,800
<i>Project Type Total</i>												
All Funds		900	900	0	0	0	0	0	0	0	0	1,800

# Transit Authority

Project Type: T		(\$ in 000's)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<i>Miscellaneous Transit Improvement Projects</i>												
City		59,100	59,100	0	0	0	0	0	0	0	0	118,200
<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	5,000	5,000	50,000
<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		99,100	99,100	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	518,200
<i>Project Type Total</i>												
All Funds		99,100	99,100	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	518,200
<b>Transit Authority Total</b>		<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Total</b>
<i>Total by Source of Funds</i>												
City		100,000	100,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	520,000
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		100,000	100,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	520,000

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# Department of Environmental Protection

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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 waste and storm water; 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 waste and storm water 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.

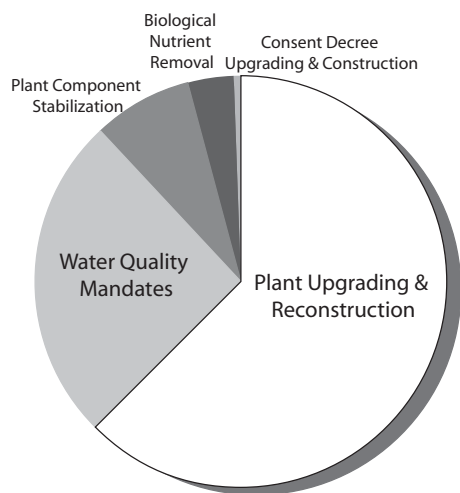
## Preliminary Ten-Year Capital Strategy

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 Preliminary Ten-Year Capital Strategy includes \$12.2 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 Preliminary 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. Presuming Federal funding, this capital program includes \$48.5 million associated with Sandy storm damage.



## 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 Preliminary Ten-Year Capital Strategy provides almost \$4.5 billion towards wastewater treatment programs.

	(in millions)
• Plant Upgrading and Reconstruction	\$2,806.5
• Water Quality Mandates	1,151.4
• Plant Component Stabilization	349.9
• Biological Nutrient Removal	161.0
• Consent Decree Upgrading and Construction	18.0
<b>TOTAL</b>	<b>\$4,486.8</b>

### Plant Upgrading and Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$2.8 billion for the reconstruction or replacement of individual components at in-City wastewater treatment facilities or related-conveyance infrastructure to ensure their continuous and reliable operations. \$479.0 million will fund Job Order Contracts (JOCs) for the Bureau of Wastewater Treatment.

### Water Quality Mandates

DEP is implementing its 20-year NYC Green Infrastructure plan, which proposes to augment existing sewer overflow controls, which rely solely on traditional investments such as holding tanks and tunnels, with a mix of "green infrastructure" (natural, permeable surfaces) and optimization of "grey infrastructure" (modifications and cleanings of existing tanks and tunnels) that will reduce sewer overflows into waterways. The Preliminary Ten-Year Capital Strategy includes \$1.2 billion in Water Quality Mandates; which includes \$644.3 million for Green Infrastructure and \$381.4 million for Preferred Grey Infrastructure.

### Plant Component Stabilization

The Preliminary Ten-Year Capital Strategy provides \$349.9 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 \$194.9 million for the construction of a new cogeneration plant at the North River Wastewater Treatment Plant (WWTP), which will be more energy-efficient than the existing cogeneration facility and will assist the City in reaching its plaNYC carbon emission reduction goals.

### Biological Nutrient Removal

The Preliminary Ten-Year Capital Strategy provides \$161.0 million for research and related pilot projects to reduce the amount of nitrogen discharged into New York Harbor, Jamaica Bay, and the Long Island Sound.

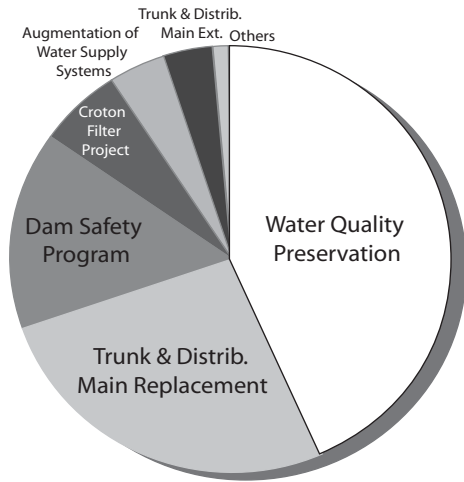
### Consent Decree Upgrading and Construction

The Preliminary Ten-Year Capital Strategy provides \$18.0 million to address mandated projects including \$17.0 million allocated to the ongoing Newtown Creek Wastewater Treatment Plant (WWTP) upgrade.

# Department of Environmental Protection - Water Pollution Control

Project Type: WP	(\$ in 000's)											
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total	
<b>Biological Nutrient Removal</b>												
City	106,000	10,000	0	45,000	0	0	0	0	0	0	0	161,000
<b>Consent Decree Upgrading and Construction</b>												
City	18,000	0	0	0	0	0	0	0	0	0	0	18,000
<b>Plant Upgrading and Reconstruction</b>												
City	416,678	227,993	279,802	498,369	258,851	225,513	210,550	133,957	216,613	338,231	0	2,806,557
<b>Plant Component Stabilization</b>												
City	32,700	301,400	2,300	0	0	0	0	13,450	0	0	0	349,850
<b>Water Quality Mandates</b>												
City	154,975	161,056	175,011	62,158	59,135	221,115	0	85,000	232,962	0	0	1,151,412
<b>Project Type Total by Source of Funds</b>												
City	728,353	700,449	457,113	605,527	317,986	446,628	210,550	232,407	449,575	338,231	0	4,486,819
<b>Project Type Total</b>												
All Funds	728,353	700,449	457,113	605,527	317,986	446,628	210,550	232,407	449,575	338,231	0	4,486,819

## Department of Environmental Protection - Water Mains, Sources and Treatment



### Water Mains, Sources and Treatment

The Preliminary Ten-Year Capital Strategy provides approximately \$3.4 billion for the protection and upkeep of the City's source water supply and water distribution systems.

	(in millions)
• Water Quality Preservation	\$1,474.0
• Trunk and Distribution Main Replacement	890.2
• Dam Safety Program	510.0
• Croton Filter Project	205.9
• Augmentation of Water Supply Systems	134.9
• Trunk and Distribution Main Extension	123.6
• Extensions to Accommodate New Development	28.3
• Miscellaneous Improvements Upstate	16.0
<b>TOTAL</b>	<b>\$3,382.9</b>

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## Department of Environmental Protection - Water Mains, Sources and Treatment

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### **Water Quality Preservation**

The Preliminary Ten-Year Capital Strategy calls for improvements to the upstate watershed totaling \$1.5 billion, which includes \$535.0 million for the pressurization of the Catskill Aqueduct in relation to the ultraviolet light water disinfection facility. Funding is provided for the continuation of various Filtration Avoidance Determination (FAD) measures in the upstate watershed totaling \$230.7 million, which includes \$83.2 million for land acquisition.

### **Trunk and Distribution Main Replacement**

The Preliminary Ten-Year Capital Strategy includes the replacement of distribution and trunk mains at a total cost of \$890.1 million. Funding in the amount of \$149.0 million is included for emergency contracts for water mains.

### **Dam Safety Program**

The Preliminary Ten-Year Capital Strategy includes \$510.0 million for initiation of design and reconstruction of the dams in the Croton, Catskill, and Delaware watersheds. The work associated with the reconstruction of the Gilboa Dam and Intake/Outlet Chamber is the largest project in this category, with a budget of \$138.1 million.

### **Croton Filter Project**

The Preliminary Ten-Year Capital Strategy includes \$205.9 million to complete design and construction of a filtration plant for the Croton water supply, expected to be operational in calendar year 2013.

### **Augmentation of Water Supply Systems**

The Preliminary Ten-Year Capital Strategy provides \$134.9 million to increase capacity of the existing system.

### **Trunk and Distribution Main Extension**

The Preliminary Ten-Year Capital Strategy includes the extension of distribution and trunk mains at a total cost of \$123.6 million.

### **Extensions to Accommodate New Development**

The Preliminary Ten-Year Capital Strategy provides \$28.3 million to continue the program to construct additional segments or extensions of water mains into underserved areas.

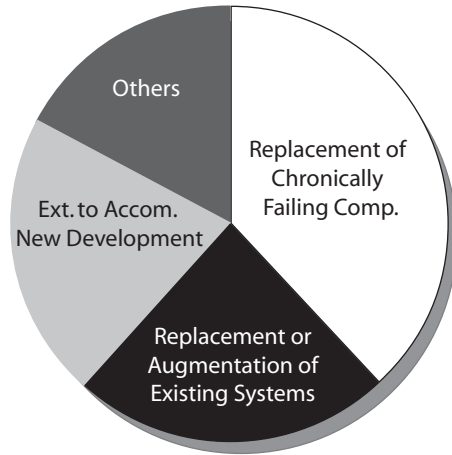
### **Miscellaneous Improvements Upstate**

The Preliminary Ten-Year Capital Strategy provides \$16.0 million for upstate repair, replacement and improvement of Delaware County roads.

# Department of Environmental Protection - Water Mains, Sources and Treatment

Project Type: WM	(\$ in 000's)										
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>Augmentation of Water Supply Systems</b>											
City	25,975	23,724	2,520	40,816	39,882	1,947	0	0	0	0	134,864
<b>Croton Filter Project</b>											
City	105,948	20,000	60,000	0	10,000	0	0	0	10,000	0	205,948
<b>Dam Safety Program</b>											
City	85,083	108,274	60,429	54,200	162,000	0	0	13,000	13,500	13,500	509,986
<b>Extensions</b>											
City	27,061	469	0	740	0	0	0	0	0	0	28,270
<b>Miscellaneous Improvements Upstate</b>											
City	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	0	0	16,000
<b>Trunk and Distribution Main Extension</b>											
City	54,272	816	25,780	2,500	0	1,000	2,000	17,090	19,175	1,000	123,633
<b>Trunk and Distribution Main Replacement</b>											
City	171,725	149,688	118,260	63,195	76,449	58,210	46,621	45,116	105,383	55,500	890,147
<b>Water Quality Preservation</b>											
City	231,216	73,624	194,515	89,512	103,175	140,382	488,800	22,500	11,000	119,298	1,474,022
<b>Project Type Total by Source of Funds</b>											
City	703,280	378,595	463,504	252,963	393,506	203,539	539,421	99,706	159,058	189,298	3,382,870
<b>Project Type Total</b>											
All Funds	703,280	378,595	463,504	252,963	393,506	203,539	539,421	99,706	159,058	189,298	3,382,870

## Department of Environmental Protection - Sewers



### Sewers

Approximately \$2.0 billion will be committed over the next ten years 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 of Chronically Failing Components	\$774.2
• Replacement or Augmentation of Existing Systems	479.6
• Extensions to Accommodate New Development	429.9
• Programmatic Replacement and Reconstruction	298.5
• Programmatic Response to Regulatory Mandates	49.7
<b>TOTAL</b>	<b>\$2,031.9</b>

### Replacement of Chronically Failing Components

The Preliminary Ten-Year Capital Strategy provides \$774.2 million for the replacement of malfunctioning or collapsed cement pipe combined sewers, including \$582.0 million to fund emergency sewer work across the city.

### Replacement or Augmentation of Existing Systems

The Preliminary Ten-Year Capital Strategy provides \$479.6 million to increase capacity of the existing system. This includes \$202.1 million for citywide Bluebelt land acquisition and construction.

### Extensions to Accommodate New Development

The Preliminary Ten-Year Capital Strategy provides \$429.9 million in this category 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 Replacement and Reconstruction

The Preliminary Ten-Year Capital Strategy includes \$298.5 million for storm sewers for the alleviation of flooding.

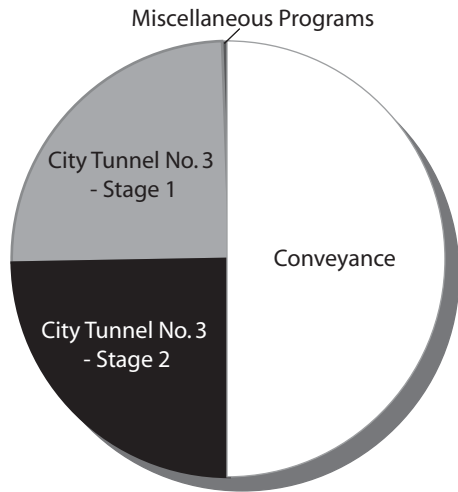
### Programmatic Response to Regulatory Mandates

The Preliminary Ten-Year Capital Strategy includes \$49.7 million for High Level Storm Sewers in Brooklyn, to limit combined sewers overflow (CSO) events and alleviate street flooding.

