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# Preliminary Ten-Year Capital Strategy

## Fiscal Years 2004–2013



**The City of New York**  
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January 28, 2003

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

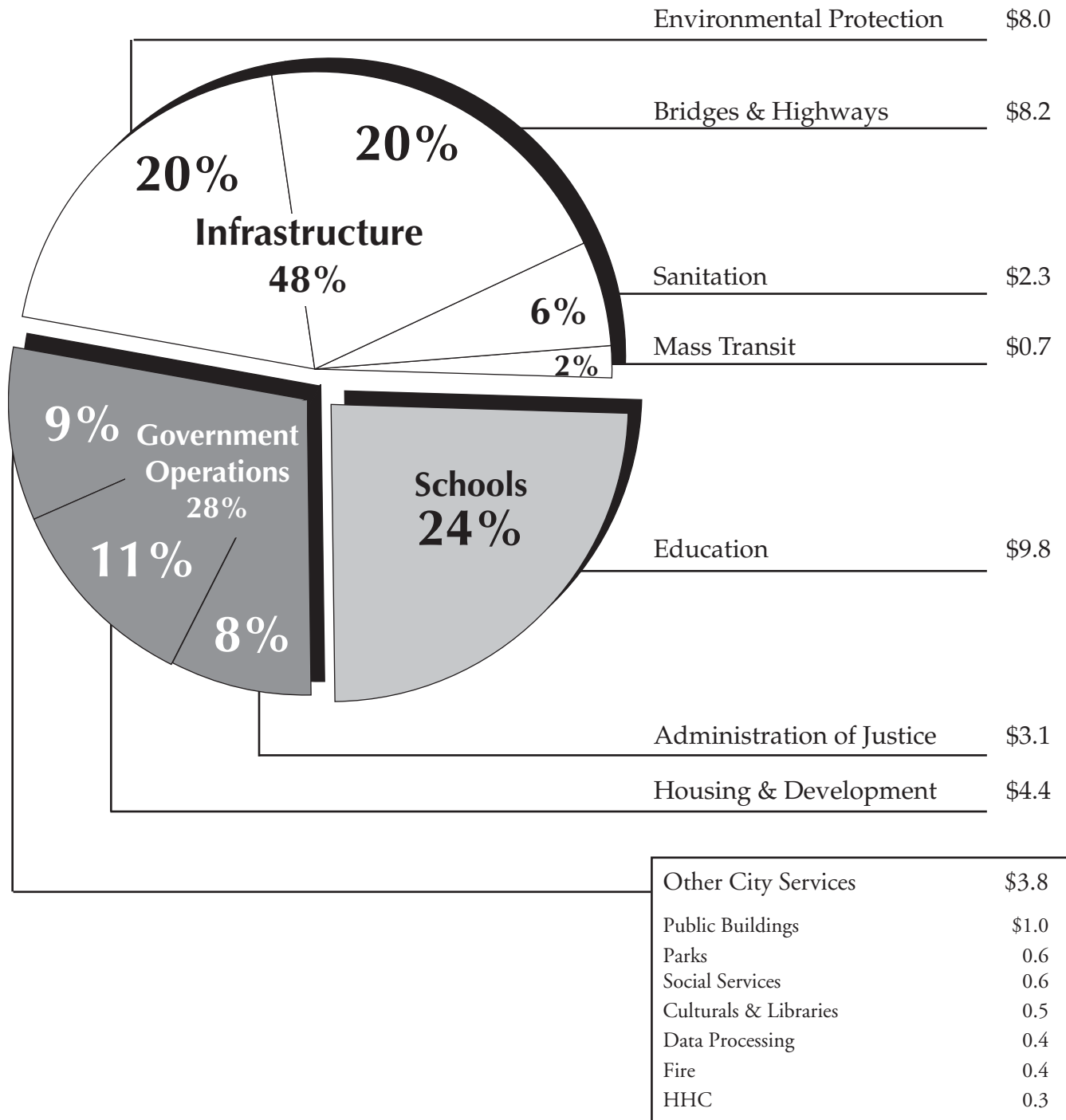
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Cover : Proposed East 153<sup>rd</sup> St. Bridge, Bronx  
*Courtesy of The New York City  
Department of Transportation*


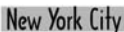




# Preliminary Ten-Year Capital Strategy 2004-2013

## Totals \$40.3 Billion in All Funds

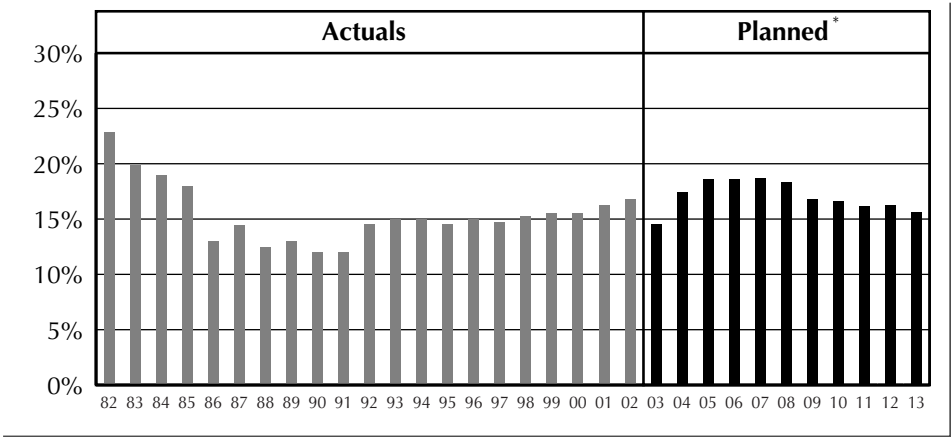
(\$ in billions)



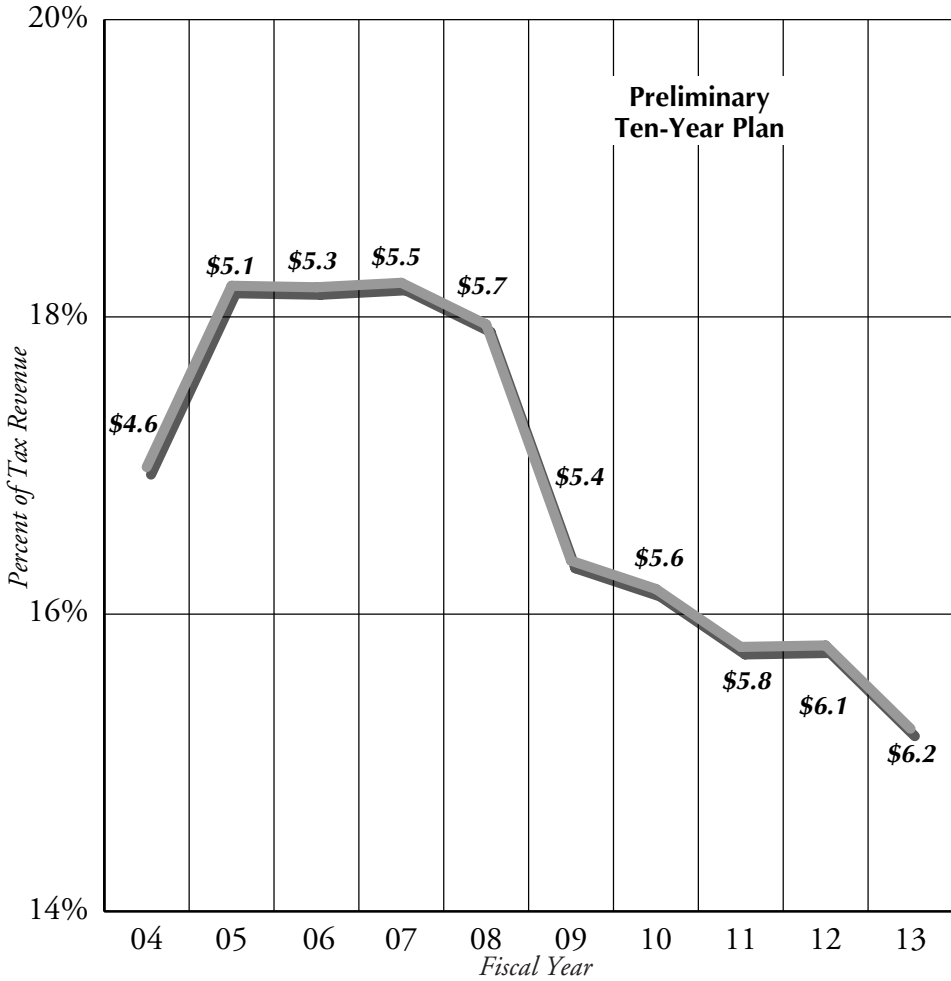
# Sources Financing the Preliminary Ten-Year Capital Strategy 2004 - 2013

<b>Total City Funds</b>		<b>\$37.6 Billion</b>
	General Obligation	<b>\$26.3 Billion</b>
	New York Water Authority	<b>\$7.7 Billion</b>
 	Transitional Finance Authority	<b>\$0.7 Billion</b>
	Dormitory Authority & Other Lease Financing	<b>\$1.7 Billion</b>
	Tobacco Settlement Financing	<b>\$1.2 Billion</b>
<b>Total Non-City Funds</b>		<b>\$2.7 Billion</b>
	Federal	<b>\$1.9 Billion</b>
	State	<b>\$0.7 Billion</b>
	Other Non-City Sources	<b>\$0.1 Billion</b>
<b>Total Ten-Year Capital Strategy</b>		<b>\$40.3 Billion</b>

# Debt Service as a Percent of Tax Revenues

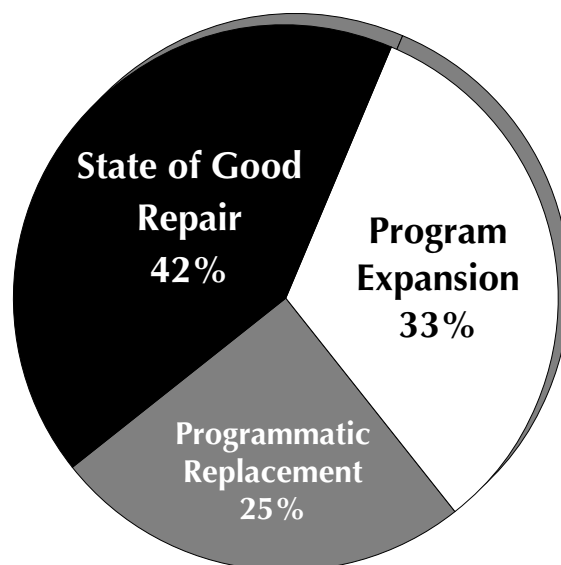


(in billions)



\* Planned figures include General Obligation Bonds, Transitional Finance Authority Bonds, TSASC Bonds, Municipal Assistance Corporation 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 and the Tobacco Settlement Revenues which support TSASC bonds.

# Distribution of the All Funds Preliminary Ten-Year Capital Strategy for 2004-2013



**Total Program: \$40,259**

*(\$ in Millions)*

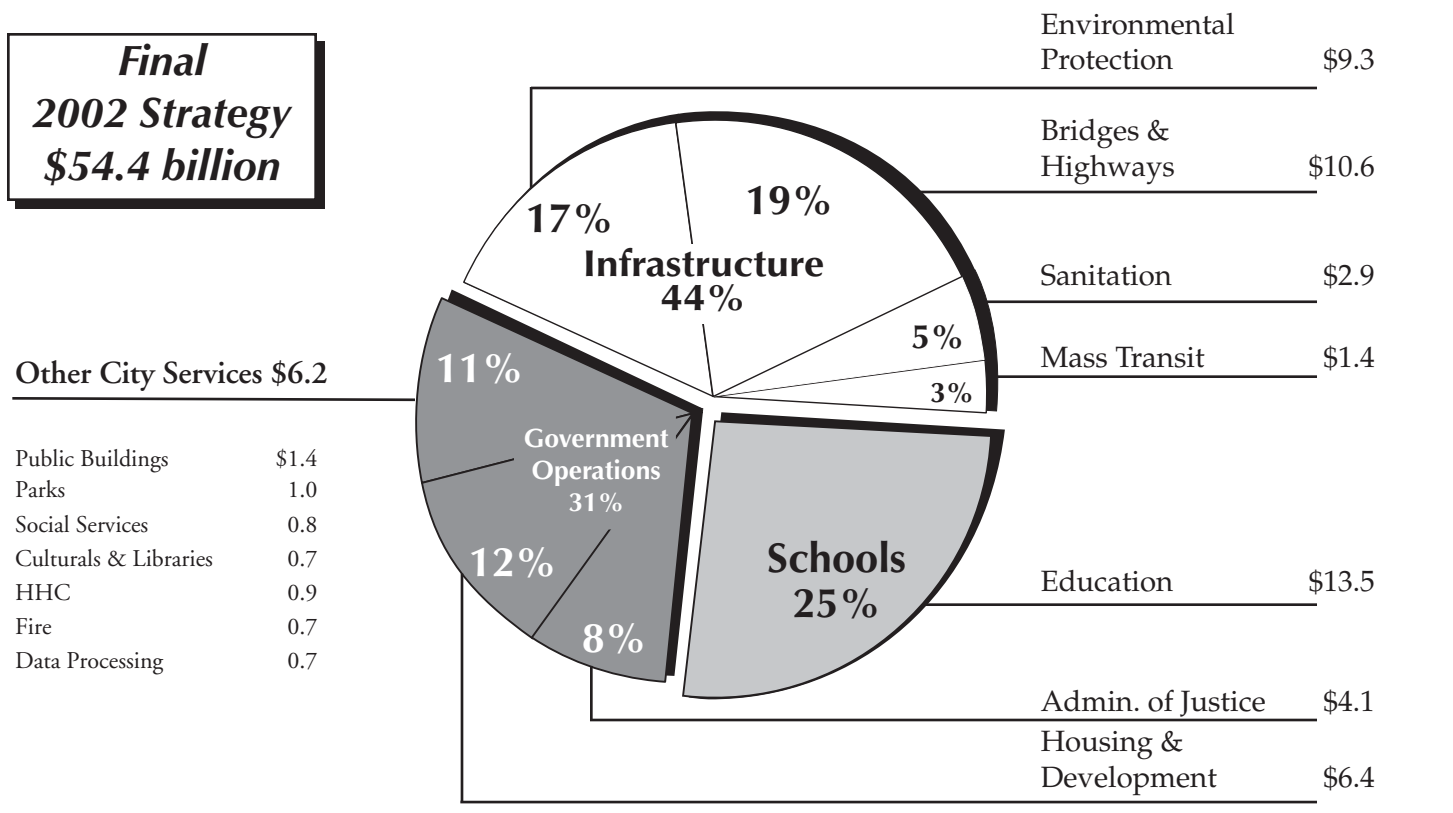
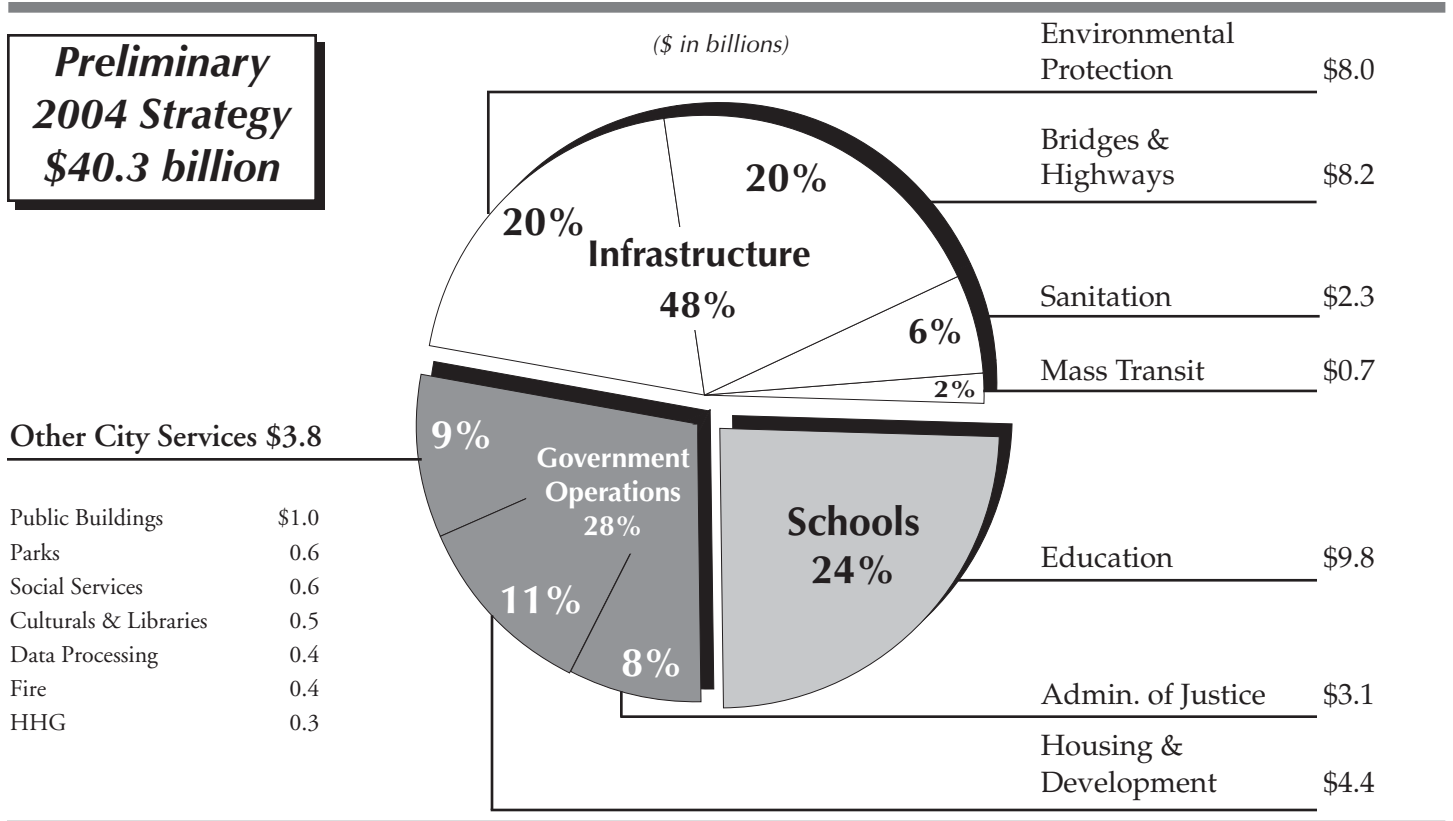
<u>State of Good Repair</u>	<u>\$16,934</u>	<u>Program Expansion</u>	<u>\$13,379</u>	<u>Programmatic Replacement</u>	<u>\$9,946</u>
• East River and Other Bridge Reconstruction	\$4,468	• New School Construction	\$5,176	• Water Pollution Plant Component Stabilization	\$1,469
• Reconstruction and Rehabilitation of Schools	3,675	• Assistance to Owners of Private Housing	1,520	• Consent Decree Upgrading and Construction	1,126
• Highway reconstruction & resurfacing	2,795	• Neighborhood based and Other Housing Initiatives	1,138	• Water Quality Mandates and Preservation	984
• Rehabilitation of In-Rem Housing and Other Housing Support Investment	1,003	• Croton Filter Project	1,035	• School Modernization	897
• Sanitation Garages and Facilities	858	• Construction of Court Facilities	865	• Purchase of Sanitation Equipment	838
• Rehabilitation of Public Buildings and Systems	857	• Construction of the Third Water Tunnel	662	• Transit System Rehabilitation	776
• Park Reconstruction	517	• Solid Waste Management Infrastructure	542	• Truck and Distribution Main Replacement	626
• Rehabilitation of Libraries and Cultural Institutions	482	• Sewer Extensions to Accommodate New Development	505	• Upgrade of Water Pollution Control Plants	376
• Replacement of Failing Sewer Components	449	• Commercial and Industrial Development	308	• Police Facilities and Equipment	358
• Prison Reconstruction	322	• Shelters for Homeless Individuals and Families	197	• Reconstruction and Renovation of Court Facilities	337
• Other	1,508	• Water Main Construction	187	• Replacement of Fire Department Vehicles and Equipment	293
		• Waterfront and Port Development	174	• Citywide Computer Purchases	270
		• Other	1,070	• Franchise Bus Purchases and Equipment	262
				• Other	1,334

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

( \$ in 000's)

	FY04-07		FY04-13	
	City Funds	All Funds	City Funds	All Funds
Education	3,067,948	3,067,948	9,748,246	9,748,246
Bridges	1,808,500	2,265,219	3,401,330	4,467,886
Housing	1,011,585	1,471,827	3,201,315	3,661,557
Water Pollution Control	3,198,490	3,298,490	3,271,503	3,523,750
Highways	997,105	1,156,765	2,635,591	2,795,251
Water Mains	1,988,961	1,988,961	2,442,455	2,442,455
Sanitation	1,184,018	1,197,268	2,256,319	2,269,569
Corrections	433,266	433,266	1,413,192	1,416,942
Courts	923,291	923,291	1,201,468	1,201,468
Sewers	460,914	460,914	1,005,095	1,005,095
<b>Subtotal-Major Agency Programs</b>	<b>\$15,074,078</b>	<b>\$16,263,949</b>	<b>\$30,576,514</b>	<b>\$32,532,219</b>
Public Buildings	324,898	324,898	946,917	946,917
Transit	299,406	299,406	748,140	748,140
Water Supply	661,500	661,500	661,500	661,500
Economic Development	418,696	418,696	637,629	637,629
Parks and Recreation	347,433	354,829	593,761	601,157
Traffic	113,001	225,222	286,038	501,659
Fire	188,488	188,488	443,043	443,043
Police	204,992	204,992	438,601	438,601
Cultural Affairs	253,063	263,148	405,798	415,883
Data Processing Equipment	349,280	349,280	350,121	350,121
DEP Equipment	181,723	254,286	270,153	342,716
Franchise Transportation	24,148	261,596	24,148	261,596
Hospitals	133,705	133,705	217,207	217,207
Homeless Services	73,022	73,022	209,109	209,109
Human Resources	49,225	75,933	115,159	171,970
Admin For Children's Services	54,097	62,442	126,181	143,579
Housing Authority	41,384	41,384	111,086	111,086
Health	60,457	63,457	95,929	98,929
CUNY	29,264	40,068	57,382	96,304
Ferries	35,300	35,300	74,109	74,109
Transportation Equipment	36,808	36,808	66,808	66,808
Real Estate	14,610	14,610	47,014	47,014
NY Branch Libraries	35,591	35,591	43,304	43,304
Brooklyn Library	27,700	27,700	33,591	33,591
Aging	15,613	15,613	28,783	28,783
Queens Libraries	9,893	9,893	16,073	16,073
Juvenile Justice	5,600	5,600	14,379	14,379
NY Research Library	5,642	5,642	5,642	5,642
<b>Total</b>	<b>\$19,068,617</b>	<b>\$20,747,058</b>	<b>\$37,644,119</b>	<b>\$40,259,068</b>

# Changes in the Allocation of Resources From the Final 2002 Strategy to the Preliminary 2004 Strategy in All Funds





# Preliminary Ten-Year Capital Strategy

## Fiscal Years 2004-2013

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

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# Capital Strategy Framework

More than a year ago, after the tragic events of September 11th, New York City has faced enormous challenges in its economic recovery as well as its physical appearance, most affected in lower Manhattan. The City must cope with economic recession and fiscal austerity while maintaining and modernizing its capital infrastructure.

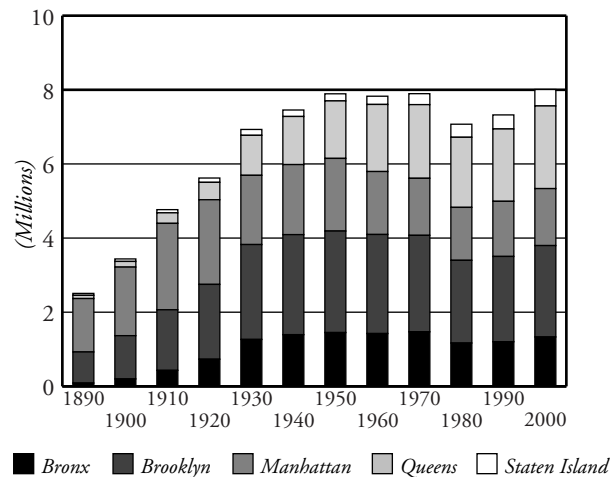
New York City's Preliminary Ten-Year Capital Strategy must take into account the city's economic and demographic situation. Despite economic cycles and enormous structural shifts, the city's overall population and employment are at about the same level as 50 years ago. At the same time suburban areas have experienced rapid growth, while most older urban centers have experienced rapid decline. The city's capital stock experienced a period of disinvestment in the 1970s, and reconstruction in the 1980s, but has had few significant additions since the early 1960s. With few exceptions, therefore, the city's capital plan is not based on 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 City

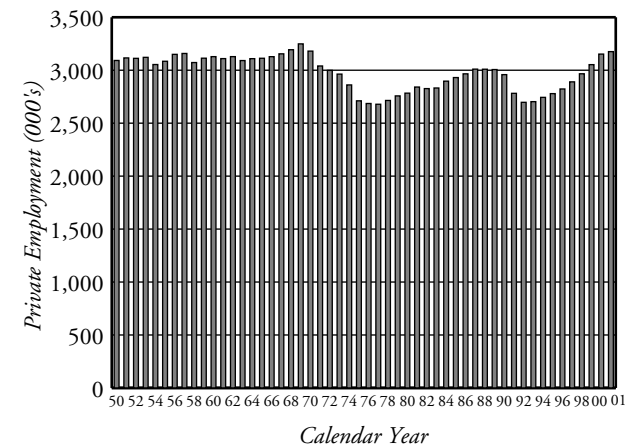
Like most older cities, New York's population essentially stopped growing in 1950 - New York's record population of 8,008,278 in 2000 exceeded the 1950 population by just over 100,000, or 1.5 percent. (Chart 1 shows population by borough rising through 1950 and then leveling off). The City's population declined substantially during the 1970s, but then recovered during the 1980s and 1990s. Similarly, the number of private-sector jobs in the city is approaching its 1969 peak. (Chart 2 shows employment from 1950 to 2001, fluctuating in a range). In 2001, New York City's average private sector employment was 3,138,500, or about 100,000 below the 1969 peak of 3,250,700.

The 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. 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

**Chart 1**  
New York City Population  
1890 to 2000 by Borough



**Chart 2**  
Private Employment  
New York City: 1950 to 2001



Source: Current Employment Survey, New York State Department of Labor.

## Capital Strategy Framework

London, Tokyo, and Paris, is unique in the United States.

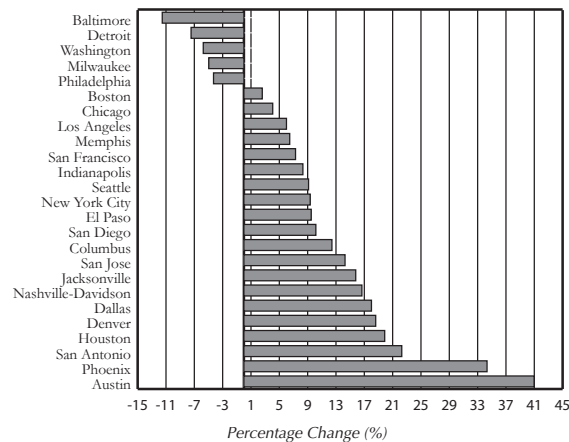
New York City's growth is also constrained by the worldwide trend for urban land uses to become more dispersed. Throughout the world, even as the number of "mega-cities" (metropolitan population over 5 million) increases, average densities in these cities are decreasing, with most population growth occurring 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 permit. And the desire to bring urban amenities to rural areas - paved roads, electric power, telephone service - provides the infrastructure for suburban spread.

From 1990 to 2000, New York City's population increased by only 9.4% as compared to other cities such as Phoenix, San Antonio and Austin, when compared gained

34.3%, 22.3 % and 41% respectively. Among the top twenty-five cities that had the most dramatic population change, only five had declines in population totals (Baltimore - 11.5%, Detroit - 7.5%, Milwaukee - 4.3% and Washington, D.C. - 5.7%). (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.

**Chart 3** Population Change of Top 25 Cities  
1990 to 2000



Source: 1990 Census STF1 & STF3 & 2000 Census DP1, DP-2, DP-3, & DP-4 Profiles  
Population Division - New York City Department of City Planning (June 2002)

# Capital Strategy Framework

## Structural Change

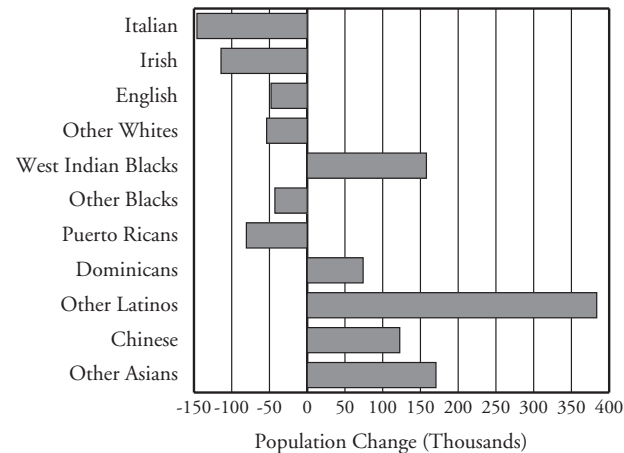
Despite a relatively constant overall population and employment level, New York City experiences constant economic and demographic change. In New York City, as in other cities, many former residents and their descendants have moved out. Unlike less successful cities, however, New York has continued to attract new people to replace the old. (Chart 4 shows Population Change by Race/Ethnicity).

Without the arrival of 2.3 million immigrants from 1970 to 1996, the city's population would have fallen at a rate typical of most 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,

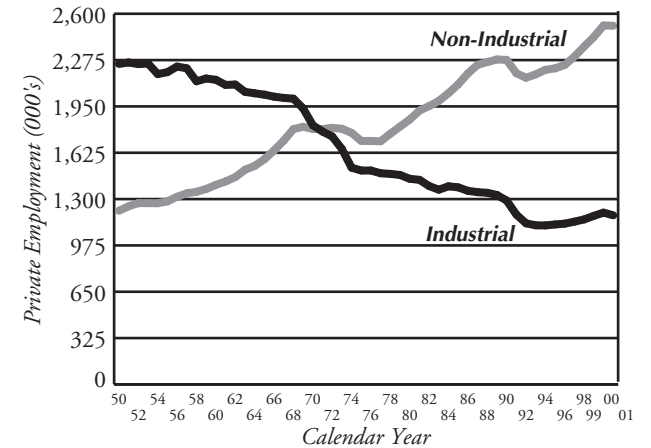
New York was primarily a trading center, and its manufacturing included many "heavy" industries drawn by access to the seaport. After 1900, these were replaced by light industries, such as apparel, electronics, and toys, which were drawn by New York City's low wage immigrant labor force. Since 1950, while much industrial activity has left New York and other older cities, New York has had a series of white collar growth waves. (Chart 5 shows Industrial vs. Non-Industrial Employment). 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.

**Chart 4**  
New York City Ethnic Change  
1990 to 2000: Race and Ancestry



Source: Census of Population.

**Chart 5**  
Private Employment  
New York City: 1950 to 2001



Source: Current Employment Survey, New York State Department of Labor.

# Capital Strategy Framework

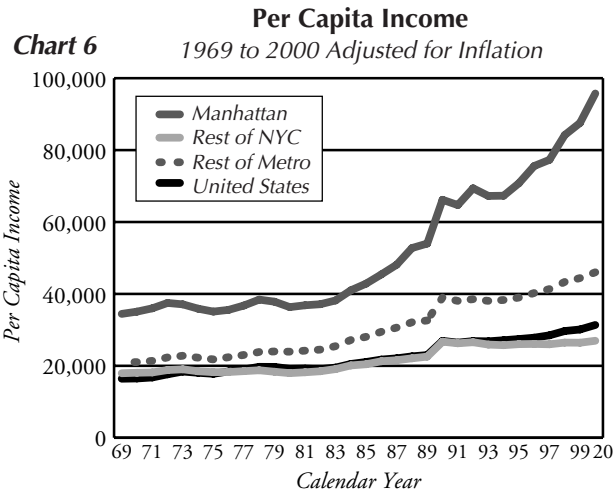
## Qualitative Growth

New York City residents, like those elsewhere, are more affluent and educated than in the past. (Chart 6 shows Per Capita Income). In 2000, New York City's Per Capita Personal Income (adjusted for inflation) was \$40,722, Manhattan's alone was \$95,744 and the National Per Capita Income was \$31,356. The median household income for New York City was \$38,909 and \$38,293 in 1989 and 1999.

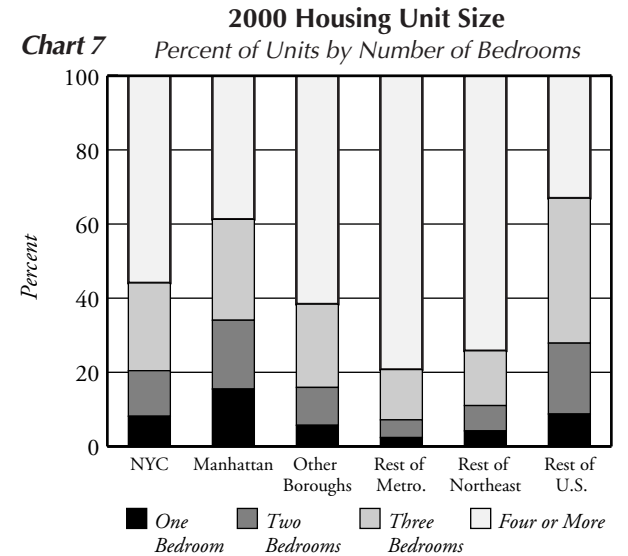
For the most part, however, a high level of new development and redevelopment is necessary to accommodate a better quality of life. As residents become wealthier and businesses become more productive, they come to expect housing units, places of businesses, and public facilities with more space per person and more amenities. While the number of people is not increasing over the long term, New York requires more and better capital facilities per person to remain competitive. From 1990 to 2000, while the City's population grew by 9.4%, the number of housing units increased by only 7%. The average square feet per

Manhattan office employee rose from 150 in 1960 to an estimated 325 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 ten years ago, when New Yorkers seemed to have a disproportionate number of inadequately sized units as compared to the rest of the country, in 2000, the City seemed to gain larger-sized units. (Chart 7 shows percentage of units by number of rooms, city, metropolitan area, state and nation).



Source: Bureau of Economic Analysis.



Source: Census of Population.

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## Capital Strategy Framework

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### 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 and improve the quality of life. In the past five years, 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.

## Financing Program

The City's financing program projects \$26.8 billion of long-term borrowing for the period of 2003 through 2007 to support the City's current capital program. More than 94 percent of the financing will be implemented through four bond issuers: the City, through its general obligation (GO) bonds, the New York City Transitional Finance Authority (TFA), the New York City Municipal Water Finance Authority (NYW or the Authority) and TSASC, Inc., whose bonds are secured by tobacco settlement revenues. In addition, the City will utilize the Dormitory Authority of the State of New York (DASNY) and the Jay Street Development Corp. (JSDC) to fund several capital initiatives. JSDC will continue to finance the construction of a new court facility at 330 Jay Street in Brooklyn. In addition to the two borrowings implemented to date totaling \$526 million, JSDC is expected to complete its third and final bond financing in early FY2004. DASNY will issue bonds for the City's other court facilities and the expansion and reconstruction of HHC facilities. The annual financing amounts during the plan period for each of the bond issuing entities are listed in the table below.

On September 13, 2001, the TFA was given a statutory authority to borrow \$2.5 billion to finance costs related to the September 11th terrorist attack on New York City. Pursuant to that authority, the TFA has issued approximately \$2 billion of long-term debt in the first half of fiscal year 2003. TFA will reach its statutory bonding capacity of \$11.5 billion (excluding bonds for recovery purposes) in FY2004 and, unless its statutory bonding capacity is increased, TFA financing for the City's ongoing capital program during the plan period will decrease significantly relative to prior year amounts. The City will issue approximately \$12.5 billion of its GO bonds during the plan period, which represents the largest share, 44 percent, of the total program. NYW's annual bonding amount, excluding refunding, will average about \$1.8 billion. The aggregate NYW financing during the plan period will account for approximately 37% of the City's total program. TSASC, Inc. completed a second bond financing in the amount of \$500 million in early FY2003 and is expected to issue the remaining program bonds in the next two years.

### 2003–2007 Financing Program

(\$ in millions)

	2003	2004	2005	2006	2007	Total
<b>Sources of Funds:</b>						
City General Obligation Bonds	\$2,250	\$1,620	\$2,550	\$2,950	\$3,100	\$12,470
TFA(1)	1,100	705	0	0	0	1,805
TSASC(2)	390	815	717	0	0	1,922
NYW(3)	1,718	1,842	1,972	1,830	1,668	9,030
DASNY and Other Conduit Debt(4)	0	787	230	316	230	1,563
<b>Total</b>	<b>\$5,458</b>	<b>\$5,769</b>	<b>\$5,469</b>	<b>\$5,096</b>	<b>\$4,998</b>	<b>\$26,790</b>

1) TFA includes Bond Anticipation Notes (BANs) issued to fund the City's capital program and Recovery Notes and Bonds issued to pay costs related to the September 11th attack, and excludes bonds issued to defease BANs and to defease Notes.

(2) The FY2003 proceeds to the City from TSASC includes \$295 million from the August 2002 bond sale, \$15 million borrowed under the federal Transportation Infrastructure Finance and Innovation Act of 1998 (TIFIA) and \$80 million for reserve, capitalized interest and OID.

(3) NYW includes commercial paper and reserve amounts. Figures do not include bonds that defease commercial paper.

(4) DASNY and other conduit debt includes DASNY financing of the court capital program and certain HHC projects, Jay Street Development Corp. financing of the 330 Jay Street project, and other conduit financings.



## Financing Program

The following three tables show total projected debt outstanding, debt service costs and debt service ratios.

### 2003–2007 Debt Outstanding

*(\$ in millions)*

	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>
City General Obligation Bonds	\$29,642	\$29,798	\$30,790	\$32,194	\$33,666
TFA	11,470	12,432	12,738	12,289	11,822
TSASC	1,246	2,019	2,715	2,678	2,651
MAC	2,525	2,151	1,758	1,354	924
DASNY and Other Conduit Debt	2,959	3,263	3,408	3,600	3,726
Total Debt Outstanding	\$47,842	\$49,662	\$51,409	\$52,115	\$52,789
Water Finance Authority	\$12,388	\$14,032	\$15,822	\$17,450	\$18,919

### 2003–2007 Annual Debt Service Costs

*(\$ in millions)*

	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>
City General Obligation Bonds	\$2,410	\$2,954	\$3,228	\$3,302	\$3,492
TFA	560	809	1,024	1,010	1,013
TSASC	103	97	163	200	199
MAC**	214	531	490	492	493
DASNY and Other Conduit Debt	172	204	218	272	297
Total Debt Service	\$3,459	\$4,595	\$5,123	\$5,277	\$5,493
Water Finance Authority	\$671	\$828	\$991	\$1,125	\$1,206

\* Includes short-term (RANs) interest costs but excludes prepayment of debt service.

\*\* Excludes prepayment of debt service.

## Financing Program

### 2003–2007 Debt Burden

	2003	2004	2005	2006	2007
Total Debt Service (NYC GO, Conduit, MAC TFA & TSASC) as %:					
a. Total Revenue**	7.68%	10.21%	11.44%	11.54%	11.71%
b. Total Taxes**	14.49%	17.39%	18.61%	18.60%	18.63%
c. Total NYC Personal Income	1.11%	1.43%	1.51%	1.48%	1.46%
Total Debt Outstanding (NYC GO, Conduit, MAC, TFA & TSASC) as %:					
a. Total NYC Personal Income	15.41%	15.42%	15.13%	14.62%	14.03%

\*\* Total revenues and total taxes include amounts required to support TFA and TSASC debt service.

## Financing Program

### The Transitional Finance Authority

#### TFA Recovery Bonds and Notes:

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, 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. In June 2000, the TFA received an additional \$4 billion of bonding capacity, increasing its overall authorization to \$11.5 billion. In addition, the State legislature increased the TFA's variable rate bonding capacity to \$2.3 billion or 20% of its authorized bonding amount (excluding the Recovery Bonds).

As noted above, on September 13, 2001, the State of New York authorized the TFA to issue additional debt to finance costs (whether capital or expense) related to or arising from the September 11th terrorist attack in an amount outstanding of up to \$2.5 billion. In October 2001, the TFA issued the first \$1 billion of New York City Recovery Notes to pay such costs, including \$500 million to replace lost revenues resulting from the attack. During the first quarter of FY2003, TFA issued three series of Recovery Bonds (Series 2003-1, Series 2003-2 and Series 2003-3) totaling \$2.03 billion. One billion dollars of bond proceeds were used to pay recovery costs consisting of revenue losses associated with the September 11 event and the remaining \$1.03 billion were used to retire the Recovery Notes issued in October 2001. The TFA Recovery Bonds are subordinated to TFA senior debt and have a 20-year level debt service payment structure. Recovery Bonds were sold as floating rate bonds except for four maturities in years 2003 to 2006 from Series 2003-3 totaling about \$143 million, which were sold at a fixed rate. The fixed rate Recovery Bonds were sold at yields ranging between 1.66% and 2.56%. The yields are comparable to those of senior lien TFA bonds. The Recovery Bonds have the same credit ratings as the TFA's senior debt (Aa2 from Moody's and AA+ from S&P and Fitch).

The floating rate Recovery Bonds are supported by liquidity facilities provided by banks and by the New York State Common Retirement Fund ("CRF"). The \$191.2 million liquidity support from the CRF was a ground-breaking transaction: it allows the CRF to diversify and enhance returns on its investment portfolio with relatively low risk while facilitating competitive pricing for TFA by expanding the pool of liquidity providers beyond the traditional banking institutions.

The issuance of floating rate Recovery Bonds saves interest costs for TFA. The BMA index, which is a tax exempt floating rate index, has ranged between 0.95% and 1.85% in the last 12 months, averaging about 1.35%. The TFA's floating rate bonds are generally traded at 0.1% below the BMA average of about 1.25% last year. The TFA's 30-year fixed rate bonds were sold at a yield of 5.04% in the most recent transaction in November 2002. The difference in interest rates between the floating rate bonds and the 30-year fixed rate bonds is about 379 basis points. If the spread between the short-term and the long-term interest rates remains as wide as the current market at 3.8%, the annual debt service savings on the \$1.9 billion of TFA floating-rate Recovery Bonds could be as high as \$72 million annually.

## Financing Program

### TFA Refundings and New Money Issuances:

In the first quarter of FY2003, TFA also completed two refinancings of its existing debt, Series 2003A and Series 2003B. The TFA took advantage of the low interest rate environment in the summer, adopted an innovative financing idea, (the "stepped-coupon bonds," discussed in the next paragraph) and achieved total budget savings of \$121 million and \$47 million in FY2003 and FY2004, respectively. The true interest costs (TICs) were 4.15% for Series 2003A and 3.96 % for Series 2003B. The present value savings were 8.5% for Series 2003A and 6.2% for Series 2003B.