# Department of Environmental Protection - Sewers

Project Type: SE		(\$ in 000's)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<i>Replacement or Augmentation of Existing Systems</i>	City	87,424	116,126	108,683	59,088	7,000	23,311	1,924	18,538	57,461	0	479,555
<i>Extensions to Accommodate New Development</i>	City	149,950	32,901	61,715	19,070	25,499	9,769	10,000	6,231	91,721	23,000	429,856
<i>Programmatic Response to Regulatory Mandates</i>	City	0	49,718	0	0	0	0	0	0	0	0	49,718
<i>Programmatic Replacement and Reconstruction</i>	City	43,546	3,397	6,600	65,811	0	113,589	0	65,589	0	0	298,532
<i>Replacement of Chronically Failing Components</i>	City	86,377	99,274	78,887	75,910	67,910	67,910	68,258	74,137	96,831	58,700	774,194
<i>Project Type Total by Source of Funds</i>												
	City	367,297	301,416	255,885	219,879	100,409	214,579	80,182	164,495	246,013	81,700	2,031,855
<i>Project Type Total</i>												
	All Funds	367,297	301,416	255,885	219,879	100,409	214,579	80,182	164,495	246,013	81,700	2,031,855

## Department of Environmental Protection - Water Supply



### Water Supply

Approximately \$1.7 billion will be provided for the construction of a Bypass Tunnel and ancillary work along the Rondout-West Branch Tunnel of the Delaware Aqueduct along with the development of alternate water sources, conveyance and the completion of work on Stages 1 and 2 of City Water Tunnel No. 3.

	(in millions)
• Conveyance	\$837.4
• City Tunnel No. 3 - Stage 2	415.8
• City Tunnel No. 3 - Stage 1	412.5
• Miscellaneous Programs	8.0
<b>TOTAL</b>	<b>\$1,673.7</b>

### Conveyance

DEP will commit \$837.4 million in this Preliminary Ten-Year Capital Strategy towards water conveyance. Of this total, \$560.0 million will be allocated towards the construction of a Bypass Tunnel along the Rondout-West Branch Tunnel of the Delaware Aqueduct and \$113.4 million will fund supplemental water supply projects necessary during the dewatering and shutdown of the Rondout-West Branch Tunnel. This program will research and develop alternate water sources and delivery systems to provide more dependability within the water system. The alternate water sources could be used during the dewatering and shutdown of the Rondout-West Branch Tunnel, drought situations, repairs and inspections of existing aqueducts and tunnels and to augment the City's daily water supply. In addition, \$164.0 million is funded to increase the capacity of the Catskill Aqueduct.

#### City Tunnel No. 3 - Stage 2

The Preliminary Ten-Year Capital Strategy provides \$415.8 million to complete the construction of Stage 2.

#### City Tunnel No. 3 - Stage 1

The Preliminary Ten-Year Capital Strategy includes \$412.5 million for the modification of chambers at the Hillview Reservoir.

#### Miscellaneous Programs

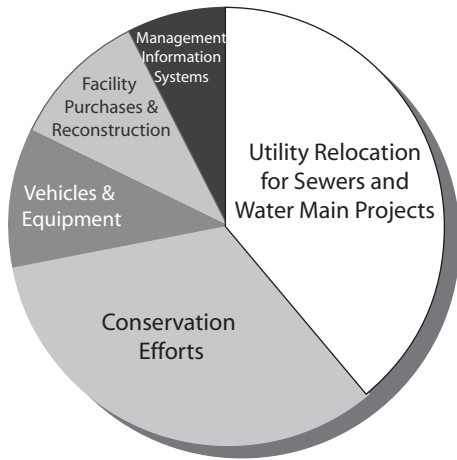
The Preliminary Ten-Year Capital Strategy provides \$8.0 million for the repairs related to City Tunnels #1 and #2.



# Department of Environmental Protection - Water Supply

Project Type: W		(\$ in 000's)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<i>Conveyance</i>												
City		53,650	743,700	40,000	0	0	0	0	0	0	0	837,350
<i>Miscellaneous Programs</i>												
City		2,000	2,000	4,000	0	0	0	0	0	0	0	8,000
<i>City Tunnel No. 3, Stage 1</i>												
City		13,000	19,000	30,000	4,000	95,000	85,000	150,000	16,500	0	0	412,500
<i>City Tunnel No. 3, Stage 2</i>												
City		34,443	7,359	2,800	15,467	475	8,282	30,000	315,000	2,000	0	415,826
<i>Project Type Total by Source of Funds</i>												
City		103,093	772,059	76,800	19,467	95,475	93,282	180,000	331,500	2,000	0	1,673,676
<i>Project Type Total</i>												
All Funds		103,093	772,059	76,800	19,467	95,475	93,282	180,000	331,500	2,000	0	1,673,676

## Department of Environmental Protection - Equipment



### Equipment & Miscellaneous Programs

A total of approximately \$586.6 million is allocated for the following programs: new water conservation measures, water meter installation and automatic meter reading systems, landfill remediation, 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	\$229.5
• Conservation Efforts	194.0
• Vehicles and Equipment	60.2
• Facility Purchases and Reconstruction	59.5
• Management Information Systems	43.4
<b>TOTAL</b>	<b>\$586.6</b>

### Utility Relocation for Sewer and Water Main Projects

The Preliminary Ten-Year Capital Strategy provides \$229.5 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 Efforts

The Preliminary Ten-Year Capital Strategy provides \$194.0 million for the implementation of new water conservation measures to reduce consumption of water through the installation and replacement of water meters in residential and commercial properties.

### Vehicles and Equipment

The Preliminary Ten-Year Capital Strategy provides \$60.2 million for the systematic replacement of vehicles and equipment used for water and sewer field operations, plant maintenance, upstate maintenance, and customer service operations.

### Facility Purchases and Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$59.5 million for the reconstruction and rehabilitation of various water and sewer field operations facilities and DEP administrative offices.

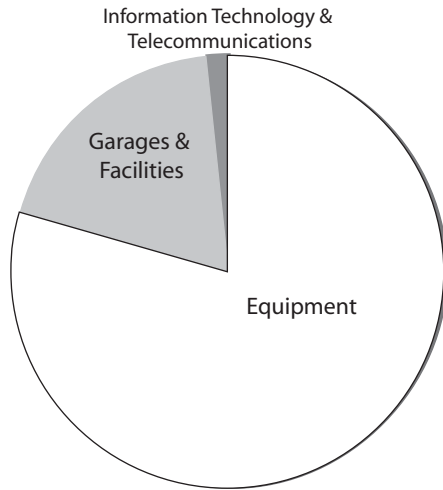
### Management Information Systems

The Preliminary Ten-Year Capital Strategy provides \$43.4 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)											
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total	
<b>Conservation for Water Meter Replacements</b>												
City	58,490	17,220	45,500	8,500	21,174	8,500	0	0	14,648	20,000	194,032	
<b>Management Information Systems</b>												
City	7,552	2,125	125	1,679	16,425	125	125	8,125	0	7,125	43,406	
<b>Facility Purchases and Reconstruction</b>												
City	24,608	1,566	24,272	0	4,000	0	0	0	5,000	0	59,446	
<b>Utility Relocation for SE and WM Projects</b>												
City	20,821	20,000	20,000	25,000	25,000	25,000	20,000	28,662	25,000	20,000	229,483	
<b>Vehicles and Equipment</b>												
City	15,350	0	10,000	4,000	10,000	0	3,000	10,000	7,885	0	60,235	
<b>Project Type Total by Source of Funds</b>												
City	126,821	40,911	99,897	39,179	76,599	33,625	23,125	46,787	52,533	47,125	586,602	
<b>Project Type Total</b>												
All Funds	126,821	40,911	99,897	39,179	76,599	33,625	23,125	46,787	52,533	47,125	586,602	
<b>Environmental Protection Total</b>												
2014												
2015												
2016												
2017												
2018												
2019												
2020												
2021												
2022												
2023												
Total												
<b>Total by Source of Funds</b>												
City	2,028,844	2,193,430	1,353,199	1,137,015	983,975	991,653	1,033,278	874,895	909,179	656,354	12,161,822	
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	2,028,844	2,193,430	1,353,199	1,137,015	983,975	991,653	1,033,278	874,895	909,179	656,354	12,161,822	

# 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.

### Preliminary 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 Preliminary Ten-Year Capital Strategy responds to projected needs in four primary areas:

	(in millions)
• Equipment	\$ 1,040.4
• Garages and Facilities	246.1
• Information Technology & Telecommunications	18.7
<b>TOTAL</b>	<b>\$1,305.2</b>

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## Department of Sanitation

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### **Equipment**

The Preliminary 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 Preliminary Ten-Year Capital Strategy provides \$246.1 million for the construction and reconstruction of garages. 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.

### **Information Technology and Telecommunications**

The Preliminary Ten-Year Capital Strategy provides \$18.7 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)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>Garages and Facilities</b>												
City		203,020	7,371	3,510	3,059	2,000	1,000	5,000	5,000	7,873	8,271	246,104
<b>Equipment</b>												
City		74,608	124,888	100,000	100,000	100,000	100,000	108,332	110,523	110,000	112,000	1,040,351
<b>Information Technology and Communications</b>												
City		1,000	708	1,000	1,000	6,000	1,000	2,000	2,000	2,000	2,000	18,708
<b>Project Type Total by Source of Funds</b>												
City		278,628	132,967	104,510	104,059	108,000	102,000	115,332	117,523	119,873	122,271	1,305,163
<b>Project Type Total</b>												
All Funds		278,628	132,967	104,510	104,059	108,000	102,000	115,332	117,523	119,873	122,271	1,305,163

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# Department of Correction

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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.

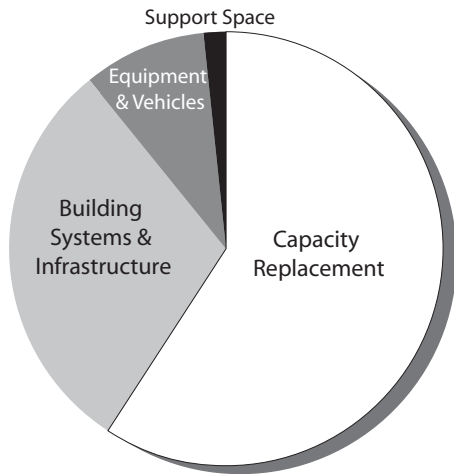
## Capital Program Goals

- 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.

## Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides funding to replace and renovate buildings and support space as well as to upgrade equipment, vehicles, and necessary systems.

## Department of Correction



	(in millions)
• Capacity Replacement	\$546.8
• Building Systems and Infrastructure	277.8
• Equipment and Vehicles	84.9
• Support Space	14.5
<b>TOTAL</b>	<b>\$924.0</b>

### Capacity Replacement

The Preliminary Ten-Year Capital Strategy provides \$546.8 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 Preliminary Ten-Year Capital Strategy includes funding for the design and construction of a new 1,500 bed 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.

### Building Systems and Infrastructure

The Preliminary Ten-Year Capital Strategy provides \$277.8 million for the refurbishment and replacement of vital building infrastructure, including \$10.4 million for roofs; \$11.5 million for windows; \$16.0 million for facades; \$15.5 million for plumbing; and \$172.4 million for other reconstruction. This allocation also provides \$52.0 million for the upgrade of fire/life safety systems; and mechanical and permanent electrical power upgrades throughout the jail system.

### Equipment

The Preliminary Ten-Year Capital Strategy provides \$84.9 million for equipment replacement, including \$31.2 million for upgrades of vehicles; \$23.0 million for information technology; and \$7.5 million for security systems.

### Support Space

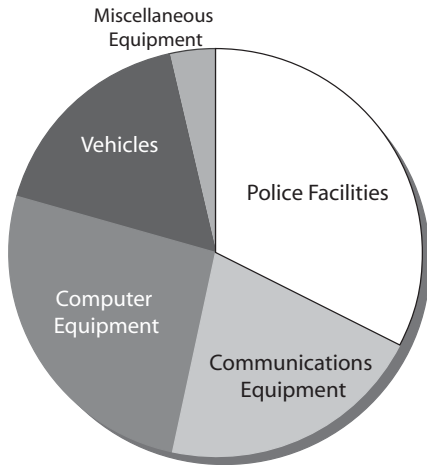
The Preliminary Ten-Year Capital Strategy provides \$14.5 million to improve and construct support facilities and perimeter fencing.