The stepped-coupon bonds have a fixed coupon that increases (or "steps up") at the end of the refunding escrow period when all the refunded bonds have been paid. At that time, TFA expects to call or purchase the stepped-coupon bonds and convert them into floating rate bonds. The structure allows the TFA to reduce the interest costs of those bonds with long maturities from 16 to 29 years to that of a bond with 11-year maturity for the first 9 years. After the escrow period, the interest rates on these bonds will be reduced to those of floating rate bonds, assuming TFA will re-finance these bonds with floating rate bonds. In addition, the stepped-coupon bonds give TFA more flexibility in managing its overall interest rate exposure. The credit facilities for the future floating rate issuance do not have to be locked in today, thus saving enhancement costs and freeing up capacity for other financing options during the period.

In addition to the issuance of refunding bonds and Recovery Bonds, TFA also issued approximately \$600 million of Series 2003C bonds and \$555 million of Bond Anticipation Notes (BANs) on November 7, 2002. The proceeds of the 2003C bonds were applied to defease the BANs issued in November 2001. Four hundred and fifty million dollars of the Series 2003 C bonds were fixed rate and \$150 million bonds were floating rate. The TIC for the fixed portion of the 2003C bonds was 4.63%. The new BANs with a one-year maturity were competitively bid out with a TIC of 1.63%. The proceeds of the BANs funded the City's capital program.

TFA expects to issue another \$600 million of Bonds and \$555 million of BANs in February, 2003. The bond proceeds will be used to defease BANs issued in February 2002 and the new BAN proceeds will be used for capital purposes. In FY2004, the TFA will issue a \$550 million BAN and \$1.3 billion of bonds. Of the \$1.3 billion in bonds issued in FY2004, \$1.1 billion will be used to retire the two BANs issued in FY2003 and the remainder will be used for capital purposes. In FY2005, TFA will issue \$555 million of bonds to defease BAN issued in FY2004. This will complete the TFA's new money financing under current its statutory authority.

The City's personal income tax revenues are projected to grow at an average of 5.9% percent between 2003 and 2007 despite the elimination of various surcharges and implementation of tax cuts. TFA is projected to continue to have very strong coverage of debt service.

## Financing Program

### New York City General Obligation Bonds and Cash Flow Financing

With interest rates at historically low levels, the City has implemented from June 2002 a series of refinancings of General Obligation (GO) bonds to realize budget savings totaling \$446 million in FY2003 and \$50 million in FY2004. A total of \$3.6 billion of bonds were refunded during the period between May 2002 and January 2003, of which \$1.6 billion utilized the recently passed Federal legislation that allows the City to advance refund up to \$4.5 billion of bonds before January 2005 that would not have been eligible for advance refunding a second time under federal tax law.

The first two refundings, Series 2002 E, F and G and Series 2003 A and B, were both about \$1 billion. They achieved a minimum of 3% present value savings and a total of \$364 million of budget savings in FY2003 and FY2004. Series 2002E, F and G and Series 2003 A and B, which consisted of all fixed-rate tax exempt bonds, achieved all-in TICs of 4.65% and 4.44%, respectively.

In November 2002, the City executed another refunding transaction, Series 2003 C, D and E, which consisted of \$148 million of fixed rate taxable bonds, \$400 million of tax-exempt variable rate bonds and \$600 million of tax-exempt fixed rate bonds. The refunding achieved a present value savings of more than 6.5% and a total of \$80 million of budget savings between 2003 and 2004. The City also entered into interest rate exchange agreements with four swap counterparties on the \$400 million of floating rate bonds. Pursuant to the agreements, the City pays the counterparties a fixed payment semi-annually at 3.269% per annum on the \$400 million notional amount in exchange for floating rate payments calculated based on 62.8% of 1-month LIBOR payable monthly. Based on trading patterns of outstanding City debt, it is anticipated that the City's floating rate bonds will trade on average over the life of the bonds at 62.8% of LIBOR. Therefore, the swap payments that the City expects to receive over time will offset the interest costs on the bonds, leaving the net costs on the bonds equal to the fixed payments the City makes to the counterparties. The agreements allow the City to pay 3.929% (including 66 basis points for liquidity and remarketing costs) for bonds due 2014-2020, which is from 88 to 100 basis points lower than rates that would have been paid on fixed rate bonds. The tax-exempt fixed rate portion of the Series 2003 C, D and E bonds was sold at yields ranging between 1.68% in 2003 to 4.8% in 2015. The taxable portion of Series 2003C, D and E was competitively bid out at TIC

of 3.57%.

On January 22, 2003, the City issued another \$1.2 billion of general obligation bonds (Series 2003 F, G and H), which included \$650 million of new money bonds and \$555 million in refunding bonds. The \$650 million new money financing consisted of \$500 million of traditional tax-exempt fixed rate bonds and \$150 million of taxable indexed floating rate bonds sold by private placement to a European investor. The yields on the tax-exempt fixed rate bonds ranged between 2.05% and 5.35% for maturities in years 2005 and 2033, respectively. The TIC for the tax-exempt new money series was 5.23%. The spread to LIBOR on the taxable bonds ranged between 38 basis point to 73 basis points for maturities in 2005 and 2017, respectively. With the 3-month LIBOR rate at a record low of 1.37% as of January 17, 2003, the taxable interest rates were set for the initial three-month period at a range between 1.75% and 2.10% for maturities in year 2005 and 2017, respectively. These rates on the taxable indexed floater compare favorably against those in both the domestic fixed rate and floating rate markets.

The January 2003 GO borrowing also included \$555 million of refunding bonds, consisting of \$307 million of tax-exempt fixed rate bonds, \$215 million of tax exempt floating rate bonds with a fixed-payer swap similar to the one executed in connection with the GO Series 2003 C, D and E transaction described above, and \$39 million of taxable fixed rate bonds. The refunding generated \$4 million and \$34 million of budget savings in FY2003 and FY2004, respectively. The yields on the tax-exempt fixed rate bonds range between 1.23% to 4.25% for maturities in year 2003 to 2011, respectively. The taxable bonds, with maturities only in 2003 and 2004 were sold competitively with an average yield of 1.93%. In addition, the City negotiated two interest rate exchange agreements with an aggregate notional amount of \$215 million, where the City will make fixed payments in exchange for receiving adjustable payments based on a percentage of LIBOR. These agreements essentially lock in low fixed interest costs on the floating rate bonds, similar to the swap agreements on Series 2003 C, D and E bonds described above. The fixed rates payable by the City are 2.818% and 3.259% on \$60 million and \$155 million notional amounts, respectively. The floating rate payments to be received by the City are based on 60.8% and 61.8% of 1-month LIBOR.

In addition to the financings described above, the City plans to issue a total of \$1.6 billion of GO bonds for capital purposes in Spring 2003 and \$1.6 billion in FY2004. Beginning in FY2005, when TFA will exhaust its currently authorized bonding capacity, the City, unless the TFA's bonding authority is increased, will

## Financing Program

increase its GO financing program to \$2.6 billion, \$3.0 billion and \$3.1 billion in FY2005, 2006 and 2007, respectively.

Currently the debt service for the City and its related financing entities (TFA, TSASC, MAC and lease debt, excluding the effect of pre-payments) is 7.7 percent of the City's total budgeted revenues in FY 2003. The ratio will rise to 11.7 percent in FY 2007. As a percentage of tax revenues, the debt service ratio is 14.5 percent in FY 2003 and is projected to increase to 18.6 percent in FY 2007.

During calendar year 2002, short-term interest costs as reflected in the \$3.5 billion of VRDBs have been 1.32 percent on average for tax-exempt debt and 1.84 percent for taxable GO floating rate debt. These VRDBs, which have traded on average at rates that are at least 350 basis points lower than those for the fixed-rate debt, are expected to generate an annual debt service savings of over \$120 million.

In October 2002, the City issued \$1.5 billion of RANs for its seasonal cash flow needs. The TIC for the 6-month RANs was 1.385%. The City expects to issue \$2.4 billion of RANs or TANs in each of the next four fiscal years.

### Lease Appropriation Debt

On various occasions the City issues debt through a conduit to be repaid by a subject-to-appropriation lease obligation. This has been done through the New York State Housing Finance Agency, NYS UDC and DASNY. Most recently, projects the City has financed in this manner include Health and Hospitals Corporation projects under the DASNY's Municipal Health Facilities program and the City's courts capital program, financed through DASNY and through the newly created JSDC.

In December 2001, the City financed a portion of the costs for three projects through DASNY, totaling \$548 million. The projects include a new DNA lab, an ambulatory service facility at Bellevue Hospital and phase two of the reconstruction of Kings County Hospital. Of the \$548 million financing, \$127 million was in fixed rate mode and the remaining \$421 million was variable debt that resets via a weekly auction. The fixed rate bonds, which were insured by FSA, were sold with yields ranging from 3.63% in 2005 to 4.91% in 2014. DASNY bonds are secured by the City's lease payments and a Medicaid intercept.

### The New York City Municipal Water Finance Authority

NYW was created in 1985 to finance capital improvements to New York City's water and sewer system. Since its first bond sale in November 1985, the Authority has sold \$20.83 billion in General and Second Resolution bonds and subordinated crossover refunding bonds. Refunding bond issuance amounted to \$8.02 billion. Of this aggregate bond par amount, \$11.48 billion is outstanding, \$7.97 billion was refinanced with lower cost debt, and \$1.37 billion was retired with Authority revenues as it matured. In addition to this long-term debt, NYW uses an \$800 million tax-exempt commercial paper program as a source of flexible short-term financing.

NYW enjoys a strong credit rating by all three rating agencies. NYW is rated "AA" by Standard and Poor's and Fitch and "Aa2" by Moody's. Additionally, senior lien bonds issued by the New York State Environmental Facilities Corporation (EFC) for City capital projects eligible for State Revolving Fund (SRF) money are rated in the highest rating category by Moody's ("Aaa"), Standard & Poor's ("AAA") and Fitch ("AAA"). The bonds which NYW places with EFC are unrated Second Resolution bonds of NYW, but are an element of security for the EFC bonds.

To date in Fiscal Year 2003, the Authority has closed six financing transactions. The First Resolution Series A, B, C and D issuances consisted of bond sales directly to the public. The Second Resolution Series 1 and 2 bonds were issued to the EFC to secure bonds issued by EFC. Series A, C, D and Series 2 bonds included refunding bonds, providing NYW with between 6% and 11% present value savings in each case.

The projected financing activity for the remainder of Fiscal Year 2003 will consist of a bond sale by NYW directly to the public for an estimated \$500 million and approximately \$250 million in bonds issued to EFC. Additionally, NYW may be able to take advantage of other potential refunding opportunities during the remainder of the year should the interest rate environment be favorable.

## Financing Program

On July 9, 2002, the Fiscal 2003 Series A, B & C bonds were delivered, in par amounts of \$741,090,000 for the Series A bonds, \$150,000,000 for the Series B bonds and \$300,300,000 for the Series C bonds. Although the spread to the MMD Triple-A scale widened compared to other recent NYW bond issues, interest rates on the Series A issue remained favorable, with a true interest cost of 5.355%. The structure included serial bonds maturing in 2003 through 2029 and term bonds maturing in 2034. The 2034 term bonds sold at 5.32% yield, while serial maturities ranged from a yield of 1.55% in 2003 to a yield of 5.29% in 2029. NYW also sold \$20 million of muni-CPI bonds in the 2013 maturity, a derivative product which swapped a floating rate tied to the consumer price index to a fixed interest rate, resulting in a lower yield than traditional fixed rate debt.

The Series B bonds were sold as refundable principal installment bonds, maturing in 2004, 2005 and 2006 allowing NYW to take advantage of the relatively low rates at the short end of the interest rate curve. The spread over the MMD Triple-A scale was between 10 and 11 basis points. Yields ranged from 2.1% to 2.92% in the various maturities and the true interest cost of the issuance was 2.77%. Principal in each maturity will be advance refunded and extended up to 40 years prior to the principal payment date.

The Series C bonds were sold as variable rate demand bonds, with \$100,100,000 offered in the weekly reset mode and \$200,200,000 sold in the daily reset mode. Three different remarketing agents were chosen to remarket these bonds. The structure included term bonds maturing in 2018.

Proceeds from the combined sale of the Series A, B and C bonds were used to defease all of NYW's Series One, Series Five and a portion of its Series 6 commercial paper, funded the debt service reserve, paid certain costs of issuance and refunded a portion of its Fiscal 1993 Series A bonds.

On October 10, 2002, \$250,000,000 of FY 2003 Series D bonds were delivered in a common plan of finance with \$148,040,809 of 2003 Series 1 bonds, issued to EFC. Proceeds from the Series D bonds were used to refund all of NYW's outstanding Fiscal 1987 Series A and 1987 Series B bonds and a portion of its 1994 Series B, 1996 Series A and 1994 Series F bonds. These bonds were second advance refundings allowed under the Liberty Zone provisions and provided in excess of 6% present value savings. The bond structure included serial maturities through 2017 with spreads to the MMD Triple-A scale ranging from 1 basis point below to 13 basis points above the scale. Yields

ranged from a very favorable 1.464% in 2003 to 4.04% in 2017, with a true interest cost for the transaction of 3.89%. Premium bonds were sold in almost every maturity.

The proceeds of the 2003 Series 1 bonds were used to defease all of NYW's Series 3 and a portion of its Series 4 commercial paper and funded the costs of issuance. The 2003 Series 1 bonds were offered through a competitive sale using an internet-based bidding platform with seven bidders responding. The successful bid included serial maturities from 2003 through 2024 and term bonds in 2027 and 2032. Yields ranged from 1.35% in 2003 to 4.68% on the term bonds due in 2032. The yield on the 2032 term bonds was a very favorable 5 bp higher than the MMD Triple-A Scale, with earlier serial maturities trading as much as 10 basis points below the scale. The true interest cost was 4.28 % with an effective all in yield of 2.77%, after subsidy.

On November 14, 2002, \$608,654,720 of 2003 Series 2 bonds, issued to EFC were delivered, one of the largest offerings made by NYW through EFC. The transaction partially refunded NYW's Fiscal 1994 Series 1 bonds and fully refunded its Fiscal 1996 Series 1, Fiscal 1998 Series 2, Fiscal 1998 Series 5 and Fiscal 1999 Series 1 bonds, extended the maturity date to 30 years from the original issuance date of the refunded bonds and paid certain costs of issuance. The sale included serial bonds from 2003 to 2023 and term bonds in 2028. The yields on the term bonds are 5.00%, a 4 basis point spread above the MMD Triple-A Scale. The true interest cost on the bonds issued to EFC was a favorable 4.6%.

During the period of 2003 and 2007, NYW expects to sell an average of approximately \$1.8 billion of new debt per year. Of this amount, NYW plans to issue a minimum of \$300 million per year through EFC, taking advantage of the 33 to 50 percent interest rate subsidy available for qualifying projects, and minimizing the overall costs of its financing program.

## Financing Program

### TSASC, Inc.

TSASC, Inc., a special purpose corporation, was created by the City in November 1999 to issue bonds secured with the City's share of the Tobacco Settlement Revenues (TSRs) pursuant to a nationwide Master Settlement Agreement (MSA). TSASC issued the first of four expected series of Tobacco Flexible Amortization Bonds (Tobacco Bonds) in 1999 to finance a portion of the City's capital program. Those bonds are the highest-rated bonds secured by TSRs issued to date by various states and localities. In December 2001, TSASC and the City completed a \$150 million loan agreement with the US Department of Transportation (USDOT) under the Transportation Infrastructure Finance and Innovation Act of 1998 (TIFIA). The loan agreement provides for funding by the USDOT for one third of the capital costs associated with the Staten Island ferries and ferry terminals project. The loan is scheduled to be drawn down over the next two to three years based on actual capital expenditures. The repayment of the loan is secured with TSASC's revenues, payable over the next 30 years on a parity with other TSASC senior bonds. The 5.52% interest costs on the TIFIA loan was estimated to be at least 30 basis points lower than the TSASC's borrowing rate under comparable market conditions.

In August 2002, TSASC implemented a second public offering for \$500 million. Unlike the 1999-1 Series, the 2002-1 series offer investors bonds with a fixed-payment structure and a super-sinker payment structure, which have become more popular in the municipal tobacco bonds market since TSASC's 1999-1 transaction. The yields on the bonds range between 3% to 6% for

maturities in year 2006 and 2032, respectively. The spreads to MMD-AAA (a municipal bonds index) vary between 45 basis points in year 2006 and 99 basis points in year 2032. While the yields on the TSASC bonds are still higher than those the City General Obligation Bonds despite a higher credit rating, TSASC bonds continue to be traded at lower rates than those of tobacco bonds issued by other New York municipalities in the secondary market.

The third and the fourth TSASC financings, each with approximately \$700 million of par amount, are scheduled for FY2004 and 2005, respectively.

TSASC has acquired the City's 3.4% share of the national total TSRs payable under the Master Settlement Agreement (MSA) entered into between 46 States and the manufacturers of over 95 percent of cigarettes sold in the US. After TSASC retains sufficient TSRs to pay for its debt service and operating expenses, the excess TSRs flow to the City through ownership of a residual certificate. The MSA provides for an upfront payment, four Initial Payments payable on each January 10, beginning in 2000 and continuing through 2003 and an Annual Payment payable on every April 15, beginning in 2000. As listed below, TSASC has received a total of \$807 million payments from tobacco manufactures since its inception.

### TSASC's Tobacco Settlement Revenues Received

	<i>(\$ in millions)</i>					
	<i>1999</i>	<i>2000</i>	<i>2001</i>	<i>2002</i>	<i>2003</i>	<i>Total</i>
Upfront Payment	\$84	\$0	\$0	\$0	\$0	\$84
Initial Payment <i>(Due &amp; Received on or about January 10)</i>	0	73	66	68	73	280
Annual Payment <i>(Due &amp; Received on or about April 15)</i>	0	118	138	187	178*	621
Total	\$84	\$191	\$204	\$255	\$251	\$985

\* *Estimated*



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## Financing Program

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Based on data available to TSASC, the relative market share among the PMs changed from year to year and the overall US cigarette shipment in 1999 and 2000 were roughly the same as those forecast in the TSASC Series 1999-1 official circular. In general, the Annual Payments vary according to an inflation factor and the annual amount of cigarettes shipped in the US by tobacco manufacturers participating in the MSA, among other factors. Also, the amounts of TSRs received to date are subject to modification as the Independent Auditor receives updated cigarette shipment information from various sources. The adjustments were and will be made against subsequent TSRs.

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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; regulates private bus companies; 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. Regional employment is expected to rise approximately 12% by 2020. The number of motor vehicles is expected to increase by approximately 12% regionwide. Increasing congestion on the region's highways will further exacerbate the difficulties of goods movement, as more than 97% 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.

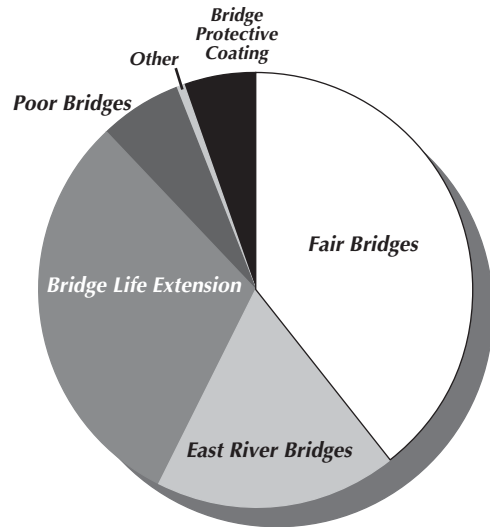
## Capital Program Goals

- Provide safe and efficient travel throughout the City by rehabilitating deficient bridges;
- Provide streets in good repair;
- Improve the flow of traffic and minimize congestion;
- Maintain and improve safety on City streets by providing adequate lighting, upgrading intersection signalization, and 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 Strategy provides over \$8.2 billion to the Department, with Bridges and Highways receiving the bulk of funding, totaling over \$7.3 billion (89%).

## Department of Transportation - Bridges



### Bridges

	(in millions)
• East River Bridges	\$804.3
• Poor Bridges	272.2
• Fair Bridges	1,758.9
• Bridge Life Extension	1,365.5
• Bridge Facilities	18.0
• Bridge Vehicles/Equipment	9.7
• Bridge Protective Coating	239.3
<b>TOTAL</b>	<b>\$4,467.9</b>

The Preliminary Ten-Year Capital Strategy provides \$4.47 billion to reconstruct the four East River Bridges and 186 other bridge structures. The first four years of this Preliminary Ten-Year Capital Strategy allocates almost \$2.26 billion to the Bridge Program, of which \$556.7 million is projected to be committed in 2004. The total commitment reflects the high priority accorded to restoring and maintaining these essential links in the City's transportation system.

**East River Bridges:** All remaining East River Bridge reconstruction contracts will be registered by the year 2010. By this time, the reconstruction of the Queensboro and Williamsburg Bridges will be complete and the reconstruction of the Manhattan and Brooklyn Bridges will be in the final stages of reconstruction. The only remaining work on the four East River Bridges will be the seismic retrofit of the four bridges, planned for commitment in 2010. The Preliminary Ten-Year Capital Strategy provides \$804.3 million for this program.

**Poor Bridges:** Five structures currently rated "poor" will be committed for reconstruction by 2006, at a total cost of \$249.3 million. In addition, the Preliminary Ten-Year Capital Strategy includes the seismic retrofit in 2010 of two bridges currently rated "poor," which are both presently under reconstruction. By 2007, all bridges currently rated "poor" will either be reconstructed, committed for reconstruction, under reconstruction or demolished.

**Fair Bridges:** The Preliminary Ten-Year Capital Strategy provides \$1.76 billion to reconstruct bridge structures currently rated "fair." By the year 2013, a total of 91 "fair" bridge structures will either be reconstructed or committed for reconstruction.

**Bridge Life Extension:** The Preliminary Ten-Year Capital Strategy provides for rehabilitative work on the better "fair" bridge structures to upgrade their current condition. A total of 89 bridge structures, all rated "fair," are slated for major rehabilitative work under this program through 2013. A total of \$1.37 billion will be spent on all programs in this category.

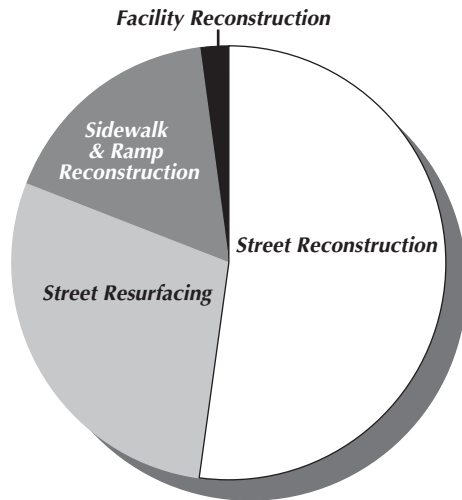
**Bridge Facilities and Equipment:** \$27.7 million will be allocated for the reconstruction of bridge facilities, and the purchasing of equipment and vehicles for field forces.

**Bridge Protective Coating:** Funding in the amount of \$239.3 million has been provided for bridge protective coating treatments excluding the painting costs for the four East River Bridges.

# Department of Transportation - Bridges

Project Type: BR and HB	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>East River Bridges</i>											
City	145,493	249,338	5,939	4,117	31,118	114,602	15,410	0	0	0	566,017
Federal	24,364	39,518	0	0	0	100,000	60,828	0	0	0	224,710
State	3,600	0	0	0	0	10,000	0	0	0	0	13,600
<i>Fair Bridges</i>											
City	161,538	169,883	135,366	311,790	143,130	15,177	25,025	1,747	207,778	125,827	1,297,261
Federal	27,029	107,627	0	100,000	100,000	0	0	0	0	98,500	433,156
State	5,068	500	0	10,000	10,000	0	0	0	0	0	25,568
Private	2,873	0	0	0	0	0	0	0	0	0	2,873
<i>Bridge Life Extension and Miscellaneous Work</i>											
City	63,008	110,941	113,577	109,395	71,213	82,688	157,201	127,434	118,669	173,941	1,128,067
Federal	5,489	0	0	0	0	0	29,009	101,500	100,000	0	235,998
State	1,219	0	0	0	0	0	0	0	0	0	1,219
Private	204	0	0	0	0	0	0	0	0	0	204
<i>Bridge Painting</i>											
City	585	5,185	33,827	28,000	28,000	31,670	28,000	28,000	28,000	28,000	239,267
<i>Poor Bridges</i>											
City	70,517	45,573	4,021	22,927	0	0	0	0	0	0	143,038
Federal	33,545	95,583	0	0	0	0	0	0	0	0	129,128
<i>Equipment for Bridge Maintenance</i>											
City	2,929	0	0	800	1,000	1,000	1,000	1,000	1,000	1,000	9,729
<i>Bridge Facilities</i>											
City	9,201	700	700	3,150	700	700	700	700	700	700	17,951
Private	100	0	0	0	0	0	0	0	0	0	100
<i>Project Type Total by Source of Funds</i>											
City	453,271	581,620	293,430	480,179	275,161	245,837	227,336	158,881	356,147	329,468	3,401,330
Federal	90,427	242,728	0	100,000	100,000	100,000	89,837	101,500	100,000	98,500	1,022,992
State	9,887	500	0	10,000	10,000	10,000	0	0	0	0	40,387
Private	3,177	0	0	0	0	0	0	0	0	0	3,177
<i>Project Type Total All Funds</i>											
All Funds	556,762	824,848	293,430	590,179	385,161	355,837	317,173	260,381	456,147	427,968	4,467,886

## Department of Transportation - Highways



### Highways

	(in millions)
• Street Reconstruction	\$1,458.7
• Street Resurfacing	803.2
• Sidewalk & Ramp Reconstruction	473.5
• Facility Reconstruction	59.9
<b>TOTAL</b>	<b>\$2,795.3</b>

The Preliminary Ten-Year Capital Strategy for Highways of \$2.8 billion will provide for the rehabilitation of over 2,321.6 linear miles (7,722.1 linear miles) of City streets.

**Street Reconstruction:** Total funding in the Preliminary Ten-Year Capital Strategy for street reconstruction is \$1.46 billion, which provides for the reconstruction of 219.0 linear miles (717.9 lane miles) of streets, Citywide. This includes \$92.7 million in Federal funding for the reconstruction of 16.0 linear miles of streets surrounding Ground Zero.

**Street Resurfacing:** The Preliminary Ten-Year Capital Strategy calls for the resurfacing and milling of 2,102.6 linear miles (7,005.2 lane miles), by both in-house and contract forces, of streets and arterial highways at a ten-year cost of \$803.2 million.

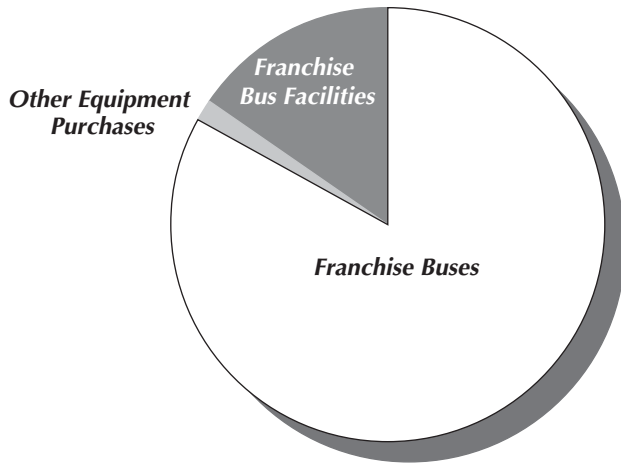
**Sidewalk and Ramp Reconstruction:** For the ten-year period, approximately 44.7 million square feet of sidewalks will be reconstructed throughout the City, at a cost of \$322.6 million. Additionally, pedestrian ramps will be installed at over 51,758 corners throughout the City, at a cost of \$150.9 million.

**Facility Reconstruction:** A ten-year total of \$59.9 million is allocated for the redesign and reconstruction of highway maintenance and repair yards, other Department facilities, and miscellaneous renovations and upgrades.

# Department of Transportation - Highways

Project Type: HW											
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Facility Reconstruction</i>											
City	9,926	2,000	16,000	3,000	4,000	5,000	5,000	5,000	5,000	5,000	59,926
<i>Local Street Resurfacing</i>											
City	0	391	0	0	0	0	0	0	0	0	391
<i>Pedestrian Ramp Construction</i>											
City	7,580	20,281	33,143	20,653	20,389	20,077	20,162	5,447	593	1,320	149,645
Federal	389	288	258	360	0	0	0	0	0	0	1,295
<i>Primary Street Reconstruction</i>											
City	90,673	100,447	133,384	125,257	135,740	133,366	138,098	150,356	158,395	163,065	1,328,781
Federal	48,847	32,094	16,637	18,279	0	0	0	0	0	0	115,857
State	4,196	2,624	5,300	0	0	0	0	0	0	0	12,120
Private	1,900	0	0	0	0	0	0	0	0	0	1,900
<i>Primary Street Resurfacing</i>											
City	77,286	78,415	80,533	77,996	79,419	80,868	82,344	83,748	81,073	81,073	802,755
<i>Sidewalk Reconstruction</i>											
City	26,648	30,474	28,156	32,542	31,829	28,419	29,986	26,893	29,030	27,796	291,773
Federal	8,351	6,772	8,692	4,480	0	0	0	0	0	0	28,295
State	193	0	0	0	0	0	0	0	0	0	193
<i>Reconstruction of Step Streets</i>											
City	2,320	0	0	0	0	0	0	0	0	0	2,320
<i>Project Type Total by Source of Funds</i>											
City	214,433	232,008	291,216	259,448	271,377	267,730	275,590	271,444	274,091	278,254	2,635,591
Federal	57,587	39,154	25,587	23,119	0	0	0	0	0	0	145,447
State	4,389	2,624	5,300	0	0	0	0	0	0	0	12,313
Private	1,900	0	0	0	0	0	0	0	0	0	1,900
<i>Project Type Total All Funds</i>											
All Funds	278,309	273,786	322,103	282,567	271,377	267,730	275,590	271,444	274,091	278,254	2,795,251

## Department of Transportation - Franchise Transportation



### Franchise Transportation

	(in millions)
• Franchise Buses	\$256.6
• Franchise Bus Facilities	5.0
<b>TOTAL</b>	<b>\$261.6</b>

In an effort to bring quality bus service to certain areas of the City that are not adequately served by the Transit Authority network, a Franchise Transportation program is operated with the support of City subsidies. The Preliminary Ten-Year Capital Strategy provides a total of \$261.6 million (90% non-City funds) for the purchase of buses, equipment, and facility upgrades.

**Buses and Equipment:** The Preliminary Ten-Year Capital Strategy provides a total of \$256.6 million (\$233.1 million in non-City funds) for the purchase of approximately 640 diesel buses and 160 Compressed Natural Gas (CNG) buses in FY04-07.

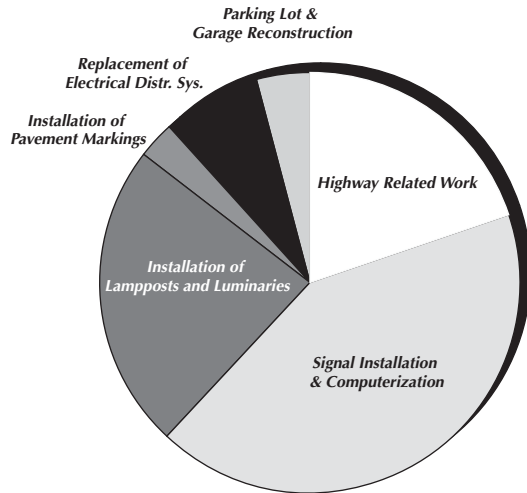
**Bus Facilities:** The Preliminary Ten-Year Capital Strategy provides a total of \$5.0 million for the construction and improvement of bus facilities. Projects funded under this program include \$2.8 million for the design of a bus facility in Queens and \$2.2 million for other improvements to bus facilities.



# Department of Transportation - Franchise Transportation

Project Type: FT	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Franchise Buses and Equipment</i>											
City	15,920	1,523	3,148	2,875	0	0	0	0	0	0	23,466
Federal	115,845	13,000	23,000	52,125	0	0	0	0	0	0	203,970
State	18,887	1,625	2,875	5,750	0	0	0	0	0	0	29,137
<i>Franchise Bus Facilities</i>											
City	682	0	0	0	0	0	0	0	0	0	682
Federal	3,859	0	0	0	0	0	0	0	0	0	3,859
State	482	0	0	0	0	0	0	0	0	0	482
<i>Project Type Total by Source of Funds</i>											
City	16,602	1,523	3,148	2,875	0	0	0	0	0	0	24,148
Federal	119,704	13,000	23,000	52,125	0	0	0	0	0	0	207,829
State	19,369	1,625	2,875	5,750	0	0	0	0	0	0	29,619
<i>Project Type Total All Funds</i>	155,675	16,148	29,023	60,750	0	0	0	0	0	0	261,596

# Department of Transportation - Traffic



## Traffic

(in millions)

- Signal Installation and Computerization \$ 211.5
- Installation of Lampposts and Luminaries 118.0
- Highway Related Work 99.2
- Replacement of Electrical Distribution Systems 38.1
- Parking Lot and Garage Reconstruction 20.6
- Installation of Pavement Markings 14.3
- **TOTAL \$501.7**

The Preliminary Ten-Year Capital Strategy provides \$501.7 million for Traffic programs.

**Signal Installation and Computerization:** The Preliminary Ten-Year Capital Strategy provides \$211.5 million for signal installation and computerization over the ten-year period. Of this amount, over \$140.0 million will be allocated to the installation of over 2,629 new and replacement traffic signals, Citywide, with the remaining \$71.5 million spent on signal system modernization, computerization and signal painting.

**Installation of Lampposts and Luminaries:** The Preliminary Ten-Year Capital Strategy provides for the installation and replacement of over 11,800 new lampposts and luminaries, as well as streetlight maintenance, at a cost of \$118 million.

**Highway Related Work:** A total of \$99.2 million will be used for the installation of signals, streetlights, and lane markings associated with the Highway Reconstruction Program. A total of 219.7 linear miles of highways will be reconstructed during this period.

**Replacement of Electrical Distribution Systems:** In order to reduce lighting outages, the Preliminary Ten-Year Capital Strategy provides for the replacement of over 1,100,000 linear feet of conduits, cable boxes, and control cabinets for the City's roadway and park lighting systems, at a total cost of \$38.1 million.

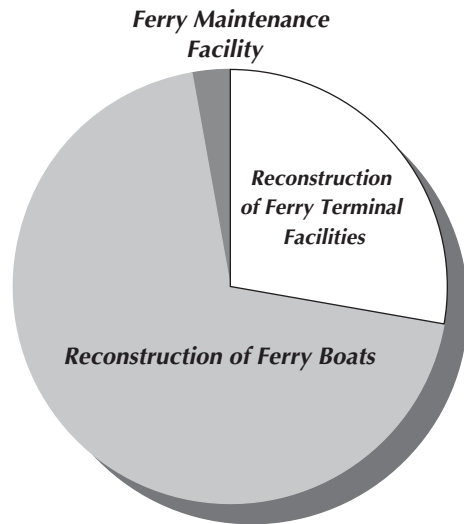
**Parking Lot and Garage Reconstruction:** The Preliminary Ten-Year Capital Strategy provides \$20.6 million over the ten years for the rehabilitation and repair of nineteen DOT off-street parking facilities.

**Installation of Pavement Markings:** Funding of \$14.3 million for the installation of over 82,000 linear feet of reflective markings and over 28 million linear feet of thermoplastic markings, to be done in conjunction with the Department's in-house resurfacing program.

# Department of Transportation - Traffic

Project Type: TF	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Highway Related Work</i>											
City	4,822	5,061	6,224	6,882	9,377	9,646	14,881	12,797	11,880	12,278	93,848
Federal	2,128	1,397	1,011	710	0	0	0	0	0	0	5,246
State	30	101	0	0	0	0	0	0	0	0	131
<i>Installation of Lampposts and Luminaires</i>											
City	15,500	4,000	19,230	4,500	18,800	5,000	20,000	5,000	12,500	12,500	117,030
State	1,000	0	0	0	0	0	0	0	0	0	1,000
<i>Parking Lot and Garage Reconstruction</i>											
City	11,780	102	535	465	535	0	535	0	0	0	13,952
State	6,638	0	0	0	0	0	0	0	0	0	6,638
<i>Installation of Pavement Markings</i>											
City	2,400	640	2,500	0	3,140	0	2,768	0	2,800	0	14,248
<i>Replacement of Electrical Distribution Systems</i>											
City	1,500	1,700	1,700	1,800	1,800	1,900	1,900	2,000	2,000	2,000	18,300
State	3,000	1,700	1,700	1,800	1,800	1,900	1,900	2,000	2,000	2,000	19,800
<i>Signal Installation and Computerization</i>											
City	13,760	1,000	6,900	0	2,200	0	2,400	0	2,400	0	28,660
Federal	28,454	1,200	1,200	1,200	1,200	1,200	1,200	1,200	0	0	36,854
State	15,702	14,250	14,500	14,500	14,500	14,500	14,500	14,500	14,500	14,500	145,952
<i>Project Type Total by Source of Funds</i>											
City	49,762	12,503	37,089	13,647	35,852	16,546	42,484	19,797	31,580	26,778	286,038
Federal	30,582	2,597	2,211	1,910	1,200	1,200	1,200	1,200	0	0	42,100
State	26,370	16,051	16,200	16,300	16,300	16,400	16,400	16,500	16,500	16,500	173,521
<i>Project Type Total All Funds</i>	106,714	31,151	55,500	31,857	53,352	34,146	60,084	37,497	48,080	43,278	501,659

## Department of Transportation - Ferries



### Ferries

(in millions)

- Reconstruction of Ferry Terminal Facilities \$20.6
- Reconstruction of Ferry Boats 51.5
- Ferry Maintenance Facility 2.1
- TOTAL \$74.1**

**Reconstruction of Ferry Terminal Facilities:** The Preliminary Ten-Year Capital Strategy includes \$20.6 million for the Department's portion of the rehabilitation and repair work to the ferry terminal buildings, slips, and racks being done in conjunction with the Economic Development Corporation (EDC). Of this amount \$16.6 million is provided for the reconstruction of ferry slips and \$4.0 million is provided for other anticipated ferry terminal work and related projects. All DOT City funding for the St. George and Whitehall Ferry Terminals, the Battery Maritime Building, and Private Ferry slip reconstruction has been committed, and remaining funding for these projects will be administered through the City's Economic Development Corporation.

**Reconstruction of Ferry Boats:** The Preliminary Ten-Year Capital Strategy provides \$51.5 million for various projects associated with the seven Department of Transportation-operated boats that can carry passengers and vehicles. Of this amount, \$35.0 million is allocated for miscellaneous ferry fleet upgrades, which include propulsion system reconstruction projects and \$1 million for final design/construction management for the three new Kennedy-class ferry boats (which will replace three existing Kennedy Class boats that have reached the end of their 30-year useful lives). An additional \$10.0 million is allocated in 2012-13 towards preliminary design work on two new Barberi-class boats that will replace two existing vessels that will be near the end of their useful lives. The remaining \$6.5 million is set aside for various other ferry boats projects and upgrades.

**Reconstruction of Ferry Maintenance Facility:** Funding of \$2.1 million split between FY05 and FY08 is included for anticipated repairs and general construction work at the ferry maintenance facilities.

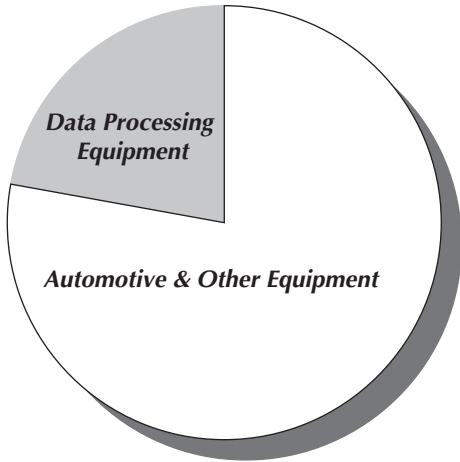
# Department of Transportation - Ferries

Project Type: FA	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Reconstruction of Ferry Boats</i> City	6,500	5,000	5,000	5,000	2,451	5,000	5,000	2,506	7,500	7,500	51,457
<i>Ferry Maintenance Facility Construction</i> City	0	1,000	0	0	1,100	0	0	0	0	0	2,100
<i>Reconstruction of Ferry Terminal Facilities</i> City	3,300	3,500	2,500	3,500	5,252	500	500	500	500	500	20,552
<i>Project Type Total by Source of Funds</i> City	9,800	9,500	7,500	8,500	8,803	5,500	5,500	3,006	8,000	8,000	74,109
<i>Project Type Total</i> All Funds	9,800	9,500	7,500	8,500	8,803	5,500	5,500	3,006	8,000	8,000	74,109

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## Department of Transportation - Equipment

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### Equipment

(in millions)

• Automotive and Other Equipment	\$52.0
• Data Processing Equipment	14.8
<b>TOTAL</b>	<b>\$66.8</b>

The Preliminary Ten-Year Capital Strategy provides \$66.8 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											
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Data Processing Equipment</i> City	688	6,100	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	14,788
<i>Automotive and Other Equipment</i> City	11,900	7,000	5,120	4,000	5,000	5,000	4,000	4,000	3,000	3,000	52,020
<i>Project Type Total by Source of Funds</i> City	12,588	13,100	6,120	5,000	6,000	6,000	5,000	5,000	4,000	4,000	66,808
<i>Project Type Total</i> All Funds	12,588	13,100	6,120	5,000	6,000	6,000	5,000	5,000	4,000	4,000	66,808
<i>Transportation Total</i>											
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Total by Source of Funds</i> City	756,456	850,254	638,503	769,649	597,193	541,613	555,910	458,128	673,818	646,500	6,488,024
Federal	298,300	297,479	50,798	177,154	101,200	101,200	91,037	102,700	100,000	98,500	1,418,368
State	60,015	20,800	24,375	32,050	26,300	26,400	16,400	16,500	16,500	16,500	255,840
Private	5,077	0	0	0	0	0	0	0	0	0	5,077
All Funds	1,119,848	1,168,533	713,676	978,853	724,693	669,213	663,347	577,328	790,318	761,500	8,167,309

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# Transit Authority

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New York City Transit (NYC Transit) operates the most extensive public transportation system in the country, serving over 2.1 billion subway and bus passengers each year. Each weekday, over 7.6 million transit rides are taken throughout the five boroughs. At least four out of every ten transit trips nationwide are estimated to take place in New York City. NYC Transit has experienced an increase in ridership of over 28% since January 1997, resulting from the introduction of free intermodal transfers in July 1997, the introduction of the 10% bonus program in January 1998, the reduction in express bus fares in March 1998, and the introduction of the unlimited ride program in July 1998.

NYC Transit maintains almost 6,300 subway cars serving 468 stations in four boroughs, a 23-station system on Staten Island, and almost 4,500 buses serving over 14,000 bus stops on 235 routes throughout the City. NYC Transit's Department of Subways maintains nearly 700 miles of subway, at-grade, and elevated track in Brooklyn, Manhattan, Queens, and the Bronx. The Staten Island Railway (SIR) operates nearly 29 miles of track. The Department of Buses operates bus service on nearly 1,700 route miles in the five boroughs. NYC Transit rail-car and bus maintenance is accomplished at two major car overhaul facilities, 13 car maintenance shops, 22 storage yards, and 18 bus depots.