# Department of Correction

Project Type: C		(\$ in 000's)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>Support Space</b>												
City		0	1,000	1,500	4,500	2,000	2,000	3,000	500	0	0	14,500
<b>Equipment</b>												
City		4,437	6,839	8,138	8,398	4,867	14,882	7,422	11,700	9,100	9,100	84,883
<b>Capacity Replacement</b>												
City		516,217	0	30,600	0	0	0	0	0	0	0	546,817
<b>Building Systems and Infrastructure</b>												
City		40,977	9,250	3,750	36,215	28,715	18,822	12,250	39,500	43,634	44,689	277,802
<b>Project Type Total by Source of Funds</b>												
City		561,631	17,089	43,988	49,113	35,582	35,704	22,672	51,700	52,734	53,789	924,002
<b>Project Type Total</b>												
All Funds		561,631	17,089	43,988	49,113	35,582	35,704	22,672	51,700	52,734	53,789	924,002

# 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.

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.

### Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides funding 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	\$204.4
• Communications Equipment	129.5
• Computer Equipment	162.5
• Vehicles	105.2
• Miscellaneous Equipment	22.3
<b>TOTAL</b>	<b>\$623.9</b>

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## Police Department

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### Police Facilities

The Preliminary Ten-Year Capital Strategy includes \$204.4 million for the rehabilitation, maintenance, relocation and security 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 \$79.4 million for portable and mobile radios, \$46.5 million for radio system infrastructure equipment, and \$3.6 million for other communications equipment.

### Computer Equipment

The Department will replace and upgrade computer equipment, including \$38.8 million to enhance its local and wide area networks, \$28.7 million for the Real Time Crime Center and data warehouse, \$12.3 million for the arrest processing system, \$12.9 million for parking ticket devices, and \$69.8 million for other computer equipment.

### Vehicles

The Department will replace operational and support vehicles, including \$28.8 million for tow trucks, \$14.5 million for helicopters, and \$61.9 million for other vehicles.

### Equipment

The Preliminary Ten-Year Capital Strategy also provides \$22.3 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)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>Communications Equipment</b>												
	City	15,305	15,105	15,250	15,137	16,518	15,798	9,900	6,500	10,000	10,000	129,513
<b>Computer Equipment</b>												
	City	51,969	27,092	10,336	9,750	12,023	17,224	4,000	4,500	14,290	11,354	162,538
<b>Miscellaneous Equipment</b>												
	City	3,913	1,779	2,651	1,107	2,469	2,246	3,641	3,564	427	481	22,278
<b>Police Facilities</b>												
	City	77,691	14,500	14,500	14,500	14,500	14,500	13,718	14,500	13,000	13,000	204,409
<b>Vehicles</b>												
	City	26,117	7,669	3,808	8,040	19,249	4,506	6,973	6,426	9,277	13,099	105,164
<b>Project Type Total by Source of Funds</b>												
	City	174,995	66,145	46,545	48,534	64,759	54,274	38,232	35,490	46,994	47,934	623,902
<b>Project Type Total</b>												
	All Funds	174,995	66,145	46,545	48,534	64,759	54,274	38,232	35,490	46,994	47,934	623,902

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# Courts

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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.

## Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$389.3 million to construct and renovate court facilities in all five boroughs.

	(in millions)
• Construction and Renovation of Court Facilities	\$389.3
<b>TOTAL</b>	<b>\$389.3</b>

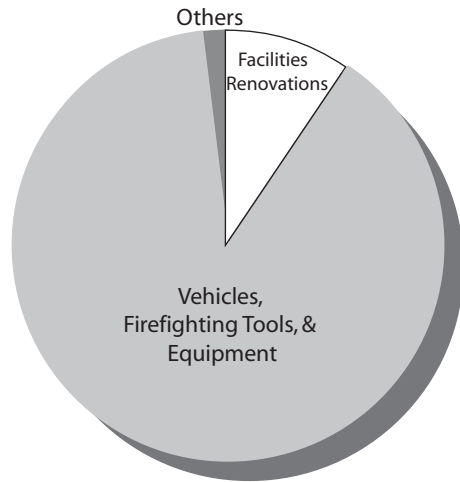
## Construction and Renovation of Court Facilities

The Preliminary Ten-Year Capital Strategy provides \$389.3 million for the construction and renovation of various court facilities. This includes \$311.7 million for infrastructure, life safety and local law compliance work; \$26.5 million for heating upgrades; \$12.2 million for boiler upgrades; \$7.7 million for elevator upgrades; \$7.3 million for sidewalk reconstruction; \$6.1 million for American with Disabilities Act compliance; \$5.5 million for interior renovation; \$4.8 million for electrical upgrades; \$4.7 million for roof reconstruction; and \$2.9 million for exterior renovation.

# Courts

Project Type: CO		(\$ in 000's)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>Reconstruction/Renovation of Court Facilities</b> City	23,174	75,521	38,882	35,345	35,516	35,612	35,709	35,808	36,524	37,255	389,346	
	<b>Project Type Total by Source of Funds</b> City		23,174	75,521	38,882	35,345	35,516	35,612	35,709	35,808	36,524	37,255
<b>Project Type Total</b> All Funds		23,174	75,521	38,882	35,345	35,516	35,612	35,709	35,808	36,524	37,255	389,346

# 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, 33 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.

### Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$522.1 million 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	\$462.7
• Facilities Renovation	50.4
• Communications	7.6
• Electronics and Data Processing	1.4
<b>TOTAL</b>	<b>\$522.1</b>

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## Fire Department

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### **Vehicles, Firefighting Tools, and Equipment**

The Department is mandated to procure front-line vehicles on a predetermined replacement cycle, typically 11 years. The Preliminary Ten-Year Capital Strategy provides \$462.7 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 78 years, with 41% over 90 years old. Many of the houses were built in the 19th Century and are in need of renovations. The Preliminary Ten-Year Capital Strategy includes \$50.4 million to replace building components within individual firehouses, consisting of apparatus floors, apparatus doors, roof replacement/waterproofing, boilers, windows and toilets.

### **Communications**

The Preliminary Ten-Year Capital Strategy provides \$3.9 million for radio equipment upgrades and \$3.7 million for cabling to support the Department's Voice Alarm System.

### **Electronic Data Processing**

The Preliminary Ten-Year Capital Strategy provides \$1.4 million for the replacement/upgrade of equipment that has reached the end of useful life.



# Fire Department

Project Type: F		(\$ in 000's)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>Communications</b>												
	City	4,234	285	325	335	280	700	713	727	0	0	7,599
<b>Electronics and Data Processing</b>												
	City	510	300	300	305	0	0	0	0	0	0	1,415
<b>New Facilities and Renovations</b>												
	City	37,349	4,661	4,754	3,628	0	0	0	0	0	0	50,392
<b>Vehicles, Firefighting Tools and Equipment</b>												
	City	12,532	31,701	33,862	12,826	60,654	45,710	38,576	81,551	44,964	100,319	462,695
<b>Project Type Total by Source of Funds</b>												
	City	54,625	36,947	39,241	17,094	60,934	46,410	39,289	82,278	44,964	100,319	522,101
<b>Project Type Total</b>												
	All Funds	54,625	36,947	39,241	17,094	60,934	46,410	39,289	82,278	44,964	100,319	522,101

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# Department of Education

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The New York City public school system, with approximately 1,500 school buildings and support facilities (including transportables and leased facilities), served over one million pupils in the 2011-2012 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 limited mobility and proficiency; and to function as a focal point in the City's neighborhoods.

In recent years, the school system's physical plant has experienced problems associated with deferred maintenance and overcrowding in some communities. 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 Preliminary Ten-Year Capital Strategy determines the funding levels available to the Department.

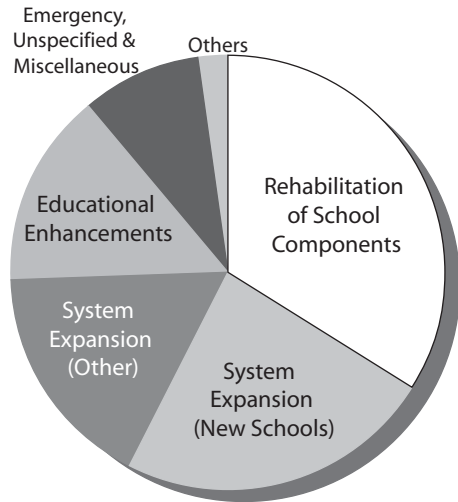
The first year of the Preliminary Ten-Year Capital Strategy (2013) is also the fourth year of the Department of Education's Five-Year Capital Plan. This plan assumes a continuation of the 50/50 funding split from the prior Five-Year Capital Plan between the City and State.

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 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



## Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides the Department with a lump-sum allocation of \$19.5 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	\$6,652.4
• System Expansion (New Schools)	4,603.2
• System Expansion (Other)	3,280.7
• Educational Enhancements	2,844.9
• Emergency, Inspection and Misc.	1,748.3
• Safety and Security	364.6
• Major Modernization of Schools	21.8
<b>TOTAL</b>	<b>\$19,515.9</b>

## Rehabilitation of School Components

The Preliminary Ten-Year Capital Strategy provides \$6.7 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. The City also will comprehensively improve energy efficiency in approximately 700 school buildings over the next ten years.

## System Expansion

To address the shortage of seating in public schools, the Preliminary Ten-Year Capital Strategy provides \$7.9 billion for system expansion. Of this amount, \$4.6 billion will support the construction of new school buildings. An additional \$3.3 billion is allocated for the build out of leased space, building additions, transportables, modular classrooms, and new athletic fields and playgrounds.

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## Department of Education

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### **Educational Enhancements**

The Department will designate \$2.8 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.

### **Major Modernizations of Schools**

In order to meet high standards for school buildings, it is essential that existing school facilities undergo major modernizations. The Preliminary Ten-Year Capital Strategy provides \$21.8 million for this purpose. Projects include major replacements of electrical, plumbing and heating systems.

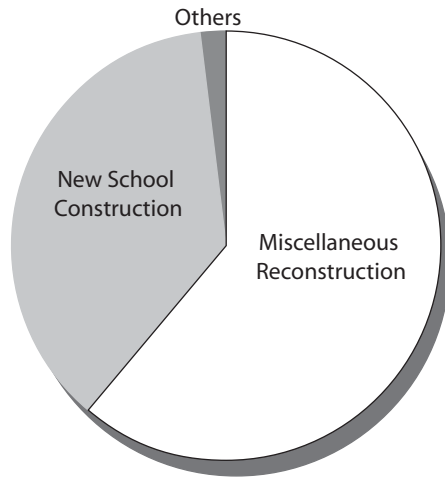
### **Other Funding**

The Preliminary Ten-Year Capital Strategy provides \$1.7 billion for other miscellaneous capital improvements, including the Mayoral/Council Program, administrative costs, emergency projects, research and development, and prior plan completion costs; another \$364.6 million is for security systems, emergency lighting and code compliance.

# Department of Education

Project Type: E		(\$ in 000's)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>Ancillary Facilities (Administration)</b>												
City		8,583	3,965	335	281	9	6,605	4,366	331	291	9	24,775
State		8,101	3,546	297	250	8	6,053	5,632	454	291	9	24,641
<b>Emergency, Inspection and Miscellaneous</b>												
City		97,629	83,281	105,673	70,077	79,938	65,502	86,201	104,456	72,542	83,810	849,109
State		80,338	70,000	93,766	62,425	72,138	60,027	111,183	143,572	72,542	83,810	849,801
<b>Educational Enhancements</b>												
City		175,379	55,302	136,752	203,813	153,725	134,944	60,898	135,177	210,980	161,169	1,428,139
State		165,510	49,452	121,343	181,558	138,723	123,667	78,546	185,798	210,980	161,169	1,416,746
<b>Major Modernization of Schools</b>												
City		36	3,607	1,110	261	13	28	3,972	1,097	270	14	10,408
State		34	3,225	985	233	12	25	5,123	1,508	270	14	11,429
<b>Rehabilitation of School Components</b>												
City		232,562	402,330	434,688	273,496	358,707	161,400	411,655	401,506	253,611	346,199	3,276,154
State		220,758	362,783	388,917	246,743	326,485	147,911	530,953	551,862	253,611	346,199	3,376,222
<b>Safety and Security</b>												
City		21,897	13,166	22,472	14,750	19,511	16,848	14,499	22,213	15,269	20,456	181,081
State		20,665	11,773	19,940	13,141	17,608	15,440	18,700	30,532	15,269	20,456	183,524
<b>System Expansion (New Schools)</b>												
City		385,671	227,210	124,073	243,120	198,328	296,753	250,199	122,643	251,669	207,932	2,307,598
State		363,969	203,173	110,092	216,572	178,973	271,950	322,708	168,569	251,669	207,932	2,295,607
<b>System Expansion (Other)</b>												
City		366,763	101,728	97,440	145,305	147,418	282,204	112,022	96,317	150,414	154,558	1,654,169
State		346,125	90,968	86,460	129,438	133,033	258,618	144,485	132,385	150,414	154,558	1,626,484
<b>Project Type Total by Source of Funds</b>												
City		1,288,520	890,589	922,543	951,103	957,649	964,284	943,812	883,740	955,046	974,147	9,731,433
State		1,205,500	794,920	821,800	850,360	866,980	883,691	1,217,330	1,214,680	955,046	974,147	9,784,454
<b>Project Type Total</b>												
All Funds		2,494,020	1,685,509	1,744,343	1,801,463	1,824,629	1,847,975	2,161,142	2,098,420	1,910,092	1,948,294	19,515,887

# 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 2013 registration projected at 269,000 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, six community colleges, an honors college, a school of public health, a graduate school, a graduate school of journalism, a law school, a school of professional studies and a school of biomedical education.

Changes in enrollment patterns may have a significant impact on future plant use and capital needs. From Fiscal Year 2007 to 2011, degree enrollment and non-credit enrollment at CUNY colleges grew from 464,050 to 495,365 – an increase of 6.7%. During this period, credit enrollment increased while non-credit enrollment experienced a slight decline. The degree enrollment went up from 232,960 to 272,128 - an increase of 16.8% while non-credit enrollment decreased from 231,090 to 223,237, a 3.4% decline. Included in the total degree enrollment at all CUNY colleges were an increase of 17.5% in undergraduate enrollment (from 203,515 to 239,103) and an increase of 12.2% in graduate enrollment (from 29,445 to 33,025).

### 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.

### Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy totals \$148.8 million. The City funds its share of the University’s large construction projects through its Preliminary 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 Preliminary 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	\$91.3
• New School Construction	55.0
• Energy Conservation	1.2
• Electrical, Mechanical and HVAC System Upgrading	1.0
• Federal, State and Local Mandates	0.2
• Data Processing and Other Equipment	0.1
<b>TOTAL</b>	<b>\$148.8</b>

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## City University

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### **Miscellaneous Reconstruction, and Electrical, Mechanical and HVAC System Upgrading**

The Preliminary Ten-Year Capital Strategy provides for the replacement or rehabilitation of roofs, windows, elevators, and exterior and interior renovations. Modernization projects include electrical, boiler, heating, ventilation and air conditioning upgrades. Also, most of these projects tend to be considered of critical nature.

### **New School Construction**

The Preliminary Ten-Year Capital Strategy contributes towards the design and construction of the Hunter College Science and Health Professions Building.

### **Energy Conservation**

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

### **Federal, State and Local Mandates**

The Preliminary Ten-Year Capital Strategy further provides 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.

### **Data Processing and Other Equipment**

The Preliminary Ten-Year Capital Strategy provides for the purchase of computer, laboratory and other equipment. These projects include upgrading computer and science laboratories and equipping classrooms with distance learning and smart technology capabilities.

# City University

Project Type: HN	(\$ in 000's)											
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total	
<b>Data Processing and Other Equipment</b>												
City	0	0	0	0	0	0	0	0	87	0	87	
<b>Energy Conservation Projects</b>												
City	0	0	0	0	0	0	0	0	1,228	0	1,228	
<b>Federal, State and Local Mandates</b>												
City	0	0	200	0	0	0	0	0	0	0	200	
<b>Electrical, Mechanical and HVAC System Upgrading</b>												
City	0	0	0	0	0	0	0	0	1,000	0	1,000	
<b>New School Construction</b>												
City	55,000	0	0	0	0	0	0	0	0	0	55,000	
<b>Miscellaneous Reconstruction</b>												
City	31,753	20,313	18,694	2,978	3,083	3,142	3,201	3,262	1,009	3,394	90,829	
State	55	56	58	60	62	63	64	65	0	0	483	
<b>Security Systems</b>												
City	0	0	0	0	0	0	0	0	3	0	3	
<b>Project Type Total by Source of Funds</b>												
City	86,753	20,313	18,894	2,978	3,083	3,142	3,201	3,262	3,327	3,394	148,347	
State	55	56	58	60	62	63	64	65	0	0	483	
<b>Project Type Total</b>												
All Funds	86,808	20,369	18,952	3,038	3,145	3,205	3,265	3,327	3,327	3,394	148,830	



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# Department of Health and Mental Hygiene

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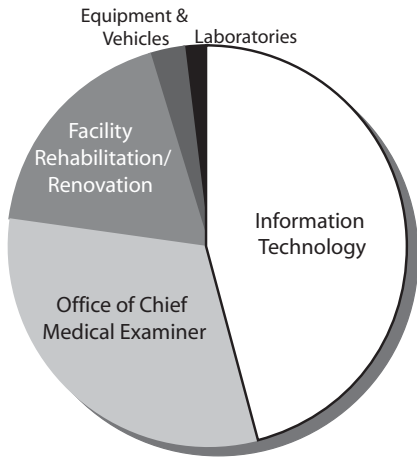
The Department of Health and Mental Hygiene (DOHMH) is an integral component of public safety by preserving core public health infrastructure and protecting New Yorkers from existing and emerging threats, both natural and human-made. DOHMH currently maintains public health facilities in all five boroughs, and operates the Public Health Laboratory. Community-based services include three District Public Health Offices, three immunization walk-in clinics, five tuberculosis test centers, and nine 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 (vans, shelters etc).

The Department's Preliminary 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. OCME performs about 5,500 autopsies annually.

## 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



## Preliminary Ten-Year Capital Strategy

The focus of the Preliminary 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)
• Information Technology	\$34.9
• Office of Chief Medical Examiner	23.6
• Facility Rehabilitation/Renovation	13.8
• Equipment and Vehicles	2.1
• Laboratories	1.4
<b>TOTAL</b>	<b>\$75.8</b>

## Information Technology

The Preliminary Ten-Year Capital Strategy provides \$34.9 million to purchase technology to maintain and improve services. This includes \$11.6 million to replace the agency’s vital records system.

## Office of Chief Medical Examiner

The Preliminary Ten-Year Capital Strategy provides \$23.6 million for OCME projects, including IT upgrades and laboratory equipment purchases.

## Facility Rehabilitation and Renovation

Funding of \$13.8 million is provided for the renovation of various City-owned public health facilities. The Preliminary Ten-Year Capital Strategy reflects a commitment to assessing, maintaining, and improving conditions throughout the agency’s facilities portfolio.

## Public Health Laboratory

The Preliminary Ten-Year Capital Strategy provides \$1.4 million for the Public Health Lab. An additional \$176.3 million is included in FY 2013.

## Sandy-related Damages

Presuming Federal funding, this capital program includes \$3.1 million associated with Sandy storm damage for DOHMH and OCME in FY 2013.

# Department of Health and Mental Hygiene

Project Type: HL		(\$ in 000's)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>OCME</b>												
City		10,946	1,052	1,810	1,468	1,519	1,311	1,336	1,361	1,388	1,416	23,607
<b>Information Technology</b>												
City		6,237	4,740	2,165	5,342	4,660	4,065	3,798	3,530	0	0	34,537
State		400	0	0	0	0	0	0	0	0	0	400
<b>Equipment and Vehicles</b>												
City		1,430	400	0	0	0	0	0	0	0	0	1,830
State		284	0	0	0	0	0	0	0	0	0	284
<b>Laboratories</b>												
City		1,403	0	0	0	0	0	0	0	0	0	1,403
<b>Clinic Renovation and Rehabilitation</b>												
City		1,651	0	250	1,179	1,037	325	500	500	4,111	4,193	13,746
<b>Project Type Total by Source of Funds</b>												
City		21,667	6,192	4,225	7,989	7,216	5,701	5,634	5,391	5,499	5,609	75,123
State		684	0	0	0	0	0	0	0	0	0	684
<b>Project Type Total</b>												
All Funds		22,351	6,192	4,225	7,989	7,216	5,701	5,634	5,391	5,499	5,609	75,807

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# Health and Hospitals Corporation

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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 80 community health clinics, throughout the five boroughs. Through its wholly owned subsidiary, MetroPlus, HHC operates a health plan which has approximately 439,000 Medicaid, Medicare, Child Health Plus, Family Health Plus and HIV Special Needs Plan enrollees. Presuming Federal funding, this capital program includes \$410.0 million associated with Sandy storm damage, with an additional \$300.2 million in FY 2013.

## Capital Program Goals

The Health and Hospitals Corporation is continuing to modernize many of its hospitals and facilities across the City with \$889.8 million in the current capital plan. This Preliminary Ten-Year Capital Strategy includes projects to address the following criteria:

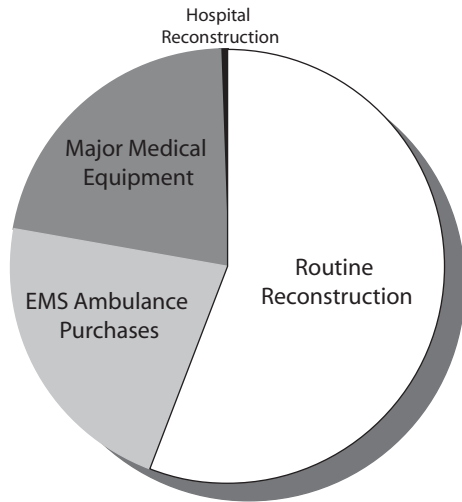
- Major modernizations to replace or renovate aging facilities intended to improve market share, operational efficiencies, and patient satisfaction;
- Satisfy regulatory requirements and/or correct code deficiencies;
- Rehabilitate building components and systems to improve safety, patient comfort, and 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 Dormitory Authority of the State of New York (DASNY) financed bonds.

# Health and Hospitals Corporation

## Preliminary Ten-Year Capital Strategy

The Preliminary 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	\$497.1
• EMS Ambulance Purchases	196.4
• Major Medical Equipment	192.1
• Hospital Reconstruction	4.2
<b>TOTAL</b>	<b>\$889.8</b>

### Routine Reconstruction

Gouverneur Healthcare Services is in the midst of a major modernization and expansion project with \$3.0 million remaining in the ten year period. This modernization includes the construction of a new 108,000 square foot ambulatory care pavilion and long-term care bed tower and the renovation of the existing building.

HHC's other major reconstruction and modernization projects include \$56.9 million for Corporate-wide construction projects associated with ongoing maintenance and equipment purchases, \$4.5 million for the construction of a health center in Staten Island, and \$3.8 million for a power plant upgrade for the Coler campus.

### Major Medical Equipment

HHC is embarking on the replacement of its Electronic Medical Record system with \$192.1 million over the ten year period.

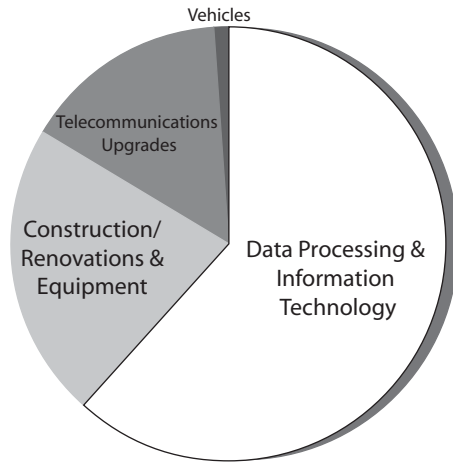
### Emergency Medical Services Ambulance Purchases

The City will also provide \$196.4 million for the purchase of FDNY/EMS ambulances over the ten year period.

# Health and Hospitals Corporations

<b>Project Type: HO</b>		<i>(\$ in 000's)</i>										
		<i>2014</i>	<i>2015</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>Total</i>
<b><i>Information Systems</i></b>												
City		63,895	46,843	36,871	27,466	16,987	0	0	0	0	0	192,062
<b><i>Emergency Medical Services Equipment</i></b>												
City		7,731	27,871	7,929	0	12,762	26,290	60,312	9,508	34,278	9,751	196,432
<b><i>Major or Partial Hospital Reconstruction</i></b>												
City		4,197	0	0	0	0	0	0	0	0	0	4,197
<b><i>Routine Reconstruction</i></b>												
City		428,530	764	10,528	7,043	4,513	8,221	9,024	9,309	9,495	9,685	497,112
<b><i>Project Type Total by Source of Funds</i></b>												
City		504,353	75,478	55,328	34,509	34,262	34,511	69,336	18,817	43,773	19,436	889,803
<b><i>Project Type Total</i></b>												
All Funds		504,353	75,478	55,328	34,509	34,262	34,511	69,336	18,817	43,773	19,436	889,803

# Human Resources Administration



The Department of Social Services (DSS)/ Human Resources Administration (HRA) provide 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), 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. Presuming Federal funding, this capital program includes \$3.5 million in FY 2013 associated with Sandy storm damage.