Since 1982, NYC Transit has implemented five multi-year capital reconstruction programs, including the current 2000-2004 Capital Program. These plans have committed an average of over \$1 billion per year, to restore the system to a state of good repair and normal replacement, with an emphasis on service and a well-maintained fleet. By the end of 2004, the commitment to NYC Transit capital funding since 1982 is expected to exceed \$35 billion. The transit system currently benefits from a twelve month average subway car reliability of nearly 110,000 miles between failures, and there has been a measurable reduction in crime within the transit system.

## **Capital Program Goals**

The current Capital Program includes improvements targeting subway station rehabilitation as well as the subway's signals, communications, and fare collection systems. It also includes several network expansion initiatives. More specifically, the improvements will ensure safety, reliability and performance by improving infrastructure and facilities. The Capital Program includes the purchase of 1,130 new subway cars, which will replace 927 aging cars. The additional 203 cars will be used to expand the fleet in order to support the expanded capacity of the system following the completion of the 63rd Street Connector and to help meet the recent increase in the demand for service. The Capital Program also includes the purchase of 1,257 new buses (including 550 alternative fuel buses) as part of NYCT's normal replacement cycle. These buses will expand capacity to levels more than 30% higher than in 1996, supporting ridership increases resulting from recent MTA fare initiatives.

## **Preliminary Ten-Year Capital Strategy**

In the 2004-2013 Preliminary Ten-Year Capital Strategy, the City will contribute \$748.1 million to NYC Transit, which includes \$350.0 million for ongoing track improvements and rehabilitation included in the MTA Capital Program.



# Transit Authority

Project Type: ST											
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Staten Island Rapid Transit Operating Authority</i> City	500	500	500	500	500	500	500	500	500	500	5,000
<i>Project Type Total by Source of Funds</i> City	500	500	500	500	500	500	500	500	500	500	5,000
<i>Project Type Total</i> All Funds	500	500	500	500	500	500	500	500	500	500	5,000
Project Type: T											
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Miscellaneous Transit Improvement Projects</i> City	34,289	34,289	34,289	34,289	34,289	34,289	34,289	34,289	34,289	34,289	342,890
<i>Miscellaneous Programs (Non-City)</i> City	250	0	0	0	0	0	0	0	0	0	250
<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	74,539	74,289	74,289	74,289	74,289	74,289	74,289	74,289	74,289	74,289	743,140
<i>Project Type Total</i> All Funds	74,539	74,289	74,289	74,289	74,289	74,289	74,289	74,289	74,289	74,289	743,140

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# Department of Environmental Protection

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The Department of Environmental Protection (DEP) protects the environmental welfare and health of the City's residents and natural resources. The Department manages the City's water supply system, including upstate 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 6,181 miles of water mains which distribute water throughout the five boroughs, and 6,437 miles of sewers which collect waste and storm water and transport it to 14 wastewater 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 supplies continue 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 estuarine 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.

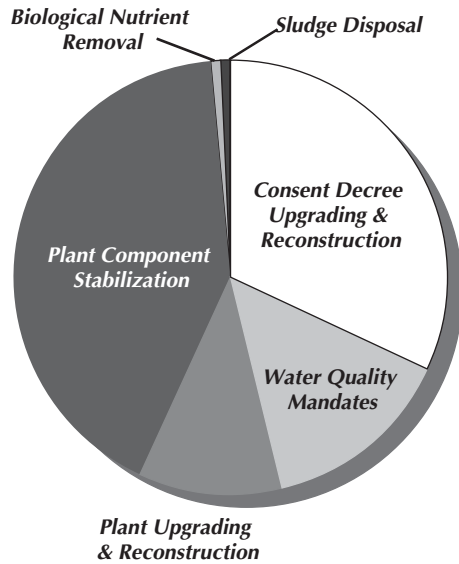
## Preliminary Ten-Year Capital Strategy

DEP's Capital Program, relating to the City's water and sewer systems, is financed by the New York City Municipal Water Finance Authority (Authority) and paid for by the water rates and not through the City's Operating Budget. The Preliminary Ten-Year Capital Strategy includes \$8.0 billion for DEP programs, of which \$7.7 billion is Authority funded. In addition, \$2.3 billion is currently forecasted for DEP's 2003 Capital Program.

A further revision of DEP's Capital Program will be released in March which is expected to be significantly larger. The water and sewer system is currently facing extraordinary increases in the estimated costs of mandate compliance and improvements to its water supply system. DEP will undertake a major review and reconfiguration of its Capital Program, including review of environmental priorities with appropriate State and federal authorities. The revised capital Plan for the City's water and sewer system will seek to balance necessary investment in this vital service with as moderate an impact on City water and sewer ratepayers as can be achieved.

The Department's program is divided into five project types. Each is discussed separately below.

# Department of Environmental Protection - Water Pollution Control



## Water Pollution Control

To improve the quality of the City's estuaries and to comply with the mandates imposed by the Clean Water Act, the Preliminary Ten-Year Capital Strategy allocates \$3.5 billion, of which \$252.2 million is State funded, towards wastewater treatment programs.

	(in millions)
• Consent Decree Upgrading & Reconst.	\$1,125.9
• Water Quality Mandates	501.4
• Plant Upgrading and Reconstruction	375.8
• Plant Component Stabilization	1,469.1
• Sludge Disposal	26.5
• Biological Nutrient Removal	25.0
<b>TOTAL</b>	<b>\$3,523.7</b>

**Water Quality Mandates:** Combined Sewer Overflows (CSOs) are currently a source of pollution in New York City waters. CSO events occur during and after rainstorms, when the flow of wastewater and stormwater in the sewers exceeds the treatment capacity of a wastewater treatment plant and therefore enters surrounding waterways untreated. DEP's Preliminary Ten-Year Capital Strategy includes \$501.4 million, of which \$249.2 million is City funded, for the reduction of CSOs. DEP is exploring a Total Water Quality Approach in water bodies that are impacted by the discharge of CSOs, which will study alternatives to constructing costly retention tanks.

**Sludge Disposal:** The \$26.5 million in this category will be used for the construction of docking facilities to transport sludge to the dewatering plants and for the design and construction of a new sludge transport vessel.

**Plant Component Stabilization:** \$1.4 billion to stabilize in-City wastewater treatment facilities that are in need of system-wide reconstruction to ensure their continued compliance with State permit requirements.

**Consent Decree Upgrading and Reconstruction:** \$1.1 billion is allocated to upgrade the Newtown Creek Wastewater Treatment Plant (WWTP) and to complete the upgrade of Owl's Head WWTPs.

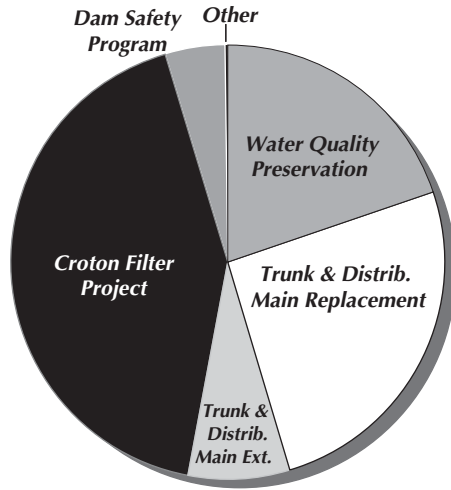
**Plant Upgrading and Reconstruction:** The Preliminary Ten-Year Capital Strategy provides \$375.8 million for the reconstruction or replacement of individual components at in-City wastewater treatment facilities or related-conveyance infrastructure to ensure their continuous and reliable operations.

**Biological Nutrient Removal:** The Preliminary Ten-Year Capital Strategy provides \$25.0 million for studies and pilot testing for the retrofitting of WWTPs and related projects to reduce the amount of nitrogen discharged into New York Harbor, Jamaica Bay, and the Long Island Sound.

# Department of Environmental Protection - Water Pollution Control

Project Type: WP	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>Total</i>
<i>Biological Nutrient Removal</i> City	0	0	0	25,000	0	0	0	0	0	0	25,000
<i>Consent Decree Upgrading and Construction</i> City	585,500	311,000	63,557	165,801	0	0	0	0	0	0	1,125,858
<i>Plant Upgrading and Reconstruction</i> City	86,940	118,215	80,260	30,130	30,130	30,130	0	0	0	0	375,805
<i>Sludge Disposal</i> City	26,500	0	0	0	0	0	0	0	0	0	26,500
<i>Plant Component Stabilization</i> City	853,249	168,347	0	282,500	165,000	0	0	0	0	0	1,469,096
<i>Water Quality Mandates</i> City	68,224	2,122	179,411	151,734	-25,000	-25,000	-25,000	-25,000	-25,725	-26,522	249,244
State	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,725	26,522	252,247
<i>Project Type Total by Source of Funds</i> City	1,620,413	599,684	323,228	655,165	170,130	5,130	-25,000	-25,000	-25,725	-26,522	3,271,503
State	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,725	26,522	252,247
<i>Project Type Total All Funds</i>	1,645,413	624,684	348,228	680,165	195,130	30,130	0	0	0	0	3,523,750

## Department of Environmental Protection - Water Mains



### Water Mains

The Preliminary Ten-Year Capital Strategy provides approximately \$2.4 billion for the protection and upkeep of the City's source water supply and water distribution systems. New York City's drinking water is rated among the best in the country. To ensure its continuing quality, and to comply with the Environmental Protection Agency's Filtration Avoidance Waiver, DEP is pursuing a comprehensive program to halt further environmental deterioration in the still relatively pristine Catskill and Delaware watersheds. The Preliminary Ten-Year Capital Strategy provides funds for the continued construction of a full-scale filtration plant for the Croton watershed at a cost of \$1.04 billion.

	(in millions)
• Water Quality Preservation	\$482.7
• Trunk and Distribution Main Replacement	625.7
• Trunk and Distribution Main Extension	184.7
• Croton Filter Project	1,035.4
• Dam Safety Program	108.9
• Corrosion Protection System	2.3
• Mapping & Telemetry	2.8
<b>TOTAL</b>	<b>\$2,442.5</b>

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## Department of Environmental Protection - Water Mains

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**Water Quality Preservation:** The Preliminary Ten-Year Capital Strategy calls for improvements to the watershed upstate; the continuation of the program to acquire environmentally sensitive property in the Catskill and Delaware watersheds (\$69.7 million); and the repair of the leak(s) in the Delaware Aqueduct (\$50.0 million).

**Trunk and Distribution Main Replacement:** This category includes the replacement of distribution and trunk mains at a total cost of \$625.7 million.

**Trunk and Distribution Main Extension:** This category includes the extension of distribution and trunk mains at a total cost of \$184.7 million.

**Croton Filter Project:** Construction of the Croton Filtration Plant at the Mosholu Golf Course in the Bronx has been delayed due to the February 2001, New York State Court of Appeals ruling stating that the City must receive New York State Legislative approval before construction can begin on the parkland. DEP is currently seeking legislative approval and weighing alternative options. The total commitment of this project is \$1.04 billion during this Plan.

**Dam Safety Program:** The Preliminary Ten-Year Capital Strategy will continue the reconstruction of dams in the Croton watershed and the initiation of design and reconstruction of the dams in the Catskill and Delaware watersheds. Work in the Croton watershed will continue through 2005 and will cost \$75.9 million.

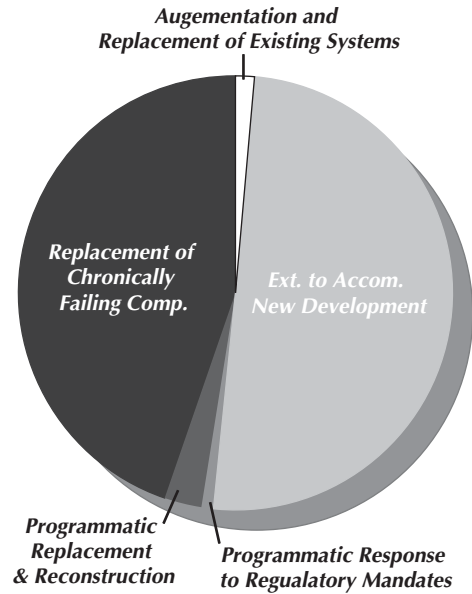
**Corrosion Protection System:** \$2.3 million to investigate methods to protect the water distribution system from corrosion.

**Mapping and Telemetry:** \$2.8 million for improvements to DEP's water distribution telemetry system.

# Department of Environmental Protection - Water Mains

Project Type: WM	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Croton Filter Project</i> City	43,000	222,000	90,000	641,442	39,000	0	0	0	0	0	1,035,442
<i>Corrosion Protection System</i> City	0	0	2,300	0	0	0	0	0	0	0	2,300
<i>Dam Safety Program</i> City	27,899	59,000	0	0	11,000	0	11,000	0	0	0	108,899
<i>Mapping and Telemetry</i> City	0	0	2,800	0	0	0	0	0	0	0	2,800
<i>Trunk and Distribution Main Extension</i> City	79,454	62,609	24,989	3,500	14,100	0	0	0	0	0	184,652
<i>Trunk and Distribution Main Replacement</i> City	57,380	66,250	71,169	65,500	60,000	60,000	60,000	60,000	61,740	63,654	625,693
<i>Water Quality Preservation</i> City	134,572	50,342	240,855	43,900	6,000	1,000	6,000	0	0	0	482,669
<i>Project Type Total by Source of Funds</i> City	342,305	460,201	432,113	754,342	130,100	61,000	77,000	60,000	61,740	63,654	2,442,455
<i>Project Type Total</i> All Funds	342,305	460,201	432,113	754,342	130,100	61,000	77,000	60,000	61,740	63,654	2,442,455

# Department of Environmental Protection - Sewers



## Sewers

Approximately \$1.0 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)
• Augmentation and Replacement of Existing Systems	\$14.1
• Extensions to Accommodate New Development	504.7
• Programmatic Response to Regulatory Mandates	9.0
• Programmatic Replacement and Reconstruction	27.9
• Replacement of Chronically Failing Components	449.4
<b>TOTAL</b>	<b>\$ 1,005.1</b>

**Augmentation and Replacement of Existing Systems:** The Preliminary Ten-Year Capital Strategy provides \$14.1 million to increase capacity of the existing system through projects such as blue-belt acquisitions in Staten Island.

**Extensions to Accommodate New Development:** Work in this category continues the program to construct additional segments or extensions of the City's sewer system 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. The \$504.7 million provided over the next ten years will include the continued construction of storm sewers to alleviate flooding in Southeastern Queens.

**Programmatic Response to Regulatory Mandates:** Approximately 4.8 miles of sewers must be constructed to separate the existing combined sewer system in order to meet permit requirements. State Pollution Discharge Elimination System (SPDES) permits require the City to reduce sewage discharge into surrounding waters during storms. This program will cost \$9.0 million.

**Programmatic Replacement and Reconstruction:** This category funds the systematic replacement and reconstruction of sewers. The \$27.9 million allocated provides for the systematic replacement of chronically failing cement pipe sewers and replacement of brick sewers in Manhattan.

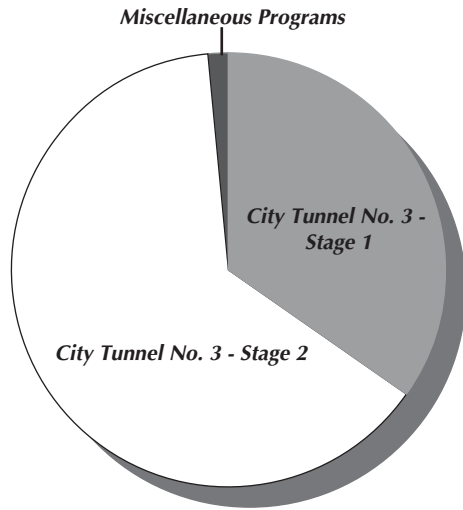
**Replacement of Chronically Failing Components:** The Preliminary Ten-Year Capital Strategy provides \$449.5 million for the replacement of malfunctioning or collapsed cement pipe combined sewers.



# Department of Environmental Protection - Sewers

Project Type: SE	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Replacement or Augmentation of Existing Systems</i> City	3,000	4,076	7,000	0	0	0	0	0	0	0	14,076
<i>Extensions to Accommodate New Development</i> City	118,252	54,808	31,348	37,800	37,800	37,800	42,800	42,800	48,775	52,482	504,665
<i>Programmatic Response to Regulatory Mandates</i> City	9,000	0	0	0	0	0	0	0	0	0	9,000
<i>Programmatic Replacement and Reconstruction</i> City	3,500	5,200	3,200	3,200	3,200	3,200	3,200	3,200	0	0	27,900
<i>Replacement of Chronically Failing Components</i> City	54,909	40,345	40,276	45,000	45,000	45,000	45,000	45,000	44,864	44,060	449,454
<i>Project Type Total by Source of Funds</i> City	188,661	104,429	81,824	86,000	86,000	86,000	91,000	91,000	93,639	96,542	1,005,095
<i>Project Type Total</i> All Funds	188,661	104,429	81,824	86,000	86,000	86,000	91,000	91,000	93,639	96,542	1,005,095

## Department of Environmental Protection - Water Supply



### Water Supply

Approximately \$661.5 million will be committed over the next ten years to complete work on Stages 1 and 2 of City Tunnel No. 3. Construction of City Tunnel No. 3 is divided into four stages, with the completion of Stage Two forecast in this Preliminary Ten-Year Capital Strategy. Stage One went into operation during 1998 and extends south from the Hillview Reservoir in Yonkers to the Central Park Reservoir where it turns east to Long Island City. Funds for Stage Two will be fully committed by 2005; one segment will connect Stage One in Queens, running underground through Brooklyn where it will connect with the Richmond Tunnel bringing water to Staten Island, and the other segment will extend from Central Park into Lower Manhattan.

**City Tunnel No. 3 - Stage 1:** DEP will commit \$229.5 million in this Preliminary Ten-Year Capital Strategy for construction work at the Hillview Reservoir including the construction of a reservoir cover, the modification of chambers and the construction of a monitoring building.

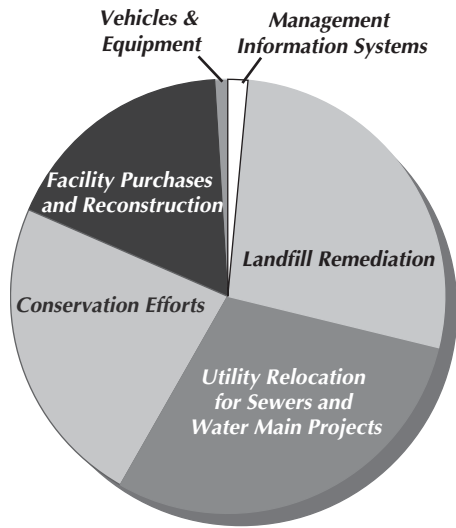
**City Tunnel No. 3 - Stage 2:** To complete the construction of Stage Two, DEP will commit \$422.0 million in this Preliminary Ten-Year Capital Strategy for the construction of Shaft sites 24B through 30B on the west side of Manhattan and Shaft 18B located on the Queens leg of the tunnel.

	(in millions)
• City Tunnel No. 3 - Stage 1	\$229.5
• City Tunnel No. 3 - Stage 2	422.0
• Miscellaneous Programs	10.0
<b>TOTAL</b>	<b>\$661.5</b>

# Department of Environmental Protection - Water Supply

Project Type: W	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Miscellaneous Programs</i> City	0	10,000	0	0	0	0	0	0	0	0	10,000
<i>City Tunnel No. 3, Stage 1</i> City	0	89,500	140,000	0	0	0	0	0	0	0	229,500
<i>City Tunnel No. 3, Stage 2</i> City	31,000	391,000	0	0	0	0	0	0	0	0	422,000
<i>Project Type Total by Source of Funds</i> City	31,000	490,500	140,000	0	0	0	0	0	0	0	661,500
<i>Project Type Total</i> All Funds	31,000	490,500	140,000	0	0	0	0	0	0	0	661,500

## Department of Environmental Protection - Equipment



### Equipment & Miscellaneous Programs

A total of \$342.7 million, including \$72.6 million in State funds, is allocated for the water meter installation program; toilet retrofit program; landfill remediation; facility purchases and reconstruction; payments for utility line relocation related to sewer and water main construction and reconstruction; and for equipment purchases, including laboratory instruments, vehicles, and computers.

	(in millions)
• Landfill Remediation	\$93.6
• Utility Relocation for Sewer and Water Main Projects	100.9
• Conservation Efforts	79.8
• Facility Purchases and Reconstruction	60.0
• Vehicles and Equipment	3.3
• Management Information Systems	5.1
<b>TOTAL</b>	<b>\$342.7</b>

**Vehicles and Equipment:** \$3.3 million is allocated to 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:** \$60 million is allocated for the reconstruction and rehabilitation of various water and sewer field operations facilities and DEP administrative offices.

**Management Information Systems:** \$5.1 million is allocated for improvements in DEP's GIS mapping system for the Filtration Avoidance Program, as well as equipment improvements corresponding with various facility upgrades.

**Utility Relocation for Sewer and Water Main Projects:** \$100.9 million is allocated for the City's cost sharing agreement with Brooklyn Union Gas, Con Edison, and LIPA. The City is required to pay 51% of gas utility work caused by water and sewer construction projects.

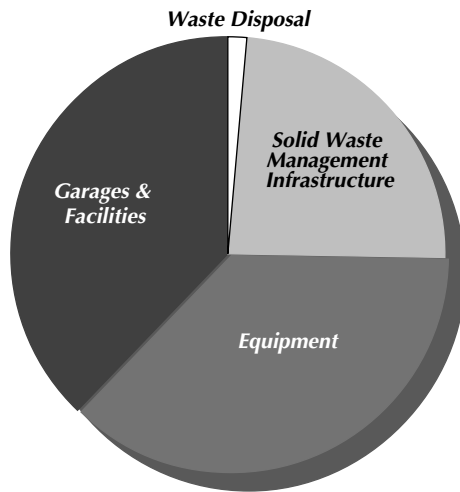
**Conservation Efforts:** \$79.8 million is allocated for efforts to reduce consumption of water through two capital improvement projects. This category funds the installation of water meters in residential properties for \$49.8 million. DEP will programmatically replace meters that were installed prior to the beginning of the Agency's Universal Metering Program. \$30 million is allocated for the continuing plumbing retrofit rebates for participants in the multiple dwelling conservation program.