## 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 and technology to improve Department operations.

## Preliminary Ten-Year Capital Strategy

The primary focus of the Preliminary Ten-Year Capital Strategy is to improve employee productivity and the delivery of customer services through implementation of the Client Services Reengineering Project. The Strategy includes renovations and upgrades to HRA offices serving the public and other HRA sites in a cost-effective manner. The Strategy also provides for routine upgrades of computer, printer and server systems, as well as information systems development to meet the needs of the Department’s many programs and services.

	(in millions)
• Data Processing and Information Technology	\$102.8
• Construction/Renovations and Equipment	36.9
• Telecommunications Upgrades	25.3
• Vehicles	1.6
<b>TOTAL</b>	<b>\$166.6</b>

## Data Processing and Information Technology

The Preliminary 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 Preliminary Ten Year Capital Strategy provides \$49.5 million, including \$3.3 million in FY 2013, to begin implementation of the Agency’s Re-engineering initiative, which will redesign 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.

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## Human Resources Administration

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### **Construction/Renovations and Equipment**

The Preliminary Ten-Year Capital Strategy provides funding to complete the renovation and upgrade of Model Offices, which streamline service delivery in client centers; to continue the consolidation of leased spaces agency-wide; and for improvements to maintain the structural integrity of HRA facilities. Funds are also provided to ensure compliance with building fire and safety standards, and to complete necessary improvements for HVAC, masonry, roofing, electrical and plumbing work.

### **Telecommunications Infrastructure**

The Department will continue 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**

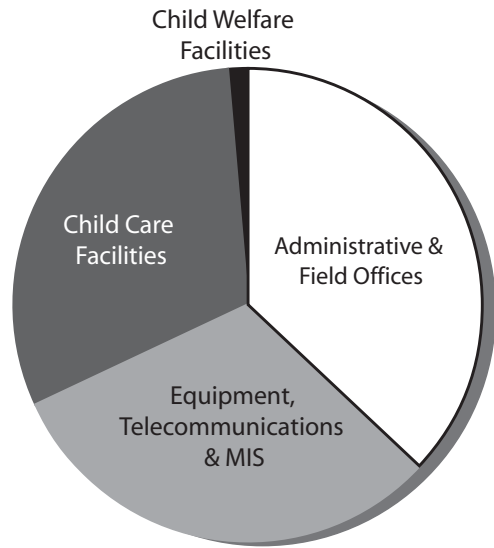
The Preliminary Ten-Year Capital Strategy provides funding to replace vans and trucks utilized in both programmatic support and agency internal operations.



# Human Resources Administration

Project Type: HR		(\$ in 000's)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>Telecommunications Equipment</b>												
City		1,055	656	1,336	1,258	1,283	1,309	1,334	1,358	1,385	1,413	12,387
Federal		712	442	901	848	866	883	901	916	934	953	8,356
State		389	242	492	463	473	482	492	501	511	520	4,565
<b>Data Processing Equipment</b>												
City		22,564	13,963	2,342	2,602	2,657	2,707	2,759	2,811	2,867	2,924	58,196
Federal		12,113	7,660	1,580	1,753	1,791	1,824	1,860	1,894	1,932	1,971	34,378
State		1,132	1,083	863	957	977	995	1,015	1,034	1,054	1,075	10,185
<b>Social Services Buildings</b>												
City		9,627	0	1,957	2,424	2,564	2,612	2,662	2,713	2,768	2,823	30,150
Federal		1,448	0	280	280	374	382	389	396	405	413	4,367
State		790	0	153	153	204	208	212	216	221	225	2,382
<b>Automotive Equipment</b>												
City		0	0	93	93	94	96	98	100	102	104	780
Federal		0	0	63	63	64	65	66	68	69	71	529
State		0	0	35	35	35	36	36	37	38	39	291
<b>Project Type Total by Source of Funds</b>												
City		33,246	14,619	5,728	6,377	6,598	6,724	6,853	6,982	7,122	7,264	101,513
Federal		14,273	8,102	2,824	2,944	3,095	3,154	3,216	3,274	3,340	3,408	47,630
State		2,311	1,325	1,543	1,608	1,689	1,721	1,755	1,788	1,824	1,859	17,423
<b>Project Type Total</b>												
All Funds		49,830	24,046	10,095	10,929	11,382	11,599	11,824	12,044	12,286	12,531	166,566

# 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 Head Start.

The Agency is responsible for approximately 550 facilities including the ACS Children’s Center, child care centers, and a network of program field offices and administrative sites.

## Capital Program Goals

- Improve children’s service facilities, including meeting code compliance and handicapped accessibility standards;
- Renovate child care facilities;
- Upgrade telecommunications and computer technology for improved connectivity within and between agency locations; and
- Upgrade field and central office facilities.

## Preliminary Ten-Year Capital Strategy

The primary focus of the Preliminary 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 child welfare outcomes. Major projects include case management systems for juvenile justice and child care and an upgrade for in-house network and computer capabilities to strengthen agency-wide communications.

	(in millions)
• Administrative & Field Offices	\$29.9
• Equipment, Telecommunications, & MIS	25.3
• Child Care Facilities	24.6
• Child Welfare Facilities	1.0
<b>TOTAL</b>	<b>\$80.8</b>

### Administrative & Field Offices

The Preliminary Ten-Year Capital Strategy provides \$29.9 million for furniture purchases in addition to the construction and renovation of central and field offices.

### Equipment, Telecommunications, & MIS

The Preliminary Ten-Year Capital Strategy provides \$25.3 million for information technology. ACS is developing two case management systems for child care and juvenile justice.

### Child Care Facilities

The Preliminary Ten-Year Capital Strategy provides \$24.6 million for the construction and renovation of daycare centers throughout the City.

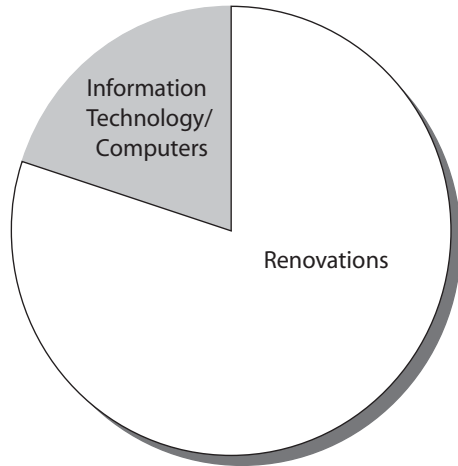
### Child Welfare Facilities

The Preliminary Ten-Year Capital Strategy provides \$1.0 million for renovations and upgrades to provider-operated centers that serve diverse child welfare needs.

# Children's Services

Project Type: CS		(\$ in 000's)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>Child Welfare Facilities</b>												
City		1,000	0	0	0	0	0	0	0	0	0	1,000
<b>Day Care Facilities</b>												
City		1,807	1,838	0	0	4,000	4,000	3,109	3,229	3,294	3,360	24,637
<b>Equipment</b>												
City		3,360	3,238	3,358	5,436	2,622	2,127	0	0	0	0	20,141
Federal		120	160	364	263	266	293	0	0	0	0	1,466
State		301	401	910	660	666	736	0	0	0	0	3,674
<b>Social Service Buildings</b>												
City		1,476	1,080	1,551	939	2,457	2,524	3,929	4,064	4,145	4,228	26,393
Federal		212	235	73	78	200	200	0	0	0	0	998
State		532	589	183	195	502	502	0	0	0	0	2,503
<b>Project Type Total by Source of Funds</b>												
City		7,643	6,156	4,909	6,375	9,079	8,651	7,038	7,293	7,439	7,588	72,171
Federal		332	395	437	341	466	493	0	0	0	0	2,464
State		833	990	1,093	855	1,168	1,238	0	0	0	0	6,177
<b>Project Type Total</b>												
All Funds		8,808	7,541	6,439	7,571	10,713	10,382	7,038	7,293	7,439	7,588	80,812

# 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, including the purchase of client tracking software to better evaluate programs and clients.

### Preliminary 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	\$12.9
• Information Technology/ Computers	3.2
<b>TOTAL</b>	<b>\$16.1</b>

### Construction and Renovations

The Preliminary Ten-Year Capital Strategy provides funding 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.

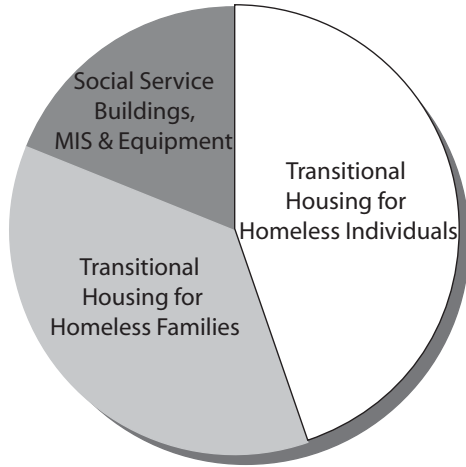
### Information Technology and Computers

The Preliminary Ten-Year Capital Strategy will continue to provide funding for the technology needs of the agency as well as technology improvements for the agency’s contractors and service providers.

# Department for the Aging

Project Type: AG		(\$ in 000's)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>Data Processing and Information Technology</b>												
City		0	0	0	1,396	1,842	0	0	0	0	0	3,238
<b>Department for the Aging Building Reconstruction</b>												
City		2,943	1,703	1,741	384	0	1,192	1,205	1,228	1,253	1,278	12,927
<b>Project Type Total by Source of Funds</b>												
City		2,943	1,703	1,741	1,780	1,842	1,192	1,205	1,228	1,253	1,278	16,165
<b>Project Type Total</b>												
All Funds		2,943	1,703	1,741	1,780	1,842	1,192	1,205	1,228	1,253	1,278	16,165

# 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.

### Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy totals \$115.4 million, which includes \$93.8 million for transitional housing for homeless and \$21.6 million for MIS and equipment.

	(in millions)
• Transitional Housing for Homeless Individuals	\$51.9
• Transitional Housing for Homeless Families	41.9
• Social Service Buildings, MIS & Equipment	21.6
<b>TOTAL</b>	<b>\$115.4</b>

### Transitional Housing for Homeless Individuals & Families

The major focus of the Preliminary Ten-Year Capital Strategy is the maintenance and development of transitional housing for homeless families and single adults. The Preliminary Ten-Year Capital Strategy allocates 81% of funding to the rehabilitation and development of these facilities. Major priorities for the agency continue to be code compliance, fire safety, and exterior building stabilization. Major family projects include an upgrade of bathroom facilities at the Auburn shelter in Brooklyn. Adult projects include boiler replacements at multiple sites on Wards Island.

### 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)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<i>Shelters for Homeless Individuals</i>												
City		17,504	1,001	492	0	3,381	5,915	5,914	5,912	5,910	5,908	51,937
<i>Equipment</i>												
City		656	1,864	264	211	2,781	3,168	3,172	3,175	3,178	3,182	21,651
<i>Shelters for Homeless Families</i>												
City		7,909	1,001	0	0	3,381	5,915	5,914	5,912	5,910	5,908	41,850
<i>Project Type Total by Source of Funds</i>												
City		26,069	3,866	756	211	9,543	14,998	15,000	14,999	14,998	14,998	115,438
<i>Project Type Total</i>												
All Funds		26,069	3,866	756	211	9,543	14,998	15,000	14,999	14,998	14,998	115,438

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# Housing Preservation & Development

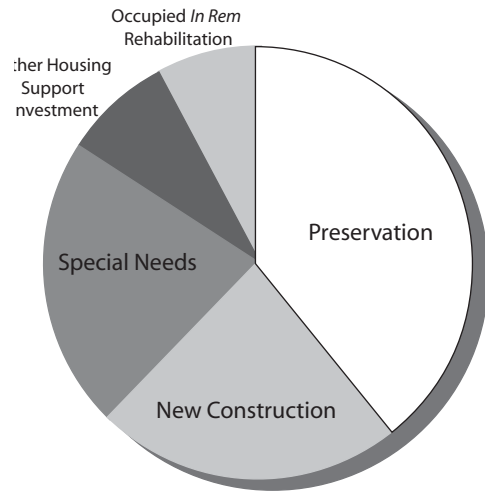
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The Department of Housing Preservation and Development (HPD) preserves, upgrades, and assists in the expansion of the City's affordable housing stock. Its primary goals are: to spur the preservation and development of affordable housing through direct investment and the provision of loans; to 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 "The New Housing Marketplace" initiative (NHMI), an \$8.5 billion plan to create and preserve more than 165,000 homes Citywide.

This Preliminary Ten-Year Capital Strategy funds various new construction, preservation and disposition programs. The City is 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, particularly through existing new construction programs. Presuming Federal funding, this capital program includes \$477.0 million in FY 2013 associated with Sandy storm damage.