**Landfill Remediation:** Of the \$93.6 million allocated for this category, \$92.5 million funds the remediation of the City's inactive landfills at Brookfield Avenue. This project qualifies for \$72.6 million in reimbursement from the State under the Environmental Quality Bond Act. This program will be funded with \$21 million of City General Obligation bonds rather than bonds supported by Water and Sewer rates.

# Department of Environmental Protection - Equipment

Project Type: EP											
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Conservation for Water Meter Replacements</i> City	27,500	16,223	4,223	4,223	4,223	4,223	4,223	4,223	5,156	5,626	79,843
<i>Management Information Systems</i> City	1,740	1,892	860	635	0	0	0	0	0	0	5,127
<i>Landfill Remediation</i> City	21,000	0	0	0	0	0	0	0	0	0	21,000
State	72,563	0	0	0	0	0	0	0	0	0	72,563
<i>Facility Purchases and Reconstruction</i> City	0	30,000	0	30,000	0	0	0	0	0	0	60,000
<i>Utility Relocation for SE and WM Projects</i> City	10,101	10,000	10,000	10,000	10,000	10,000	10,250	10,506	10,000	10,000	100,857
<i>Vehicles and Equipment</i> City	2,326	1,000	0	0	0	0	0	0	0	0	3,326
<i>Project Type Total</i> <i>by Source of Funds</i>											
City	62,667	59,115	15,083	44,858	14,223	14,223	14,473	14,729	15,156	15,626	270,153
State	72,563	0	0	0	0	0	0	0	0	0	72,563
<i>Project Type Total</i> All Funds	135,230	59,115	15,083	44,858	14,223	14,223	14,473	14,729	15,156	15,626	342,716
<i>Environmental Protection Total</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>Total</i>
<i>Total by Source of Funds</i>											
City	2,245,046	1,713,929	992,248	1,540,365	400,453	166,353	157,473	140,729	144,810	149,300	7,650,706
Federal	0	0	0	0	0	0	0	0	0	0	0
State	97,563	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,725	26,522	324,810
Private	0	0	0	0	0	0	0	0	0	0	0
All Funds	2,342,609	1,738,929	1,017,248	1,565,365	425,453	191,353	182,473	165,729	170,535	175,822	7,975,516

# Department of Sanitation



The Department of Sanitation (DOS) 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 currently handles over 6,200 tons per day of recyclables and disposes through export over 12,500 tons per day of the City's refuse. Sanitation requires the use of almost 5,600 vehicles for its operations. DOS also operates 61 local sanitation garages from which it dispatches all community collection, cleaning, and recycling services.

## Capital Program Goals

- To upgrade the capital plant and replace antiquated and leased facilities;
- To replace overage vehicles and follow vehicle replacement cycles to maintain an adequate and reliable fleet; and
- To implement an efficient and economically viable long-term waste disposal strategy that minimizes negative environmental impacts and maximizes flexibility and access to available disposal alternatives.

## 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 strategy responds to projected needs in four primary areas:

	(in millions)
• Waste Disposal	\$31.8
• Solid Waste Management Infrastructure (including recycling)	541.7
• Equipment	837.7
• Garages and Facilities	858.4
<b>TOTAL</b>	<b>\$2,269.6</b>

DOS's strategy reflects priorities intended to preserve options for the City's long-term waste management system. Additionally, the strategy provides for a continued commitment to upgrade those capital elements necessary to perform daily operations effectively.

## Waste Disposal

Approximately 1 percent of DOS's total strategy is dedicated to providing for waste disposal infrastructure unrelated to the long term waste export plan. Funding is provided for Fresh Kills Landfill end use development, and acquisition of wetlands near the landfill.

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## Department of Sanitation

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### Solid Waste Management Infrastructure

Approximately 24 percent of DOS's total strategy is dedicated to Solid Waste Management Infrastructure. Funding is provided for the facilities and infrastructure necessary for the long term waste export plan.

### Equipment

Approximately 37 percent of DOS's total strategy is dedicated to equipment acquisition. To perform its day-to-day and emergency operations effectively, DOS must maintain an adequate and reliable fleet of vehicles. The Department's goal is to replace overage vehicles based on fleet size need and the expected useful life of each type of equipment.

### Garages

Approximately 38 percent of DOS's total strategy is dedicated to the construction and reconstruction of garages. Funding is provided for site acquisition and construction of new garages, required to replace existing facilities that may be undersized, sited outside their service district, or require relocating as part of other large-scale City initiatives. The strategy includes funding for the rehabilitation of existing facilities necessary to address safety issues and provides funding for the construction of salt sheds to cover exposed salt.

# Department of Sanitation

Project Type: S

	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>Total</i>
<i>Garages and Facilities</i>											
City	27,316	119,991	124,750	115,200	94,950	65,262	63,700	50,960	93,916	102,389	858,434
<i>Equipment</i>											
City	59,499	34,359	65,447	80,231	86,325	91,780	91,282	118,863	102,627	100,247	830,660
State	7,000	0	0	0	0	0	0	0	0	0	7,000
<i>Solid Waste Management</i>											
City	54,000	487,664	0	0	0	0	0	0	0	0	541,664
<i>Waste Disposal</i>											
City	-8,807	1,868	12,500	10,000	10,000	0	0	0	0	0	25,561
State	6,250	0	0	0	0	0	0	0	0	0	6,250
<i>Project Type Total</i>											
<i>by Source of Funds</i>											
City	132,008	643,882	202,697	205,431	191,275	157,042	154,982	169,823	196,543	202,636	2,256,319
State	13,250	0	0	0	0	0	0	0	0	0	13,250
<i>Project Type Total</i>											
All Funds	145,258	643,882	202,697	205,431	191,275	157,042	154,982	169,823	196,543	202,636	2,269,569



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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 sentence, convicted offenders sentenced to one year or less, convicted offenders awaiting transfer to State correction facilities, State prisoners with court appearances in New York City, and parole violators awaiting parole revocation hearings.

DOC operates 15 jails, including 10 Rikers Island facilities and 5 borough facilities. It also manages court detention facilities in each borough, and prison wards in three City hospitals. Cumulatively, the Department's jails have a maximum physical capacity of 20,897 beds. Through December 2002, the FY 2003 average daily population was 14,525.

## Capital Program Goals

- To ensure that 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 the 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.

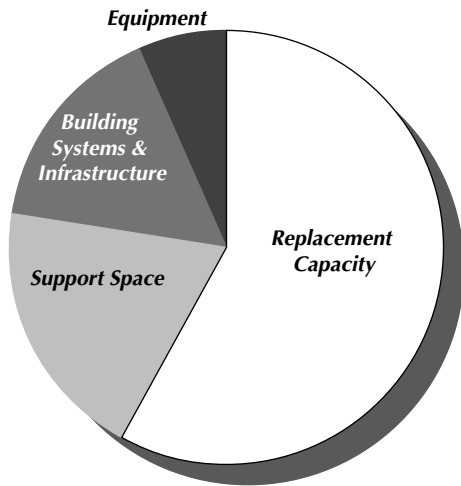
## Preliminary Ten-Year Capital Strategy

Over the past several years the Department has implemented population management strategies that have effectively reduced the inmate population. This has enabled the Department to concentrate on upgrading rather than adding capacity and has given the Department the flexibility to close entire or significant portions of jails. This allows DOC to conduct major reconstruction and capital improvement projects with little disruption to its operation. It also saves the City operating and capital costs and enhances safety and security.

During the late 1980's and early 1990's, the Department expanded its capacity by adding modular units and sprung. These housing areas were built as temporary structures to accommodate the rapid increase in inmate population during that period. Many of these housing areas are now reaching the end of their useful lives. Therefore, over the next ten years, the Department will replace these temporary structures with permanent facilities that will provide operational and security advantages as well as a safe and healthy environment for staff and inmates.

As the Department begins its modular replacement program, it will complete two long-term health and safety programs: Cook-Serve and Fire/Life Safety. The final commitments for the reconstruction and expansion of facility kitchens are planned in 2003, while the last commitments for the upgrade of fire safety systems are planned in 2010.

## Department of Correction



The improvement of Rikers Island infrastructure continues to be a major component of DOC's capital program. The strategy includes funding to replace and upgrade security, to complete water and steam distribution systems, and to complete the permanent power project at Rikers Island. In addition, information systems, telecommunication equipment, and security apparatus will be upgraded.

	(in millions)
• Replacement Capacity	\$819.9
• Support Space	275.2
• Building Systems and Infrastructure	228.5
• Equipment	93.3
<b>TOTAL</b>	<b>\$ 1,416.9</b>

### Replacement Capacity

Fifty-eight percent of DOC's ten-year allocation will be spent on capacity that will replace existing modular units and sprung. A total of 5,272 beds will be replaced over the ten-year period. During the first four years, 2,120 beds will be replaced. The new capacity will include a 448-cell Central Punitive Segregation Unit at the George R. Vierno Center, an 800-bed dormitory addition to the Rose M. Singer Center, a 200-bed dormitory addition to the Adolescent Reception Detention Center, a 224-cell addition to the Eric M. Taylor Center (EMTC), and a 448-cell addition to the George Motchan Detention Center.

### Support Space

The Department has allocated \$275.1 million to improve and construct support facilities. New construction includes a visit house at EMTC and a Maintenance Building on Rikers Island.

### Building Systems and Infrastructure

Of the \$224.8 million for Building Systems and Infrastructure, \$54.4 million is for the interior renovation of facilities, \$28.9 million is for the upgrade of fire safety systems and \$21.3 million is for the reconstruction of the facades at various facilities. The remaining funds will be used for general infrastructure projects including the reconstruction of roofs, ceilings, showers, and dayrooms; and the upgrade of plumbing, heating, ventilation, and air conditioning, as well as electrical and mechanical systems.

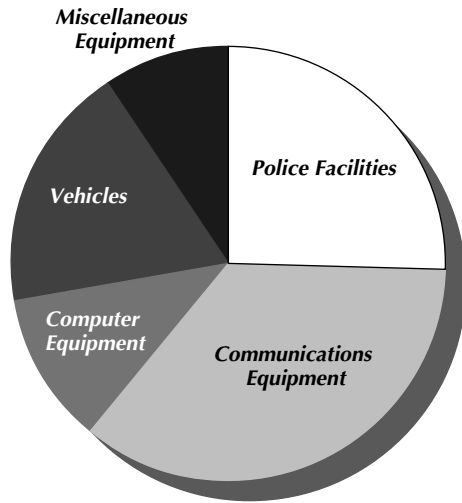
### Equipment

The Department plans to commit \$93.3 million during the Preliminary Ten-Year Capital Strategy to upgrade and replace vehicles, computers, security equipment, and communication systems.

# Department of Correction

Project Type: C	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Support Space</i> City	12,955	8,365	8,900	0	25,192	67,271	0	83,683	68,807	0	275,173
<i>Equipment</i> City	15,831	11,287	15,248	5,987	21,696	13,900	4,000	3,389	2,000	0	93,338
<i>Replacement Capacity</i> City	30,138	47,322	69,098	107,114	80,935	156,873	0	66,000	93,261	169,155	819,896
<i>Building Systems and Infrastructure</i> City	24,027	31,798	28,096	17,100	62,007	30,166	25,591	6,000	0	0	224,785
Federal	0	0	0	0	0	3,750	0	0	0	0	3,750
<i>Project Type Total by Source of Funds</i> City	82,951	98,772	121,342	130,201	189,830	268,210	29,591	159,072	164,068	169,155	1,413,192
Federal	0	0	0	0	0	3,750	0	0	0	0	3,750
<i>Project Type Total</i> All Funds	82,951	98,772	121,342	130,201	189,830	271,960	29,591	159,072	164,068	169,155	1,416,942

# 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 which are City-owned, leased or authorized by permit or agreement. The Department's facilities can be categorized into the following areas: precincts, housing districts, public service areas, highway units, anti-crime units, mounted troops, aviation unit, administrative buildings, training facilities and storage facilities.

### Capital Program Goals

- To maintain safe and proper replacement cycles for all equipment necessary for policing activities (vehicles, communications equipment, and computers);
- To bring all facilities and building systems up to a state of good repair and to ensure the continued usefulness of Department facilities; 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 maintain the replacement cycles of buildings and equipment and to upgrade necessary systems. The five categories in this Strategy focus on the replacement and upgrade of existing facilities and equipment:

	(in millions)
• Police Facilities	\$ 111.6
• Communications Equipment	155.9
• Computer Equipment	49.6
• Vehicles	80.3
• Miscellaneous Equipment	41.2
<b>TOTAL</b>	<b>\$ 438.6</b>

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## Police Department

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### Police Facilities

The capital program includes \$68.3 million for the rehabilitation and relocation of police facilities. In addition, \$43.3 million has been provided for the rehabilitation and/or replacement of building components such as roofs, boilers, and windows.

### Communications

The Department will focus on maintaining life cycle replacements for all communications equipment to permit efficient operations. Equipment in this category includes \$89.9 million for the radio system, \$56.5 million for portable radios and \$7.3 million for mobile radios.

### Computer Equipment

The Department will replace and upgrade computer equipment, including \$12.0 million for arrest processing equipment and \$2.2 million for an automated fingerprint identification system. In fiscal year 2003, it will also procure a parking ticket device system which will eliminate duplicative data entry and will modernize the issuance and collection of traffic tickets.

### Vehicles

This \$80.3 million allocation will fund the life cycle replacement of operational and support vehicles.

### Miscellaneous Equipment

The Preliminary Ten-Year Capital Strategy also allocates \$41.2 million for a diverse range of support equipment, such as mobile data computers, diesel marine engines, forensic imaging equipment, counterterrorism equipment and other equipment essential to preserving public safety.

# Police Department

Project Type: PO

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Communications Equipment</i> City	10,810	18,759	21,598	19,676	20,543	21,571	21,036	21,972	0	0	155,965
<i>Computer Equipment</i> City	7,284	10,149	18,752	5,150	2,075	5,075	0	1,098	0	0	49,583
<i>Miscellaneous Equipment</i> City	7,958	1,886	2,091	2,170	2,614	4,529	1,584	984	7,683	9,672	41,171
<i>Police Facilities</i> City	12,525	10,312	9,626	11,500	10,100	8,884	8,589	8,589	16,386	15,120	111,631
<i>Vehicles</i> City	11,406	5,744	4,377	13,219	8,784	18,774	9,973	3,572	2,167	2,235	80,251
<i>Project Type Total by Source of Funds</i> City	49,983	46,850	56,444	51,715	44,116	58,833	41,182	36,215	26,236	27,027	438,601
<i>Project Type Total</i> All Funds	49,983	46,850	56,444	51,715	44,116	58,833	41,182	36,215	26,236	27,027	438,601

# Courts

State law requires that localities provide court facilities suitable to the needs of the State's Unified Court System. To fulfill this mandate, the City developed and the State Court Facilities Capital Review Board approved a Master Plan to build new court facilities and to renovate existing court buildings throughout the City. Since its initial approval in 1992, the Master Plan has been amended periodically to accommodate the needs of both the State and City. The fiscal year 2004 Preliminary Capital Strategy reflects the City's current ten-year strategy to provide for the City's court facility needs. The implementation of this program, as proposed, will require a Master Plan amendment and approval by the Court Facilities Capital Review Board.

## 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 current total funding for court facilities is \$1.2 billion.

### New construction projects include:

	(in millions)
• Brooklyn Criminal/Family Court building at 330 Jay Street	\$628.0
• Queens Criminal Court (West Wing Addition) in Kew Gardens	76.3
• Staten Island Criminal/Family Court building in St. George	40.4

### Renovation projects include:

	(in millions)
• Expansion of Supreme Civil Court and Civil Court at 851 Grand Concourse in the Bronx	\$89.2
• Expansion of Family Court at 215 East 161 Street in the Bronx	45.9
• Renovation and conversion of the Brooklyn Family Court building to Housing Court at 283 Adams Street	40.9
• Renovation of the Brooklyn Criminal Court building at 120 Schermerhorn Street	24.0

# Courts

Project Type: CO	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Construction of New Court Facilities</i> City	631,088	10,308	0	0	91,478	8,492	3,310	0	0	0	744,676
<i>Improvement and Expansion of Court Facilities</i> City	2,000	2,000	102,020	2,000	2,000	2,000	2,000	2,000	2,000	2,000	120,020
<i>Reconstruction/Renovation of Court Facilities</i> City	47,592	36,879	75,255	14,149	64,867	12,588	8,037	41,213	18,277	17,915	336,772
<i>Project Type Total by Source of Funds</i> City	680,680	49,187	177,275	16,149	158,345	23,080	13,347	43,213	20,277	19,915	1,201,468
<i>Project Type Total</i> All Funds	680,680	49,187	177,275	16,149	158,345	23,080	13,347	43,213	20,277	19,915	1,201,468



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# Department of Juvenile Justice

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The Department of Juvenile Justice operates secure detention facilities in Brooklyn and the Bronx; provides non-secure detention services at agency-operated and contracted group homes; transports detainees from detention facilities to the Family, Criminal, and Supreme Courts; supervises detainees held in Family Court detention rooms; and provides community-based preventive and aftercare services.

The Preliminary Ten-Year Capital Strategy includes funding for the renovation of the Bridges Detention Center in the Bronx and upgrades of security, heating and ventilation systems at the Horizon Detention Center in the Bronx and Crossroads Detention Center in Brooklyn.

## **Capital Program Goals**

The primary goal of the capital plan is to renovate juvenile detention facilities and to provide a safe and secure environment for juvenile detainees and staff.

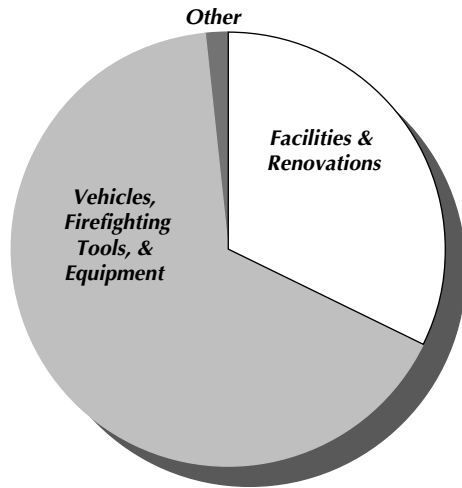
## **Preliminary Ten-Year Capital Strategy**

The Preliminary Ten-Year Capital Strategy totals \$14.4 million, which includes \$7.2 million for the renovation of secure detention facilities and \$0.7 million for the upgrade of heating and ventilation systems.

# Department of Juvenile Justice

Project Type: JJ	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Construction of Secure Detention Facilities</i> City	1,400	1,400	1,400	1,400	1,400	1,400	1,435	1,471	1,513	1,560	14,379
<i>Project Type Total</i> <i>by Source of Funds</i> City	1,400	1,400	1,400	1,400	1,400	1,400	1,435	1,471	1,513	1,560	14,379
<i>Project Type Total</i> All Funds	1,400	1,400	1,400	1,400	1,400	1,400	1,435	1,471	1,513	1,560	14,379

# Fire Department



The Fire Department is responsible for protecting the lives and the property of the citizens of New York City from fire, medical and other emergencies, and from building hazards. The Fire Department extinguishes fires, promotes fire prevention awareness, investigates suspicious fires, provides ambulance and pre-hospital emergency medical services, and inspects for building safety. The 362 Fire Companies, including 203 Engine Companies, 143 Ladder Companies, seven Squads, five Rescue Units, three Marine Companies, and one Hazardous Materials Unit, provide fire and rescue services, while public outreach and enforcement of New York City's fire codes promote fire prevention. The Department's Fire Marshals investigate arson cases and apprehend perpetrators. The Bureau of Emergency Medical Services (EMS), along with the Certified First Responder - Defibrillation (CFR-D) trained personnel responding from Engine Companies, provide ambulance transport and pre-hospital emergency medical care. Building inspectors enforce the various building code regulations. To support these activities, the Department's facilities include 221 firehouses, three marine stations, and ancillary facilities such as administration, training, repair operations, communications offices, and fire investigation bases.

### Capital Program Goals

- To maintain emergency equipment 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 Department's Preliminary Ten-Year Capital Strategy provides for the acquisition of equipment and facilities, as well as of communications and computers systems to maintain fire-fighting capability and to provide emergency medical assistance.

	(in millions)
• Facilities Renovation	\$ 142.8
• Vehicles, Fire-fighting Tools, and Equipment	292.8
• Communications	6.3
• Electronics and Data Processing	1.2
<b>TOTAL</b>	<b>\$ 443.1</b>

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## Fire Department

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The Preliminary Ten-Year Capital Strategy allocates \$443.1 million to the Department.

### **Facilities Renovation**

Many of the 221 firehouses located throughout the five boroughs were built before the turn of the century and are in need of renovations. The Preliminary Ten-Year Capital Strategy provides \$77.2 million to replace building components within individual firehouses. Another \$19.7 million is included for the complete rehabilitation of firehouses. A total of \$9.2 million is provided for the renovation, acquisition, and construction of EMS ambulance stations; and a total of \$2.2 million is provided for the construction of combined fire houses/EMS stations. The Preliminary Ten-Year Capital Strategy funds \$34.5 million for the construction of a new fleet maintenance facility.