# Housing Preservation & Development



## Capital Program Goals

- To promote the preservation and improvement of the City’s existing housing stock and prevent abandonment through financial assistance to private owners;
- To promote the construction of affordable housing for middle, moderate, low and very low income households including the formerly homeless, and to foster neighborhood retail and commercial development; and
- To complete the disposition of City-owned occupied and vacant housing units to tenants, community based not-for-profit organizations, and selected private owners.

## Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$2.9 billion for HPD in support of its capital program goals. Of this amount, \$2.3 billion represents City funding, while approximately \$605.5 million will be leveraged in Federal funds. Substantial private equity is also leveraged through HPD programs.

	(in millions)
• Preservation	\$1,119.4
• New Construction	665.3
• Special Needs	622.0
• Other Housing Support Investment	229.2
• Occupied <i>In Rem</i> Rehabilitation	222.1
<b>TOTAL</b>	<b>\$2,858.0</b>

## Preservation

Activities under the Third Party Transfer, Article 7A, Article 8A, Participation Loan, Home Improvement, Senior Citizens’ Home Assistance, Housing and Urban Development (HUD) Multifamily and LIHTC Year 15 Preservation programs are funded at \$1.1 billion during the ten-year period for the rehabilitation and preservation of approximately 25,000 units in privately owned multiple dwellings and one- to four-unit homes.

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## Housing Preservation & Development

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### **New Construction**

The Preliminary Ten-Year Capital Strategy provides \$665.3 million to foster the new construction of over 9,000 housing units affordable to low, moderate and middle income homeowners and renters through existing programs such as Multifamily Rental – Low Income, Multifamily Rental – Mixed Income, Multifamily Rental – Mod/Mid Income, Multifamily Homeownership, Small Homes – Scattered Site, and Small Homes – Large Scale.

### **Special Needs Housing**

The Preliminary Ten-Year Capital Strategy provides \$622.0 million for the construction and preservation of over 5,300 units of supportive housing throughout the five boroughs.

### **Other Housing Support Investment**

Funds totaling \$229.2 million are provided for a variety of projects supporting HPD’s affordable housing initiatives, including the demolition of unsafe buildings, urban renewal associated costs, computer-based productivity initiatives, and other infrastructure supports.

### **Occupied *In Rem* Rehabilitation**

The Preliminary Ten-Year Capital Strategy provides \$222.1 million to fund the rehabilitation and disposition of over 2,400 City-owned housing units, through a variety of programs including the Affordable Neighborhood Cooperative (ANCP) and Multifamily Preservation Loan (MPLP) programs.

# Housing Preservation & Development

<b>Project Type: HD</b>		<i>(\$ in 000's)</i>										
		<i>2014</i>	<i>2015</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>Total</i>
<b><i>New Housing Construction</i></b>												
City		45,270	58,347	68,470	83,672	64,098	70,282	70,000	75,000	38,909	38,727	612,775
Federal		3,516	25,080	8,471	15,488	0	0	0	0	0	0	52,555
<b><i>Other Housing Support Investment</i></b>												
City		65,375	30,836	15,448	18,177	18,320	19,970	20,520	20,520	10,020	10,020	229,206
<b><i>Occupied In Rem Rehabilitation</i></b>												
City		31,645	19,290	19,134	19,708	20,299	20,908	21,535	22,181	19,181	19,181	213,062
Federal		7,220	1,800	0	0	0	0	0	0	0	0	9,020
<b><i>Preservation</i></b>												
City		118,193	79,986	93,816	109,390	126,349	122,467	126,219	125,310	100,890	101,072	1,103,692
Federal		9,440	3,090	3,183	0	0	0	0	0	0	0	15,713
<b><i>Special Needs Housing</i></b>												
City		1,500	2,933	22,349	1,000	11,000	11,000	11,000	11,000	11,000	11,000	93,782
Federal		76,655	40,525	38,500	72,500	50,000	50,000	50,000	50,000	50,000	50,000	528,180
<b><i>Project Type Total by Source of Funds</i></b>												
City		261,983	191,392	219,217	231,947	240,066	244,627	249,274	254,011	180,000	180,000	2,252,517
Federal		96,831	70,495	50,154	87,988	50,000	50,000	50,000	50,000	50,000	50,000	605,468
<b><i>Project Type Total</i></b>												
All Funds		358,814	261,887	269,371	319,935	290,066	294,627	299,274	304,011	230,000	230,000	2,857,985

# Housing Authority

The New York City Housing Authority (NYCHA) operates and maintains affordable housing for low-income New Yorkers. The mandate of the Housing Authority, created in 1934, is to provide decent, safe, and affordable housing for low-income families.

The New York City Housing Authority owns and operates the nation’s largest public housing program, with 334 developments (178,895 apartments in 2,597 residential buildings), housing over 403,000 tenants throughout the City. The Authority also operates the Leased Housing (Section 8) Program, with approximately 93,000 rented apartments housing over 232,000 residents. Approximately 30,650 private landlords participate in the Section 8 program.

Managing the Housing Authority’s vast physical plant and its approximately 11,550 full-time employees is an increasingly complex challenge. In addition, the Authority’s related programs have grown to include community centers, senior citizen facilities, day care programs, healthcare centers, and Head Start educational centers.

Amid increased energy costs and rising non-discretionary costs associated with the management of public housing, as well as increased concerns for tenant safety and crime prevention, the Preliminary Ten-Year Capital Strategy focuses agency resources on energy, security and elevator initiatives.

## Capital Program Goals

- To preserve and modernize building systems and structures in order to maintain decent, safe, and sanitary housing for the residents of the Authority’s housing developments;
- To implement various energy conservation initiatives, including conversion to instantaneous domestic water heaters at various developments, to improve operational efficiency and reduce maintenance costs; and
- To improve resident safety and security through the installation of security cameras and layered access controls.

## Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$63.1 million primarily for building systems upgrade and replacement. Major areas of work include security systems, elevators, heating systems, and conversion to instantaneous domestic water heaters.

	(in millions)
• Low to Moderate Income Public Housing Upgrade	\$63.1
<b>TOTAL</b>	<b>\$63.1</b>

# Housing Authority

Project Type: HA		<i>(\$ in 000's)</i>										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<i>Low to Moderate Income Public Housing Construction</i>												
	City	6,763	306	508	6,684	0	0	0	0	8,248	8,413	30,922
<i>Low to Moderate Income Public Housing Upgrade</i>												
	City	0	0	0	700	7,642	7,787	7,935	8,086	0	0	32,150
<i>Project Type Total by Source of Funds</i>												
	City	6,763	306	508	7,384	7,642	7,787	7,935	8,086	8,248	8,413	63,072
<i>Project Type Total</i>												
	All Funds	6,763	306	508	7,384	7,642	7,787	7,935	8,086	8,248	8,413	63,072

# 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, including capital improvements to City-owned properties. Under contract with SBS, the New York City Economic Development Corporation (EDC) 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 and rehabilitating City-owned assets. Presuming Federal funding, the capital program includes \$45.3 million in FY 2013 associated with Sandy storm damage.

## Capital Program Goals

- To stimulate commercial development through the improvement, disposition 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, including streets, sewers, water mains, and other City assets;
- To assist neighborhood commercial development 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 enhance the City’s waterfront by maintaining and rehabilitating 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.

## Preliminary Ten-Year Capital Strategy

	(in millions)
• Waterfront Development	\$102.2
• Industrial Development	77.9
• Neighborhood Revitalization	55.4
• Commercial Development	40.1
• Miscellaneous	30.8
• Cultural Development	17.0
• Port Development	10.0
• Market Development	2.2
<b>TOTAL</b>	<b>\$335.6</b>

## Waterfront Development

The Preliminary Ten-Year Capital Strategy upholds the City’s commitment in all five boroughs to stabilize and rehabilitate bulkheads and piers that have become severely deteriorated due to weathering and marine borer activity. The Preliminary Ten-Year Capital Strategy also includes funding for the redevelopment of public space along the City’s waterfront.

## Industrial Development

EDC 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 Preliminary Ten-Year Capital Strategy includes pre-development infrastructure improvements and health and safety related infrastructure improvements at the Brooklyn Navy Yard, which houses over 250 small businesses which generate 6,000 jobs. Other projects include upgrades to the physical plant of the City’s industrial parks and City-owned properties such as Bush Terminal and the Brooklyn Army Terminal.

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## Department of Small Business Services

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### **Neighborhood Commercial Revitalization**

EDC, along with SBS, will continue efforts to assist neighborhood businesses and community groups with revitalization projects. These projects include physical improvements to public areas, including street and sidewalk reconstruction, new public lighting and landscaping, pedestrian and intermodal improvements in the mixed-use district, as well as various improvement projects throughout the City's Business Improvement Districts (BIDs).

### **Commercial Development**

EDC 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 Preliminary 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 the acquisition of property and the development of off-site infrastructure to link to the eventual development. The Preliminary Ten-Year Capital Strategy also invests in the redevelopment of Governors Island through rehabilitation of the seawall, renovations to historic buildings, public access improvements, and upgrades to the island's infrastructure in order to support a park and future redevelopment.

### **Miscellaneous**

The Preliminary Ten-Year Capital Strategy allocates resources that do not fall within other mentioned categories, including certain City Council funded projects as well as portions of infrastructure support for the Trust for Governors Island (TGI).

### **Cultural Development**

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

### **Port Development**

The Preliminary Ten-Year Capital Strategy recognizes the importance of providing public and commercial transportation while preserving and expanding recreational spaces for the public along the City's waterfront. The Preliminary Ten-Year Capital Strategy includes improvements at the Manhattan Cruise Terminal. These investments, together with the Brooklyn Cruise Terminal, will increase the City's ability to serve a growing number of passengers and retain and expand tourism-related businesses.

### **Market Development**

The City's ongoing commitment to preserve its markets through various infrastructure improvements is reflected in the Preliminary Ten-Year Capital Strategy through the provision of funding for improvements at the Essex Street Market and La Marqueta in Manhattan.

# Department of Small Business Services

Project Type: ED		(\$ in 000's)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>Commercial Development</b>												
	City	468	28,097	664	861	380	0	9,637	0	0	0	40,107
<b>Cultural Development</b>												
	City	8,500	8,500	0	0	0	0	0	0	0	0	17,000
<b>Industrial Development</b>												
	City	26,225	5,970	6,065	6,160	6,350	5,500	5,500	5,500	5,309	5,345	77,924
<b>Market Development</b>												
	City	1,552	152	161	171	171	0	0	0	0	0	2,207
<b>Miscellaneous</b>												
	City	9,744	2,615	3,457	8,069	6,907	0	0	0	0	0	30,792
<b>Neighborhood Revitalization</b>												
	City	3,000	2,000	434	7,231	10,097	6,528	6,690	6,854	6,198	6,322	55,354
<b>Port Development</b>												
	City	10,000	0	0	0	0	0	0	0	0	0	10,000
<b>Waterfront Development</b>												
	City	5,182	4,231	7,384	8,331	6,469	14,353	14,906	14,623	13,223	13,488	102,190
<b>Project Type Total by Source of Funds</b>												
	City	64,671	51,565	18,165	30,823	30,374	26,381	36,733	26,977	24,730	25,155	335,574
<b>Project Type Total</b>												
	All Funds	64,671	51,565	18,165	30,823	30,374	26,381	36,733	26,977	24,730	25,155	335,574



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# Department of Citywide Administrative Services

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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 space, which includes 6.6 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; and
- To increase productivity through advanced technology/information systems.

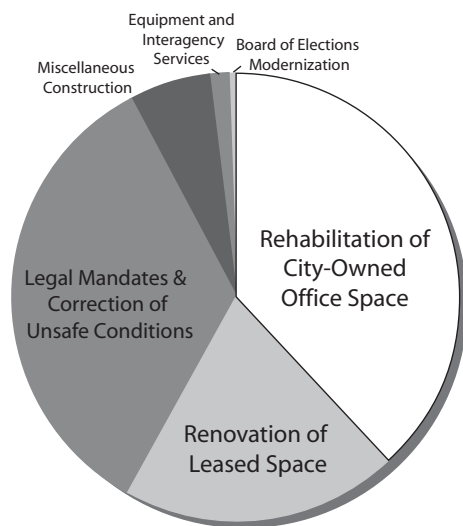
## Preliminary Ten-Year Capital Strategy

The Preliminary 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 Preliminary Ten-Year Capital Strategy seeks to correct existing or potential safety hazards. In order to comply with various State and Federal environmental laws, the City is continuing the abatement of asbestos and lead paint in buildings owned or leased by the City.