### **Vehicles, Fire-fighting Tools, and Equipment**

The Department's mandate to procure front-line vehicles on a predetermined replacement cycle, usually 11 years, requires that the Preliminary Ten-Year Capital Strategy provide for the scheduled replacement of these vehicles. The Preliminary Ten-Year Capital Strategy provides \$292.8 million for both mandated and support vehicle replacement and necessary fire-fighting tools and equipment.

### **Communications and Electronic Data Processing**

Funding has been allocated to the Department's programs relating to the development and upgrade of the the Department's Communications Systems. This includes the LAN (Local Area Network) system (\$1.2 million).

# Fire Department

Project Type: F	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Communications</i> City	2,986	881	634	622	200	200	200	200	200	200	6,323
<i>Electronics and Data Processing</i> City	0	0	150	150	150	150	150	150	150	150	1,200
<i>New Facilities and Renovations</i> City	16,994	27,359	46,937	9,890	14,174	10,227	9,887	3,939	2,345	1,000	142,752
<i>Vehicles, Firefighting Tools and Equipment</i> City	26,056	12,228	18,321	25,280	17,542	29,873	36,225	60,162	43,865	23,216	292,768
<i>Project Type Total by Source of Funds</i> City	46,036	40,468	66,042	35,942	32,066	40,450	46,462	64,451	46,560	24,566	443,043
<i>Project Type Total</i> All Funds	46,036	40,468	66,042	35,942	32,066	40,450	46,462	64,451	46,560	24,566	443,043

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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 a million pupils in the 2002-2003 school year, in pre-kindergarten through grade 12. 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.

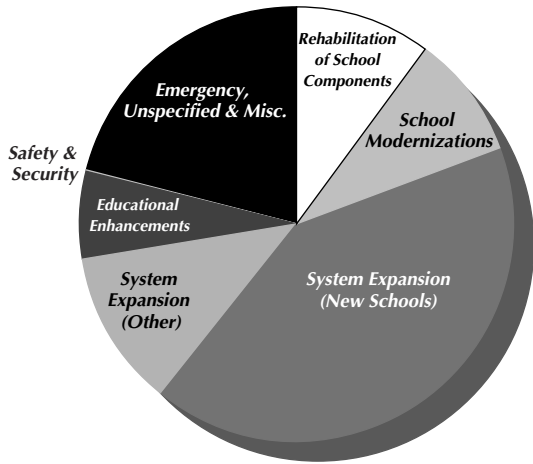
In recent years, the school system's physical plant has experienced problems associated with deferred maintenance and overcrowding in some communities. Since July 1989, the School Construction Authority (SCA) has been responsible for acquiring new school sites, and for the design and construction of capital projects. In 1997, the Department of Design and Construction (DDC) began participating in the rehabilitation of school buildings. Each year, DOE allocates funding to DDC and SCA. The legislation that established the SCA exempted the 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 actually 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 Strategy (FY04) is the last year of the Department of Education's approved, current Five-Year Capital Plan.

The capital program's primary objectives are to arrest 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 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 present 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 relieve overcrowding;
- 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 \$10.6 billion to spend at its discretion 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	\$984.6
• Major Modernization of Schools	896.8
• System Expansion (New Schools)	4,035.8
• System Expansion (Other)	1,140.6
• Educational Enhancements	633.6
• Emergency, Unspecified and Miscellaneous	2,047.1
• Safety and Security	9.7
<b>TOTAL</b>	<b>\$9,748.2</b>

## Rehabilitation of School Components

The Preliminary Ten-Year Capital Strategy provides \$984.6 million to rehabilitate, replace and upgrade building components. The Department will use funds to maintain roofs and parapets, resurface floors, install new windows and lighting fixtures, and re-develop playgrounds. High priority projects include removing asbestos and lead paint from buildings, converting coal burning furnaces to dual fuel gas and oil, and installing air conditioners in schools providing summer classes.

## Major Modernizations of Schools

In order to meet high standards for entire school buildings, it is essential that existing school facilities undergo major modernizations. The Preliminary Ten-Year Capital Strategy provides \$896.8 million for this purpose. Projects include major replacements of electrical, plumbing and heating systems.

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## Department of Education

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### System Expansion

To address the shortage of seating in public schools, the Preliminary Ten-Year Capital Strategy provides \$4.0 billion for the construction of new schools. An additional \$1.1 billion is allocated for leases, building additions, transportables, modular classrooms, and new athletic fields and playgrounds. These funds will enable the Department to build 26 new schools and create over 19,000 new seats by 2006.

### Educational Enhancements

The Department will designate \$633.6 million to capital improvements associated with recent programmatic needs. The Department will provide desktop and laptop computers for teachers and students. Funds will also be used to purchase educational software, upgrade networks, and re-wire schools for internet access. To further its science education program, the Department will upgrade and replace science labs citywide.

### Other Funding

Other miscellaneous capital improvements make up the balance of funding. \$2,047.1 million covers the Mayor/Council Program, administrative costs, emergency projects, research and development, and prior plan completion costs. Finally, \$9.7 million is for security systems, emergency lighting and code compliance.

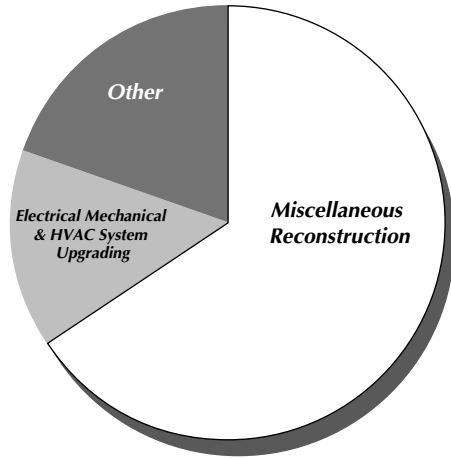


# Department of Education

Project Type: E

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Emergency, Inspection and Miscellaneous</i> City	138,309	128,678	166,374	210,908	217,657	224,840	230,461	236,223	243,073	250,608	2,047,131
<i>Educational Enhancements</i> City	42,810	39,829	51,497	65,281	67,370	69,593	71,333	73,117	75,237	77,569	633,636
<i>Major Modernization of Schools</i> City	60,592	56,373	72,887	92,398	95,355	98,501	100,964	103,488	106,489	109,790	896,837
<i>Rehab of School Components</i> City	66,519	61,889	80,017	101,438	104,683	108,138	110,841	113,611	116,908	120,532	984,576
<i>Safety and Security</i> City	659	613	792	1,004	1,036	1,071	1,097	1,125	1,157	1,193	9,747
<i>System Expansion (New Schools)</i> City	272,666	253,680	327,994	415,791	429,096	443,256	454,338	465,696	479,201	494,056	4,035,774
<i>System Expansion (Other)</i> City	77,058	71,692	92,694	117,506	121,266	125,268	128,400	131,610	135,426	139,625	1,140,545
<i>Project Type Total by Source of Funds</i> City	658,613	612,754	792,255	1,004,326	1,036,463	1,070,667	1,097,434	1,124,870	1,157,491	1,193,373	9,748,246
<i>Project Type Total</i> All Funds	658,613	612,754	792,255	1,004,326	1,036,463	1,070,667	1,097,434	1,124,870	1,157,491	1,193,373	9,748,246

# City University



New York City's intellectual resources are unmatched by those of any other city in the country. The City University of New York (CUNY), with a Fiscal Year 2003 registration of approximately 208,047 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 21 campuses in the City, including senior colleges, community colleges, and graduate and professional schools.

Changes in enrollment patterns may have a significant impact on future plant use and capital needs. From Fiscal Year 1998 to 2002, enrollment at New York City colleges and universities grew from 407,232 to 425,572. During this period enrollment at CUNY went down from 201,185 to 197,131. Thus, while total enrollment at all New York City colleges increased by 4.5%; CUNY's total enrollment declined by 2.0%; undergraduate enrollment at CUNY decreased by 3.3% while graduate and professional degree programs enrollment increased by 6.7%.

### 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 University's large construction projects are funded by the City and State through the Dormitory Authority, and thus are not included in this Strategy. All 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. For this Strategy, CUNY emphasizes the rehabilitation of electrical, mechanical, heating, ventilating 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.

The Preliminary Ten-Year Capital Strategy provides funding for:

	(in millions)
• Miscellaneous Reconstruction	\$63.2
• Electrical, Mechanical and HVAC System Upgrading	14.2
• Data Processing and Other Equipment	6.8
• Security Systems	9.1
• New School Construction	1.9
• Federal, State and Local Mandates	0.8
• Athletic Fields, Gymnasiums and Equipment	0.3
<b>TOTAL</b>	<b>\$96.3</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.

### **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 the local law requirements.

### **Athletic Fields, Gymnasiums and Other Equipment**

The Preliminary Ten-Year Capital Strategy provides for the upgrading of athletic fields and gymnasiums.

### **Security Systems**

The Preliminary Ten-Year Capital Strategy provides for strengthening security systems on campuses, providing perimeter fences, lights, surveillance cameras and intrusion alarm systems.

# City University

Project Type: HN											
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Data Processing and Other Equipment</i>											
City	2,908	23	2,624	596	0	0	0	0	0	0	6,151
State	0	0	629	67	0	0	0	0	0	0	696
<i>Athletic Fields, Gymnasiums and Equipment</i>											
City	0	25	250	0	0	0	0	0	0	0	275
<i>Federal, State and Local Mandates</i>											
City	0	25	514	10	0	0	0	0	0	0	549
State	0	0	204	10	0	0	0	0	0	0	214
<i>Electrical, Mechanical and HVAC System Upgrading</i>											
City	0	3,867	1,106	810	656	431	0	1,509	0	231	8,610
State	0	900	1,106	810	656	431	0	1,509	0	231	5,643
<i>New School Construction</i>											
City	311	433	245	94	0	230	119	0	0	0	1,432
State	0	0	0	94	0	230	119	0	0	0	443
<i>Miscellaneous Reconstruction</i>											
City	5,023	2,851	2,542	4,239	2,898	3,320	3,699	3,226	4,049	3,958	35,805
State	0	0	2,119	4,097	2,898	3,320	3,699	3,226	4,049	3,958	27,366
<i>Security Systems</i>											
City	0	25	265	478	808	526	801	0	823	834	4,560
State	0	25	265	478	808	526	801	0	823	834	4,560
<i>Project Type Total by Source of Funds</i>											
City	8,242	7,249	7,546	6,227	4,362	4,507	4,619	4,735	4,872	5,023	57,382
State	0	925	4,323	5,556	4,362	4,507	4,619	4,735	4,872	5,023	38,922
<i>Project Type Total All Funds</i>											
All Funds	8,242	8,174	11,869	11,783	8,724	9,014	9,238	9,470	9,744	10,046	96,304

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# Department of Health and Mental Hygiene

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The Department of Health and Mental Hygiene (DOHMH) promotes and protects the health and quality of life of New York City residents by enforcing compliance with the City Health Code and administering a broad range of public health programs and services. The Department of Health and Mental Hygiene monitors and controls tuberculosis, sexually transmitted diseases (STD), and other communicable diseases; investigates and eliminates environmental health hazards; and inspects restaurants and other facilities. The Department also works aggressively to prevent AIDS and HIV-related illnesses.

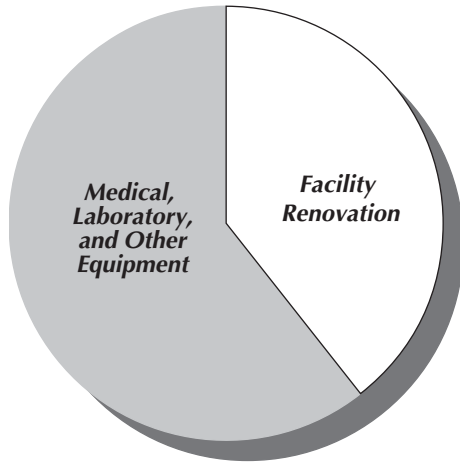
The Department operates public health clinics, laboratories, and district health centers in the five boroughs which house a variety of programs: immunization clinics, STD and tuberculosis clinics, dental clinics, maternity services, HIV counseling, testing, and referral, and gay and lesbian health programs.

**The Preliminary Ten-Year Capital Strategy reflects a strong commitment to these public health activities:**

- The renovation and upgrade of the public health infrastructure (health centers, laboratories, and TB clinics) are top priorities for the Department. In order to protect the health of all New Yorkers, these facilities must be maintained and improved. The Department's Preliminary Ten-Year Capital Strategy seeks to identify buildings for renovation and to improve entire sites.

- Other top priorities for the Department include upgrading the heating, ventilation, and air conditioning (HVAC) and fire alarm systems, electrical service, plumbing and general conditions at the Public Health Laboratory facility located at 455 First Avenue.
- The Preliminary Ten-Year Capital Strategy also includes funding for the construction of two free-standing mortuary buildings at Kings County and Queens County for the Office of the Chief Medical Examiner (OCME).

## Department of Health and Mental Hygiene



### Capital Program Goals

- To ensure that Department of Health and Mental Hygiene facilities are in compliance with applicable codes, rules, and regulations;
- To renovate those facilities requiring immediate repair and to maintain quality conditions in these facilities;
- To enhance the Department's automation systems for more efficient management of information;
- To renovate laboratories requiring immediate repairs;
- To identify new technology that can assist the Department in performing critical public health and safety functions; and
- To improve the process of inventory assessment at Department facilities and to replace all critical Department equipment on a regular basis.

### Preliminary Ten-Year Capital Strategy

(in millions)

• Facility Renovation and Construction	\$62.3
• Medical, Laboratory, Furniture and Equipment	36.6
<b>TOTAL</b>	<b>\$98.9</b>

The Preliminary Ten-Year Capital Strategy places priority on rebuilding the public health infrastructure, upgrading the Department's clinics, and reengineering/automating the Department's internal and external functions.

#### Facility Renovation and Construction

Approximately \$62.294 million will be devoted to the renovation of various facilities. Highlights of projects include: Renovation at the Public Health Laboratory (\$22.453 million); renovation of the Jamaica Health Center (\$3.62 million); and renovation of Central Harlem STD Clinic (\$2.790 million).

#### Medical, Laboratory, Furniture and Equipment

A total of \$33.635 million will be spent on medical, laboratory, furniture and equipment. Highlights of the Department's proposal include DOHMH and OCME laboratory equipment replacement (\$19.619 million); renovation of various DOHMH clinics (\$25.031 million); and PC Replacement (\$1.679 million).

# Department of Health and Mental Hygiene

Project Type: HL

	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>Total</i>
<i>Medical, Laboratory, and Other Equipment</i>											
City	10,363	1,766	500	5,487	4,830	2,100	2,100	2,100	2,161	2,228	33,635
Federal	3,000	0	0	0	0	0	0	0	0	0	3,000
<i>Facility Renovation</i>											
City	11,596	12,632	16,600	1,513	2,170	4,200	3,850	3,150	3,241	3,342	62,294
<i>Project Type Total by Source of Funds</i>											
City	21,959	14,398	17,100	7,000	7,000	6,300	5,950	5,250	5,402	5,570	95,929
Federal	3,000	0	0	0	0	0	0	0	0	0	3,000
<i>Project Type Total All Funds</i>	24,959	14,398	17,100	7,000	7,000	6,300	5,950	5,250	5,402	5,570	98,929

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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. It continues to be the major care provider for the City's poor and uninsured population. At the end of 2002, of the 7,411 inpatient beds that HHC operates, approximately 4,224 were acute care beds.

HHC plays a vital role in ambulatory care in medically underserved communities. Through its vast network of family health centers, child health clinics, Communicare sites, hospital-based clinics and diagnostic & treatment centers, the Corporation accommodated nearly 5 million visits in FY 2002. In FY 2002, HHC also experienced 1.072 million emergency room visits.

HHC operates eleven acute care general hospitals, two of which (Kings County and Bellevue) are slated for major reconstruction in the current capital plan. The Corporation also operates four chronic hospital/skilled nursing facilities with a total of 2,666 beds.

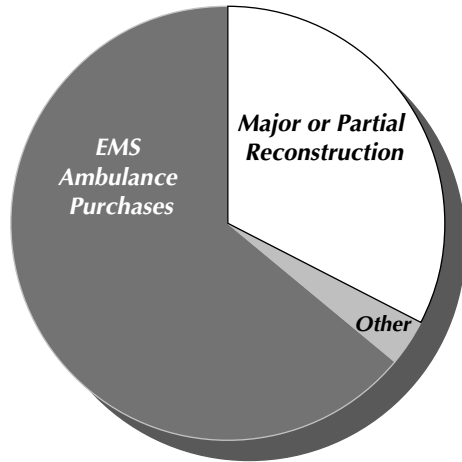
## Capital Program Goals

- Replace or renovate aging facilities intended to improve market share, operational efficiencies, and patient satisfaction;
- Satisfy regulatory requirements and/or correct code deficiencies;
- Rehabilitate failing building components or systems critical to safety, comfort, plant integrity and/or effective operations;
- Upgrade aging building infrastructure, systems, or service areas to accommodate increased utilization or to achieve improved operating efficiencies;
- Purchase new and replacement medical equipment; and
- Improve facilities to help satisfy unmet needs or to protect existing market share.

As a result of the Financial Restructuring Agreement with the City granting HHC fiscal autonomy, the Corporation secured \$550 million worth of debt in 1993 to finance its own capital plan. Another \$320 million of health system bonds were issued in 1997. In July 2002, HHC issued \$293 million in new money parity debt to fund ongoing capital needs.



## Health and Hospitals Corporation



### Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy for the Health and Hospitals Corporation focuses on Phase Two of the major reconstruction of the Kings County Hospital Center, as well as the modernization of Bellevue Hospital Center and the construction of a state-of-the-art DNA building on the Bellevue campus. The cost of ambulance purchases by EMS is also included.

	(in millions)
• Major/Partial Hospital Reconstruction	\$70.7
• Routine Reconstruction	6.7
• EMS Ambulance Purchases	139.0
• Major Medical Equipment	0.8
<b>TOTAL</b>	<b>\$217.2</b>

### Major or Partial Hospital Reconstruction

In FY 2000, the City funded Phase Two of Kings County Hospital Center's Comprehensive Redevelopment Plan, which includes the construction of a new facility to provide modern diagnostic, emergency and treatment services on the campus. Construction of the \$145 million building began in the fall of 2001, and its projected completion date is June 2005.

The City is also funding the modernization of Bellevue Hospital Center. The \$178 million project includes the construction of a new ambulatory care building that will provide general care, mental health/substance abuse, ambulatory surgery, dental, and dialysis services. The project also includes the renovation of 3-4 in-patient floors and a critical care floor. The scheduled completion date is November 2005.

In addition, the City is funding a \$248 million project for the construction of a new DNA facility on the Bellevue Hospital campus to be operated by the Office of Chief Medical Examiner (OCME). This facility will increase the analytic capabilities of the OCME's DNA program to assist the Police Department and the courts in identifying perpetrators. Pre-construction work for this building began in Fall of 2001, and its projected completion date is 2005.

### Emergency Medical Services Ambulance Purchases

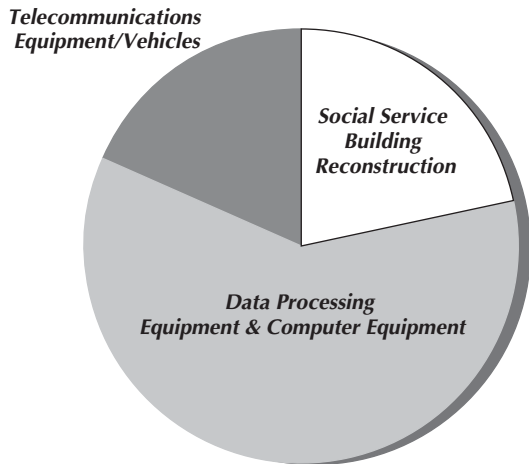
Approximately \$139 million will be provided for the purchase of EMS ambulances through FY 2013.

# Health and Hospitals Corporation

Project Type: HO

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Emergency Medical Services Equipment</i> City	10,694	11,088	20,098	13,640	13,315	13,315	13,648	13,989	14,394	14,841	139,022
<i>Major Medical Equipment</i> City	805	0	0	0	0	0	0	0	0	0	805
<i>Major or Partial Hospital Reconstruction</i> City	70,112	618	0	0	0	0	0	0	0	0	70,730
<i>Routine Reconstruction</i> City	6,650	0	0	0	0	0	0	0	0	0	6,650
<i>Project Type Total</i> <i>by Source of Funds</i> City	88,261	11,706	20,098	13,640	13,315	13,315	13,648	13,989	14,394	14,841	217,207
<i>Project Type Total</i> All Funds	88,261	11,706	20,098	13,640	13,315	13,315	13,648	13,989	14,394	14,841	217,207

# Human Resources Administration



The Human Resources Administration (HRA)/ the Department of Social Services (DSS) provides a range of programs and services that assist individuals and families achieve self-sufficiency. Eligible participants receive employment and support services, Public Assistance, Medical Assistance, and Food Stamps. DSS also provides shelter, housing, and support services to victims of domestic violence, people with AIDS and HIV-illness, and frail and elderly adults.

### Capital Program Goals

- Maintain, repair and improve social service facilities throughout the City;
- Install local area computer networks for the continued development of connectivity with Agency and contractor locations; and
- Upgrade, maintain, and acquire telecommunication and computer technology to improve Department operations.

### Preliminary Ten-Year Capital Strategy

The primary focus of the 2004 Preliminary Ten-Year Capital Strategy is to improve client services and worker productivity through renovations and upgrades to Job Centers and other Department sites; acquisitions and upgrade of computer technology, including Wide and Local Area Networks; and information systems development to meet the needs of the Department's many programs and services.

	(in millions)
• Building Reconstruction	\$37.2
• Data Processing Equipment	103.1
• Telecommunications Equipment/ Vehicles	31.6
<b>TOTAL</b>	<b>\$171.9</b>

### Building Reconstruction

The 2004 Preliminary Ten-Year Capital Strategy provides funding to complete the renovation and upgrade of Job Centers as well as necessary improvements to maintain the structural stability of various Department facilities. Improvements include HVAC, masonry, roofing, electrical, plumbing and office renovations.