The Preliminary Ten-Year Capital Strategy totals \$549.8 million 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 \$198.6
- Legal Mandates and Correction of Unsafe Conditions 176.3
- Renovation of Leased Space 103.3
- Equipment and Interagency Services 31.7
- Miscellaneous Construction 6.4
- Board of Elections Modernization 2.4

**TOTAL \$518.7**

### Rehabilitation and Renovation of City-Owned Office Space

The Preliminary Ten-Year Capital Strategy provides \$198.6 million for the management of public buildings. 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 Preliminary Ten-Year Capital Strategy provides \$17.3 million for the renovations of the Manhattan Municipal Building, \$19.8 million for the Brooklyn Municipal Building, \$4.3 million for the Queens Borough Hall, \$5.9 million for the Staten Island Borough Hall, and \$3.4 million for the Bergen Building in the Bronx.

### Legal Mandates and Correction of Unsafe Conditions

The correction of code violations and compliance with legal mandates represents \$176.3 million of the Preliminary Ten-Year Capital Strategy. Legally mandated work will include \$89.5 million for projects that ensure compliance with Local Law 5 (fire and life safety), \$58.8 million for Local Law 11 façade upgrades, \$10.4 million for Americans With Disabilities Act projects, and \$2.5 million for asbestos and lead abatement.

### Renovation of Leased Space

The Preliminary Ten-Year Capital Strategy provides \$103.3 million for leased space renovations. Funding is primarily for agency office consolidations and office space needs when City-owned facilities are not available. The Preliminary Ten-Year Capital Strategy provides \$9.0 million for agencies relocating from 346 Broadway to leased space as a result of the Civic Center Plan. The Preliminary Ten-Year Capital Strategy also provides \$9.6 million for renovations of warehouse space in Brooklyn used by Department of Youth and Community Development and Department of Investigation.

### Equipment and Interagency Services

The Preliminary Ten-Year Capital Strategy provides \$31.7 million for the DCAS information systems infrastructure.

### Miscellaneous Construction

The Preliminary Ten-Year Capital Strategy provides \$6.4 million for construction in non-City owned facilities, including \$2.4 million for renovations at space operated by Legal Services of New York City.

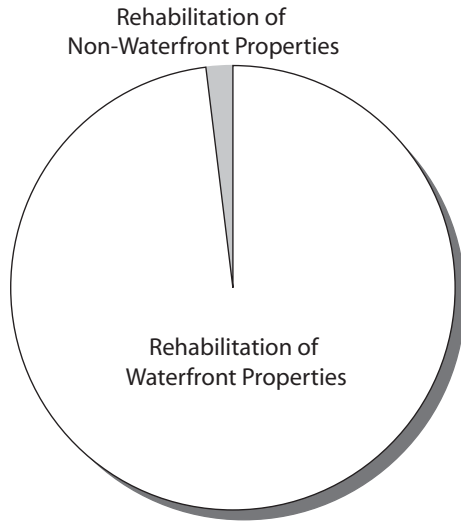
### Board of Elections Modernization

The Preliminary Ten-Year Capital Strategy provides \$2.4 million for Board of Elections modernization.

# Department of Citywide Administrative Services - Public Buildings

Project Type: PW		(\$ in 000's)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>Communications Equipment</b>												
City		100	100	100	50	0	0	0	0	0	0	350
<b>Board of Elections Modernization</b>												
City		2,381	0	0	0	0	0	0	0	0	0	2,381
<b>Equipment and Interagency Services</b>												
City		1,312	1,312	2,978	3,284	3,203	2,349	3,000	3,000	5,427	5,536	31,401
<b>Legal Mandates and Correction of Unsafe Conditions</b>												
City		59,728	396	11,616	31,821	24,412	12,864	6,610	6,200	11,216	11,440	176,303
<b>Miscellaneous Construction</b>												
City		5,356	1,000	0	0	0	0	0	0	0	0	6,356
<b>Rehabilitation of City-Owned Office Space</b>												
City		106,042	6,508	16,750	2,400	5,756	12,989	13,903	7,353	13,302	13,568	198,571
<b>Renovation of Leased Space</b>												
City		23,872	0	6,042	6,154	6,258	4,450	10,000	10,000	18,090	18,452	103,318
<b>Project Type Total by Source of Funds</b>												
City		198,791	9,316	37,486	43,709	39,629	32,652	33,513	26,553	48,035	48,996	518,680
<b>Project Type Total</b>												
All Funds		198,791	9,316	37,486	43,709	39,629	32,652	33,513	26,553	48,035	48,996	518,680

## Department of Citywide Administrative Services - Real Property



### Real Property

	(in millions)
• Rehabilitation of Waterfront Properties	\$30.5
• Rehabilitation of Non-Waterfront Properties	0.6
<b>TOTAL</b>	<b>\$31.1</b>

### Rehabilitation of Waterfront Properties

The Preliminary Ten-Year Capital Strategy includes the reconstruction of DCAS-managed waterfront properties. DCAS has \$30.5 million allocated for pier and bulkhead reconstruction over the ten-year period.

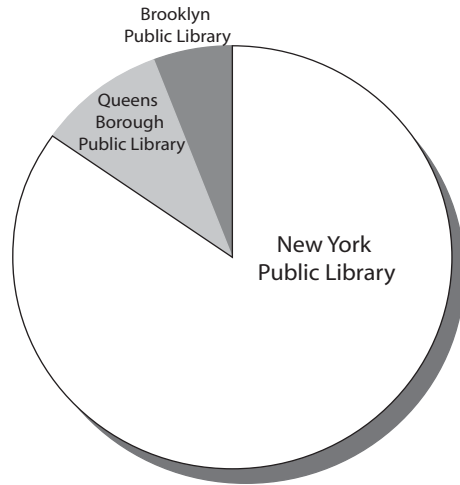
### Rehabilitation of Non-Waterfront Properties

The Preliminary Ten-Year Capital Strategy includes \$0.6 million for the reconstruction of DCAS-managed non-waterfront properties.

# Department of Citywide Administrative Services - Real Property

Project Type: RE		(\$ in 000's)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<i>Rehabilitation of Non-Waterfront Properties</i>												
City		544	0	0	0	0	0	0	0	0	0	544
<i>Rehabilitation of Waterfront Properties</i>												
City		5,155	3,242	3,336	3,433	3,554	3,621	190	260	3,835	3,921	30,547
<i>Project Type Total by Source of Funds</i>												
City		5,699	3,242	3,336	3,433	3,554	3,621	190	260	3,835	3,921	31,091
<i>Project Type Total</i>												
All Funds		5,699	3,242	3,336	3,433	3,554	3,621	190	260	3,835	3,921	31,091
<i>Citywide Administrative Services Total</i>												
		204,490	12,558	40,822	47,142	43,183	36,273	33,703	26,813	51,870	52,917	549,771
		0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0
		204,490	12,558	40,822	47,142	43,183	36,273	33,703	26,813	51,870	52,917	549,771

# Public Libraries



New York City’s public library services are provided by three individually operated branch systems - the Brooklyn Public Library, the New York Public Library, and the Queens Borough Public Library – and the New York Research Libraries. 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 Cultural Center at the Flatbush Branch Library and five Adult Learning Centers.

The New York Public Library (NYPL) manages libraries in three boroughs: the Bronx, with 35 branches; Manhattan, with 40 branches; and Staten Island, with 12 branches. In addition, the New York Research Library oversees four research libraries: the Stephen A. Schwarzman Building at 5th Avenue & 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 and 63 community libraries, which include six Adult Learning Centers, the International Resource Center at the Flushing Library 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 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 branch libraries by improving information technology systems.

## Preliminary 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 branch libraries, increasing accessibility for persons with disabilities, and upgrading the technology infrastructure to improve online and computer access. The Preliminary Ten-Year Capital Strategy provides a total of \$114.8 million allocated as follows:

### Brooklyn Public Library

	(in millions)
• Essential Reconstruction of Facilities	\$6.5
<b>Subtotal</b>	<b>\$6.5</b>

### New York Public Library

• Essential Reconstruction of Facilities	\$91.9
• Improvements to Existing Facilities	5.7
<b>Subtotal</b>	<b>\$97.6</b>

## Public Libraries

### Queens Borough Public Library

- |   |       |
|---|-------|
| • Essential Reconstruction of Facilities          | \$5.1 |
| • Replacement Branches                            | 4.1   |
| • Reconstruction Necessary to Maintain Facilities | 1.6   |

**Subtotal** **\$10.8**

**TOTAL** **\$114.8**

### Brooklyn Public Library

The Preliminary Ten-Year Capital Strategy for the Brooklyn Public Library emphasizes the essential reconstruction of facilities, including \$6.5 million for branch libraries, which concentrates on public service enhancements, cyclical replacements of building components (roofs, HVAC, boilers) and ADA compliance.

### New York Public Library

The Preliminary Ten-Year Capital Strategy for the New York Public Library focuses on the essential reconstruction, expansion and improvements to existing facilities. Highlights include \$81.5 million for NYPL's Master Plan; and \$4.0 million for the construction of a replacement Westchester Square Branch in the Bronx. Additional funding for the branch libraries focuses on maintaining and upgrading facilities; roof, window and door replacement; and compliance with the Americans with Disabilities Act (ADA).

### Queens Borough Public Library

The Preliminary Ten-Year Capital Strategy for the Queens Borough Public Library reflects a commitment to maintain and upgrade existing facilities, and initiate construction of replacement facilities as needed, including \$3.7 million in funding for the community libraries for renovation and rehabilitation, systems upgrades and cyclical replacement of building components (roofs, windows and doors).

# Brooklyn Public Library

Project Type: LB		<i>(\$ in 000's)</i>										
		<i>2014</i>	<i>2015</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>Total</i>
<i>Essential Reconstruction of Facilities</i> City		572	589	606	624	646	658	671	684	698	712	6,460
	<i>Project Type Total by Source of Funds</i> City		572	589	606	624	646	658	671	684	698	712
<i>Project Type Total</i> All Funds		572	589	606	624	646	658	671	684	698	712	6,460



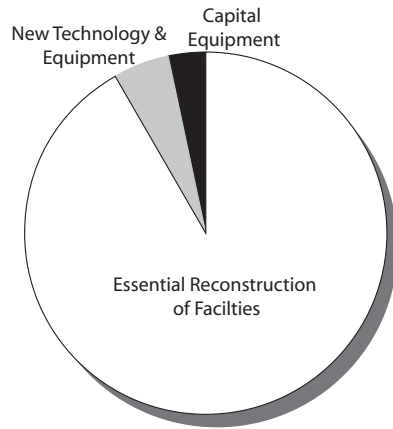
# New York Public Library

Project Type: LN		(\$ in 000's)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<i>Improvements to Existing Facilities</i> City		3,000	2,650	0	0	0	0	0	0	0	0	5,650
<i>Essential Reconstruction of Facilities</i> City		46,748	38,222	794	817	846	862	878	895	913	931	91,906
<i>Project Type Total by Source of Funds</i> City		49,748	40,872	794	817	846	862	878	895	913	931	97,556
<i>Project Type Total</i> All Funds		49,748	40,872	794	817	846	862	878	895	913	931	97,556

# Queens Public Library

Project Type: LQ		(\$ in 000's)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>Replacement Branches</b>												
City		500	3,531	43	0	0	0	0	0	0	0	4,074
<b>Essential Reconstruction of Facilities</b>												
City		450	225	109	265	678	690	450	717	731	746	5,061
<b>Reconstruction Necessary to Maintain Facilities</b>												
City		150	333	493	389	0	0	254	0	0	0	1,619
<b>Project Type Total by Source of Funds</b>												
City		1,100	4,089	645	654	678	690	704	717	731	746	10,754
<b>Project Type Total</b>												
All Funds		1,100	4,089	645	654	678	690	704	717	731	746	10,754
<b>Public Libraries Total</b>												
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>Total by Source of Funds</b>												
City		51,420	45,550	2,045	2,095	2,170	2,210	2,253	2,296	2,342	2,389	114,770
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		51,420	45,550	2,045	2,095	2,170	2,210	2,253	2,296	2,342	2,389	114,770

# 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 \$818.7 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 880 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 non-profit organizations 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 454 capital projects at approximately 200 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, code requirements, and address emergency situations as they arise.

## Preliminary Ten-Year Capital Strategy

The City’s cultural institutions have benefited from sizable levels of City capital investment. Approximately \$2.2 billion of City funds were committed from 1992 through 2012 for the reconstruction, modernization, and expansion of these facilities, in addition to \$718.1 million planned in 2013. The Preliminary Ten-Year Capital Strategy for cultural institutions and organizations, which reflects DCLA’s focus on facility reconstruction and programmatic enhancement, provides a total of \$100.5 million allocated as follows:

	(in millions)
• Essential Reconstruction of Facilities	\$92.3
• New Technology and Equipment	5.1
• Capital Equipment	3.1
<b>TOTAL</b>	<b>\$100.5</b>

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## Department of Cultural Affairs

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### Highlights of the Preliminary Ten-Year Capital Strategy include:

- Whitney Museum of American Art expansion: \$25.0 million.
- 122 Community Center: \$20.2 million for reconstruction.
- New York Hall of Science in Queens: \$20.8 million for reconstruction.
- Brooklyn Children's Museum: \$10.1 million for renovations, as well as construction of an auditorium.
- Staten Island Zoo: \$6.6 million for the Children's Farmstead project and reconstruction of the Aquarium.
- Bronx River Arts Center: \$8.0 million for reconstruction.

# Department of Cultural Affairs

Project Type: PV		(\$ in 000's)											
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total	
<i>Capital Equipment</i>													
City		628	1,177	0	0	1,300	0	0	0	0	0	0	3,105
<i>Essential Reconstruction of Facilities</i>													
City		46,910	17,855	11,085	9,443	2,969	3,639	375	0	0	0	0	92,276
<i>New Technology and Construction</i>													
City		843	0	0	0	4,312	0	0	0	0	0	0	5,155
<i>Project Type Total by Source of Funds</i>													
City		48,381	19,032	11,085	9,443	8,581	3,639	375	0	0	0	0	100,536
<i>Project Type Total</i>													
All Funds		48,381	19,032	11,085	9,443	8,581	3,639	375	0	0	0	0	100,536

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# Department of Parks & Recreation

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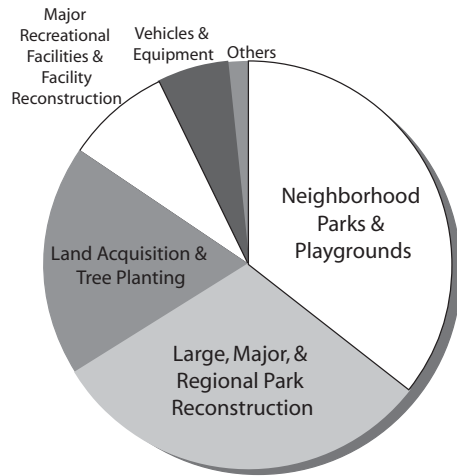
The Department of Parks and Recreation (DPR) is the steward of more than 29,000 acres of land, including more than 5,000 individual properties ranging from Coney Island and Central Park to community gardens and Greenstreets. The Department maintains and operates more than 800 athletic fields, nearly 1,000 playgrounds, 550 tennis courts, 66 public pools, 48 recreational facilities, 17 nature centers, 14 miles of beaches, and 13 golf courses. The Department is also responsible for more than 1,200 monuments and 23 historic house museums and the care and maintenance of approximately 650,000 street trees and two million trees in parks.

The Preliminary Ten-Year Capital Strategy provides \$882.9 million for capital construction and reconstruction projects. Presuming Federal funding, this capital program includes \$401.2 million associated with Sandy storm damage.

## **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



### Preliminary Ten-Year Capital Strategy

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

	(in millions)
• Neighborhood Parks and Playgrounds	\$314.0
• Large, Major, and Regional Park Reconstruction	270.5
• Land Acquisition and Tree Planting	163.4
• Major Recreational Facilities and Facility Reconstruction	72.7
• Vehicles and Equipment	49.7
• Beaches and Boardwalks	9.3
• Zoos	3.3
<b>TOTAL</b>	<b>\$882.9</b>

### Neighborhood Parks and Playgrounds

The Preliminary Ten-Year Capital Strategy provides funding of \$314.0 million for the reconstruction of neighborhood parks and playgrounds. Within this allocation, \$236.8 million is for costs associated with Sandy storm damage. In addition, \$57.5 million is included for the reconstruction of play equipment and safety surfaces citywide, \$10.0 million for the reconstruction and stabilization of retaining walls citywide, \$9.0 million for improvements to neighborhood parks and playgrounds in Manhattan and \$680,000 for additional neighborhood parks and playgrounds projects citywide.

### Large, Major, and Regional Park Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$270.5 million for work at numerous sites, citywide. This includes \$131.5 million for costs associated with Sandy storm damage, \$48.6 million for the acquisition of the Bayside site at Bushwick Inlet Park in Brooklyn, \$28.0 million for the construction of Hudson River Park in Manhattan, \$21.0 million for the reconstruction of pools citywide, \$20.5 million for the rehabilitation of pedestrian bridges citywide, \$9.5 million for the construction of North Park at Fresh Kills in Staten Island, \$9.4 million for the reconstruction of play equipment and safety surfaces citywide and \$2.1 million for other large, major and regional park reconstruction projects citywide.

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## Department of Parks & Recreation

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### **Major Recreational Facilities and Facility Reconstruction**

The Preliminary Ten-Year Capital Strategy provides \$72.7 million for the rehabilitation of specialized and youth-oriented major recreational facilities, such as indoor recreation centers, pools, tennis courts, and playing fields. This includes \$32.9 million for citywide buildings and system reconstruction projects associated with Sandy storm damage, \$14.0 million for the reconstruction of boilers citywide, \$11.7 million for citywide buildings requirements contracts, \$11.6 million for citywide roofing reconstruction projects, \$2.0 million for citywide asbestos abatement projects and \$450,000 for the construction of an annex at the Olmsted Center in Queens.

### **Beaches and Boardwalks**

The Preliminary Ten-Year Capital Strategy includes \$9.3 million for continued reconstruction of boardwalks citywide.

### **Zoos**

The Preliminary Ten-Year Capital Strategy includes \$3.3 million for rehabilitation and exhibit expansion of the zoo system. This allocation is entirely for infrastructure rehabilitation at the Central Park Zoo, the Prospect Park Zoo and the Queens Zoo.

### **Vehicles and Equipment**

The Preliminary Ten-Year Capital Strategy includes \$49.7 million to support infrastructure improvements and equipment purchases. This allocation includes \$38.4 million for the replacement of vehicles and \$11.3 million for improvements to computer and communications systems.

### **Land Acquisition and Tree Planting**

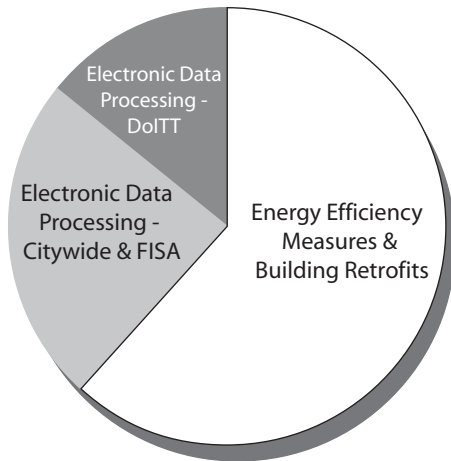
The Preliminary Ten-Year Capital Strategy provides \$163.4 million for tree planting, reforestation, and related projects. This allocation includes \$84.9 million provided as part of plaNYC 2030.



# Department of Parks & Recreation

Project Type: P		(\$ in 000's)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>Beaches and Boardwalks</b>												
City		1,000	1,000	1,000	1,000	1,000	1,000	815	831	848	865	9,359
<b>Land Acquisition and Tree Planting</b>												
City		26,895	24,041	29,549	27,895	20,000	8,000	6,645	6,645	6,778	6,913	163,361
<b>Major Recreational Facilities</b>												
City		35,350	4,550	4,550	4,606	3,706	3,706	3,930	4,004	4,084	4,166	72,652
<b>Neighborhood Parks and Playgrounds</b>												
City		145,803	121,171	11,000	9,266	756	0	1,817	7,891	8,050	8,208	313,962
<b>Vehicles, Equipment and Facility Reconstruction</b>												
City		5,229	5,217	5,200	5,200	6,200	5,200	4,239	4,320	4,406	4,495	49,706
<b>Large, Major and Regional Park Reconstruction</b>												
City		149,270	88,410	12,250	7,519	2,250	2,250	1,834	1,869	1,906	1,945	269,503
Federal		548	0	0	0	0	0	0	0	0	0	548
State		500	0	0	0	0	0	0	0	0	0	500
<b>Zoos</b>												
City		0	332	500	500	300	0	408	416	424	433	3,313
<b>Project Type Total by Source of Funds</b>												
City		363,547	244,721	64,049	55,986	34,212	20,156	19,688	25,976	26,496	27,025	881,856
Federal		548	0	0	0	0	0	0	0	0	0	548
State		500	0	0	0	0	0	0	0	0	0	500
<b>Project Type Total</b>												
All Funds		364,595	244,721	64,049	55,986	34,212	20,156	19,688	25,976	26,496	27,025	882,904

# Citywide Equipment



## 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 and sustainability 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 the CITIServ initiative, which provides consolidated facilities to support City agencies’ systems; application development for the coordination of City IT resources; the City’s website (nyc.gov); telecommunication services; NYC-TV; 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 new e9-1-1 emergency response system.

## Capital Program Goals

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

## Preliminary Ten-Year Capital Strategy

(in millions)

• Energy Efficiency Measures & Building Retrofits	\$653.3
• Electronic Data Processing - DoITT	148.8
• Electronic Data Processing - Citywide & FISA	254.5
<b>TOTAL</b>	<b>\$1,056.6</b>

## Energy Efficiency and Sustainability

The Preliminary Ten-Year Capital Strategy includes \$653.3 million over the ten-year period to fund energy efficiency projects, including \$3.3 million for energy system upgrades at the NY Hall of Science and the Central Park Zoo.

# Citywide Equipment

Project Type: DP		<i>(\$ in 000's)</i>										
		<i>2014</i>	<i>2015</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>Total</i>
<i>Electronic Data Processing Equipment for DoITT, Citynet</i>												
City		90,118	33,523	25,142	0	0	0	0	0	0	0	148,783
<i>Project Type Total by Source of Funds</i>												
City		90,118	33,523	25,142	0	0	0	0	0	0	0	148,783
<i>Project Type Total</i>												
All Funds		90,118	33,523	25,142	0	0	0	0	0	0	0	148,783

# Citywide Equipment

Project Type: PU		(\$ in 000's)										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>Building Construction, Reconstruction or Retrofit</b>												
City		3,312	0	0	0	0	0	0	0	0	0	3,312
<b>Electronic Data Processing Equipment - FISA</b>												
City		15,286	11,758	8,818	0	0	0	0	0	0	0	35,862
<b>Electronic Data Processing Equipment - City-Wide</b>												
City		100,660	67,427	50,570	0	0	0	0	0	0	0	218,657
<b>Miscellaneous Energy Efficiency and Sustainability</b>												
City		109,117	63,840	63,840	63,840	63,840	63,840	65,053	20,000	67,615	68,967	649,952
<b>Project Type Total by Source of Funds</b>												
City		228,375	143,025	123,228	63,840	63,840	63,840	65,053	20,000	67,615	68,967	907,783
<b>Project Type Total</b>												
All Funds		228,375	143,025	123,228	63,840	63,840	63,840	65,053	20,000	67,615	68,967	907,783
<b>Citywide Equipment Total</b>												
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>Total by Source of Funds</b>												
City		318,493	176,548	148,370	63,840	63,840	63,840	65,053	20,000	67,615	68,967	1,056,566
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		318,493	176,548	148,370	63,840	63,840	63,840	65,053	20,000	67,615	68,967	1,056,566

# Citywide Summary

Project Type: CW

(\$ in 000's)

2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 Total

*Citywide Total by Source of Funds*

City	7,916,501	4,770,280	3,679,866	3,363,922	3,154,145	3,495,765	3,325,596	2,975,909	2,965,929	2,659,770	38,307,683
Federal	516,649	230,634	177,570	529,254	131,961	55,647	135,792	334,052	53,340	53,408	2,218,307
State	1,261,911	844,157	860,044	920,383	900,699	935,963	1,246,899	1,267,833	985,370	1,026,506	10,249,765
Private	43,681	4,500	4,500	4,500	4,500	4,500	4,500	4,500	1,778	0	76,959

All Funds	9,738,742	5,849,571	4,721,980	4,818,059	4,191,305	4,491,875	4,712,787	4,582,294	4,006,417	3,739,684	50,852,714
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## ***Appendix A***

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# Presuming Federal funding, the FY 2013 - 2023 Capital Program includes \$3.1 Billion associated with Sandy storm damage

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<b>Agency</b>	<b>(\$ in 000's)</b>
Brooklyn Public Library	\$6,953
Children's Services	273
City University of New York	3,398
Correction	82,188
Cultural Affairs	75,550
Department of Citywide Administrative Services	124
Department of Information Technology & Telecommunications	5,266
Economic Development	45,264
Education	200,000
Environmental Protection	48,583
Fire Department	39,335
Health	3,100
Health and Hospitals Corporation	711,962
Housing Preservation & Development	477,000
Human Resources	3,505
New York Public Library	30
Parks and Recreation	528,093
Police	16,834
Queens Public Library	5,753
Sanitation	5,639
Transportation	823,653
<b>Total</b>	<b>\$3,082,503</b>

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