The Preliminary Ten-Year Capital Strategy also provides for the construction of a new management information system facility at 9 Metro Tech South, Brooklyn. The new site will provide a state of the art data center to enhance technology infrastructure and applications supporting the current and future business requirements of DSS.

### Data Processing Equipment

The agency will continue to implement imaging technology to store documents electronically and reduce reliance on paper records. Other projects include the maintenance and upgrade of computer equipment and software for greater efficiency in caseload tracking, reporting, and intra and inter-agency communication.

### Telecommunications

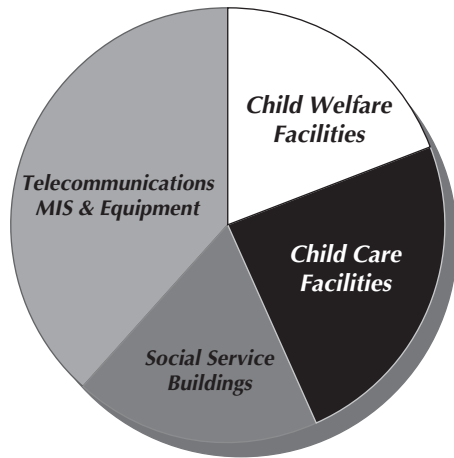
DSS has allocated \$16.6 million to enhance productivity and create a Wide Area Network system to provide greater connectivity among Department personnel and contract service providers.

# Human Resources Administration

Project Type: HR

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Telecommunications Equipment</i>											
City	1,700	2,695	2,790	273	2,200	881	1,540	1,400	1,540	1,540	16,559
Federal	1,134	1,797	1,860	182	1,467	587	1,067	933	1,027	1,027	11,081
<i>Data Processing Equipment</i>											
City	8,419	2,629	7,949	8,432	3,896	6,671	8,742	4,936	5,832	4,718	62,224
Federal	4,629	1,753	5,299	5,622	2,598	4,448	5,828	3,291	3,888	3,146	40,502
State	43	0	100	0	25	0	0	36	125	0	329
<i>Equipment</i>											
City	0	0	1,470	0	0	0	0	0	0	0	1,470
Federal	0	0	980	0	0	0	0	0	0	0	980
<i>Social Services Buildings</i>											
City	5,989	3,010	3,803	0	2,023	1,500	6,745	3,634	2,892	4,329	33,925
Federal	822	377	2,044	0	0	0	0	0	0	0	3,243
<i>Automotive Equipment</i>											
City	0	0	66	0	99	159	162	165	165	165	981
Federal	0	0	44	22	66	106	108	110	110	110	676
<i>Project Type Total by Source of Funds</i>											
City	16,108	8,334	16,078	8,705	8,218	9,211	17,189	10,135	10,429	10,752	115,159
Federal	6,585	3,927	10,227	5,826	4,131	5,141	7,003	4,334	5,025	4,283	56,482
State	43	0	100	0	25	0	0	36	125	0	329
<i>Project Type Total All Funds</i>	22,736	12,261	26,405	14,531	12,374	14,352	24,192	14,505	15,579	15,035	171,970

# 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 childcare, early childhood education through Head Start, and child support enforcement services.

The Agency is responsible for over 200 facilities including day care centers, a network of program field offices, congregate care homes for children in foster care, the ACS Children's Center and administrative offices.

### Capital Program Goals

- To improve children's services facilities, including meeting code compliance and handicapped accessibility standards;
- To renovate and reconstruct congregate care facilities for foster children;
- To renovate and expand child care facilities; and
- To upgrade and expand telecommunication and computer technology for improved management and information systems.

### Preliminary Ten-Year Capital Strategy

	(in millions)
• Child Welfare Facilities	\$27.5
• Child Care Facilities	34.7
• Social Service Buildings	26.3
• Equipment, Telecommunications, and MIS	55.1
<b>TOTAL</b>	<b>\$143.6</b>

The primary focus of the ACS 2004 Preliminary Ten-Year Capital Strategy is to continue to improve delivery of services to children and families through renovation and expansion of direct care sites, as well as furthering the development of various integrated management systems to better track client activity and streamline program and financial management of the various programs and services provided by ACS.

Improvements of direct care sites are scheduled for group homes in the Bronx and Queens. The Jefferson Group Home in the Bronx will expand through the acquisition of an adjacent lot, thereby providing for 16 additional residents. Group home expansion is also planned for Queens through the acquisition and renovation of three sites. These three sites will provide direct care services to sixteen additional "hard-to-place" teenage residents.

The Preliminary Ten-Year Capital Strategy provides for the expansion of day care services in the Williamsburg and Washington Heights communities. Construction of a new day care center is scheduled to begin in 2003 in Williamsburg and in fiscal year 2006 in Washington Heights.

ACS will continue to develop and upgrade its MIS initiatives. This includes the further development of the Integrated Case Management System and the development of a central Agency paperless system that will result in improved financial management and maintenance of case records.

# Administration for Children's Services

Project Type: CS	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Child Welfare Facilities</i> City	2,892	416	2,500	2,607	2,584	2,748	2,422	2,346	4,372	4,569	27,456
<i>Day Care Facilities</i> City	242	3,120	9,697	2,624	2,585	2,747	2,422	2,347	4,371	4,569	34,724
<i>Equipment</i> City	4,828	7,765	4,425	4,938	5,105	4,018	4,049	4,192	2,000	2,000	43,320
Federal	1,349	2,128	1,178	1,420	1,359	1,069	1,086	1,115	532	532	11,768
<i>Social Service Buildings</i> City	350	0	6,693	1,000	1,000	1,000	3,139	3,499	2,000	2,000	20,681
Federal	93	0	1,750	427	266	266	834	930	532	532	5,630
<i>Project Type Total by Source of Funds</i> City	8,312	11,301	23,315	11,169	11,274	10,513	12,032	12,384	12,743	13,138	126,181
Federal	1,442	2,128	2,928	1,847	1,625	1,335	1,920	2,045	1,064	1,064	17,398
<i>Project Type Total All Funds</i>	9,754	13,429	26,243	13,016	12,899	11,848	13,952	14,429	13,807	14,202	143,579

# Department For The Aging

The Department for the Aging 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, assistance for crime victims, social and legal services, transportation, and information and referral services. The Department also serves as an advocate for the City's elderly population through legislative activity and public policy initiatives.

## Capital Program Goals

- Rehabilitate facilities that provide services for senior citizens;
- Develop a computerized network to assist applicants in accessing various entitlement programs; and
- Implement technology projects to enhance record keeping and service delivery.

## Preliminary Ten Year Capital Strategy

	(in millions)
• Building Reconstruction	\$19.6
• Data Processing	9.2
<b>TOTAL</b>	<b>\$28.8</b>

The Department's primary focus for improvements to Senior Centers include fire suppression systems, heat and hot water systems and renovations for handicapped accessibility. Technology projects include continued development of the Uniform Benefits Assessment System (Uni-form) and Provider Data System (PDS). The Uni-form system allows seniors to apply for various entitlement programs including Medicaid, food stamps, and Supplemental Security Income by completing one application. The Department has allocated funds for the migration of PDS and Uni-form to a web based platform and for development of a new grants management system to support performance based contracting.

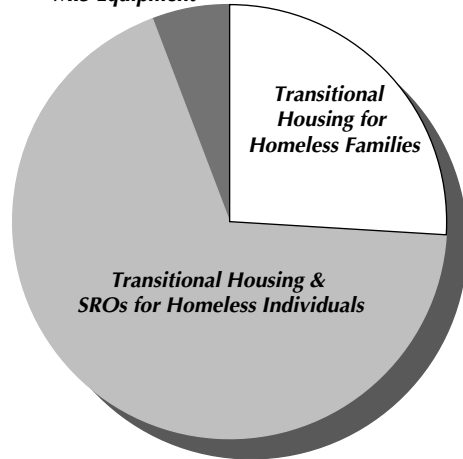
# Department For The Aging

Project Type: AG											
	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>Total</i>
<i>Electronic Data Processing</i> City	764	1,663	3,251	700	700	700	700	700	0	0	9,178
<i>Department for the Aging Building</i> <i>Reconstruction</i> City	2,397	407	5,031	1,400	1,400	1,400	1,453	1,506	2,270	2,341	19,605
<i>Project Type Total</i> <i>by Source of Funds</i> City	3,161	2,070	8,282	2,100	2,100	2,100	2,153	2,206	2,270	2,341	28,783
<i>Project Type Total</i> All Funds	3,161	2,070	8,282	2,100	2,100	2,100	2,153	2,206	2,270	2,341	28,783



# Department of Homeless Services

*Social Service Buildings,  
MIS Equipment*



The Department of Homeless Services provides homeless families and individuals with temporary housing and services to facilitate their return to independent living. The Department also provides outreach services to people living in public places, rental assistance programs, and services to prevent homelessness. The Department works with the Department of Housing Preservation and Development to plan for the development of permanent and transitional housing.

The Department is currently responsible for the maintenance of 28 facilities for homeless singles, 25 facilities for homeless families and 6 Single Room Occupancy (SRO) permanent residences.

### 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;
- Develop new sites as necessary to meet capacity needs; and
- Upgrade and expand computer networks to effectively collect and share information.

### Preliminary Ten-Year Capital Strategy

(in millions)

• Transitional Housing for Homeless Families	\$54.3
• Transitional Housing for Homeless Individuals	142.7
• Social Service Buildings, MIS & Equipment	12.1
<b>TOTAL</b>	<b>\$209.1</b>

The focus of the Department of Homeless Services Preliminary Ten-Year Capital Strategy is the maintenance and development of transitional housing for homeless families and singles. The Preliminary Ten-Year Capital Strategy allocates ninety-four percent 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 building upgrades at Auburn, Briarwood, Bushwick, Jackson, Jennie Clark, Powers and Springfield. In addition, funds are allocated for upgrades to several family sites constructed by NYCHA and HPD in the early 1990s. Adult projects include exterior envelope stabilization at the Manhattan Bowery and building upgrades at Charles Gay, Harlem Men's Shelter, Webster SRO and Willow Avenue.

The Department will develop a consolidated warehouse facility which will improve inventory control and distribution. This site will also include workshop space for the Facilities Maintenance and Development division. Major MIS initiatives include continued expansion of the LAN/WAN to complete the connectivity of all shelter sites, allowing access to the new Client Tracking System being developed to enhance shelter management.

# Department of Homeless Services

Project Type: HH

	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>Total</i>
<i>Shelters for Homeless Individuals</i> City	5,256	10,650	18,149	16,000	16,000	17,000	16,243	16,798	13,075	13,512	142,683
<i>Equipment</i> City	188	750	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	8,938
<i>Shelters for Homeless Families</i> City	2,000	4,875	5,254	4,700	4,700	3,700	5,000	5,000	9,384	9,675	54,288
<i>Social Services Buildings</i> City	3,200	0	0	0	0	0	0	0	0	0	3,200
<i>Project Type Total</i> <i>by Source of Funds</i> City	10,644	16,275	24,403	21,700	21,700	21,700	22,243	22,798	23,459	24,187	209,109
<i>Project Type Total</i> All Funds	10,644	16,275	24,403	21,700	21,700	21,700	22,243	22,798	23,459	24,187	209,109

# Housing Preservation & Development

The Department of Housing Preservation and Development (HPD) preserves, upgrades, and assists in the expansion of the City's affordable housing stock. Its primary goals are: to spur the preservation and development of affordable housing through direct investment, the provision of loans, and/or other financial assistance; 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. New York City housing programs have evolved and adapted as neighborhood housing conditions have stabilized and improved throughout the City. Using City capital to encourage new investment by private residential lenders and owners, HPD has attracted residents back to the City's lower and moderate-income neighborhoods.

HPD continues to expand its use of public-private partnerships throughout its Preliminary Ten-Year Capital Strategy. The agency is firmly committed to completing the rehabilitation and disposition of all remaining in rem buildings, both occupied and vacant, before the end of the Preliminary Ten-Year Capital Strategy. These privatization initiatives will foster the rehabilitation of the roughly 5,500 remaining in rem dwelling units that have not yet been allocated to one of HPD's disposition programs. The current inventory of City-owned occupied housing is scheduled to be completely depleted by fiscal year 2011. These initiatives are under the umbrella of a comprehensive strategy known as Building Blocks, which encompasses HPD's Tenant Interim Lease (TIL), Neighborhood Entrepreneurs (NEP), Neighborhood Redevelopment (NRP), and Neighborhood Homes programs. Buildings are sold to: low-income tenant cooperatives through TIL; local, qualified for-profit property managers through NEP; and not-for-profit owners/managers through NRP and Neighborhood Homes.

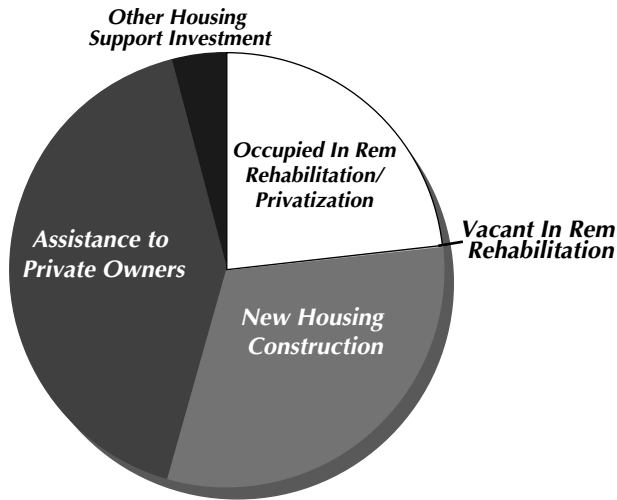
Concurrently, through its Anti-Abandonment program, the City is expanding its efforts to prevent the abandonment of privately-owned buildings and forestall their entry into City ownership by providing financial and technical assistance to private landlords. Finally, the City's capital budget maintains

its commitment to provide new homeownership opportunities, particularly through its existing new construction programs. HPD will continue to build on assemblages of vacant land and urban renewal sites through the Neighborhood Initiative and Nehemiah homeownership programs. The construction activity engendered by the City's housing commitment should also provide a substantial stimulus to the New York City economy.

In HPD's Preliminary Ten-Year Capital Strategy, new programs have been created and existing programs have been expanded to provide for an array of new housing options. The capital funding provided in the plan will be used in conjunction with Housing Development Corporation (HDC) funding and Federal Low Income Housing Tax Credits (LIHTC) to create new markets for affordable housing at all income levels. Specifically, \$500 million in HDC funding will be invested in New Development Initiatives, wherein low-cost loans will be provided to private developers to create 12,500 units of low and moderate-income housing from fiscal year 2004 to 2008. Over the same period, an additional \$26.7 million in LIHTC will be used for the construction and preservation of 2,670 units of affordable housing.

In fiscal year 2004 to 2009, funding will be made available for the New Venture Incentive program, which will provide low interest loans for acquisition, site development, and environmental work necessary to accelerate development for new construction. The total funding for this initiative is \$200 million and will support the development of 10,000 units of new housing. Capital funding is also provided for the newly created New Partners program, which will provide a total of \$20 million from fiscal year 2004 to 2008 to owners of small buildings to renovate and lease approximately 500 apartments that have been vacant and unavailable for rent. Funding is also included for expanded and new housing initiatives for the homeless, very low income, and special needs populations. These initiatives will increase the production of homeless units; create programs to target rental and homeownership units for homeless households; and provide new supportive housing programs for families and youth aging out of foster care. Over

# Housing Preservation & Development



\$107 million will be invested in these initiatives to produce 2,040 units, 820 units of which will be set aside for homeless and formerly homeless households. Finally, the Preliminary Ten-Year Capital Strategy includes new initiatives to increase homeownership opportunities through an employer-assisted housing program and a down-payment assistance program for first time home buyers of one-family to four-family homes. Over fiscal year 2004 to 2008, HPD will invest \$35 million in these programs to subsidize the purchase of 3,500 units of housing.

### Capital Program Goals

- To complete the disposition of City-owned occupied and vacant housing units by the end of fiscal year 2011 to tenants, community-based not-for-profit organizations, and selected private owners. For occupied buildings, disposition is done through program mechanisms including TIL, NRP, Neighborhood Homes, and NEP. City-owned vacant housing units will be returned to productive use under the Homeworks and Storeworks programs;
- To promote the preservation and improvement of the City's existing housing stock and prevent abandonment through financial assistance to private owners. The Preliminary Ten-Year Capital Strategy provides funding for low-interest loans to private owners to finance the rehabilitation of low and moderate-income units under the existing Third Party Transfer, Article 7A, Article 8A, Small Homes Private, and Participation Loan programs, as well as the newly created New Partners program;
- To spur the private market and create new markets for the construction of affordable housing at all income levels through New Development Initiatives, which will provide low-cost loans to private developers of affordable housing; the New Venture Incentive program, which will provide low interest loans for acquisition, site development and environmental work necessary to accelerate

development; and the Homeless Production program, which will utilize City capital combined with funding from HDC to produce rental housing units for the homeless;

- To promote the construction of affordable owner-occupied housing for moderate, low and very low-income households, including the formerly homeless, through the Nehemiah, New Foundations, and the Homeless Homeownership Pilot programs; and to foster neighborhood retail and commercial development through the Alliance for Neighborhood Commerce, Homeownership and Revitalization (ANCHOR) program; and
- To produce permanent Supportive Housing for homeless and low-income singles and families, through the provision of low and zero-interest loans to community-based not-for-profit organizations and private developers. These programs include homes for homeless mentally ill (New York/New York II) and the High Need program.

### Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy allocates a total of approximately \$3.7 billion for HPD to achieve the goals of the Housing Program. Of this amount, \$3.4 billion represents City funding, while approximately \$577 million will be leveraged in Federal and other contributions. Substantial private equity is also leveraged through HPD programs.

	(in millions)
• Occupied In Rem Rehabilitation/Privatization	\$850.1
• Vacant In Rem Rehabilitation	2.4
• New Housing Construction	1,138.4
• Assistance to Private Owners	1,520.2
• Other Housing Support Investment	150.5
<b>TOTAL</b>	<b>\$3,661.6</b>

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# Housing Preservation & Development

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## **Occupied In Rem Rehabilitation/Privatization**

Approximately \$850 million is provided to fund the rehabilitation of City-owned housing units and their disposition to tenant associations, community-based not-for-profits, and for-profit housing organizations through a variety of program mechanisms, namely TIL, NRP, Neighborhood Homes, and NEP. With this Preliminary Ten-Year Capital Strategy, HPD has targeted the complete disposition of all dwelling units in the City's occupied in rem inventory by the end of fiscal year 2011.

## **Vacant In Rem Rehabilitation**

The Preliminary Ten-Year Capital Strategy allocates \$2.4 million for the treatment of smaller vacant City-Owned buildings for return to the private market, primarily through the Homeworks and Storeworks programs. As a result of the expected depletion of the vacant in rem stock, funding for programs in this category is scheduled to end by fiscal year 2004.

## **New Housing Construction**

The Preliminary Ten-Year Capital Strategy allocates over \$1.1 billion to foster the new construction of housing units affordable to low and moderate-income homeowners and renters through existing programs such as Nehemiah, ANCHOR, and Mixed Use, and new programs such as the New Ventures Incentive program, the Homeless Homeownership Pilot, and the Homeless Production program. An integral component of new construction programs are the neighborhood based housing initiatives, which are also covered under this category.

## **Assistance to Private Owners**

Activities under the Third Party Transfer, Article 7A, Article 8A, Small Homes Private, Participation Loan, Home Improvement, and Supportive Housing Loan programs are funded at \$1.5 billion over the ten-year period for the rehabilitation and preservation of roughly 50,000 units in privately-owned multiple dwellings and one to four-unit homes. These programs, which currently provide assistance for distressed buildings, will be coordinated in the future to address in particular those properties identified through HPD's new Housing Preservation program.

## **Other Housing Support Investment**

Funds totaling \$150 million are provided for a variety of projects supporting HPD's affordable housing initiatives, including the demolition of unsafe buildings, urban renewal costs, computer-based productivity initiatives, and other infrastructure supports.

# Housing Preservation & Development

Project Type: HD

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Neighborhood-Based Housing Initiatives</i>											
City	15,079	9,882	8,757	26,053	27,855	37,635	8,440	0	0	0	133,701
Federal	0	1,400	0	0	0	0	0	0	0	0	1,400
<i>New Housing Construction</i>											
City	25,212	10,000	10,000	79,500	70,000	80,125	99,903	183,015	197,613	209,375	964,743
Federal	6,000	6,000	0	15,500	0	0	0	0	0	0	27,500
Private	11,045	0	0	0	0	0	0	0	0	0	11,045
<i>Other Housing Support Investment</i>											
City	7,525	9,689	5,920	11,985	23,102	28,564	20,385	15,705	13,800	13,800	150,475
<i>Occupied In Rem Rehabilitation</i>											
City	99,969	113,919	134,729	56,578	71,000	73,500	76,000	10,000	0	0	635,695
Federal	45,877	84,779	70,418	13,346	0	0	0	0	0	0	214,420
<i>Assistance to Private Owners</i>											
City	58,572	70,403	112,677	142,770	147,784	131,129	155,000	160,000	168,000	168,000	1,314,335
Federal	41,242	41,052	29,583	44,000	0	0	0	0	0	0	155,877
Private	30,000	20,000	0	0	0	0	0	0	0	0	50,000
<i>Vacant In Rem Rehabilitation</i>											
City	2,366	0	0	0	0	0	0	0	0	0	2,366
<i>Project Type Total by Source of Funds</i>											
City	208,723	213,893	272,083	316,886	339,741	350,953	359,728	368,720	379,413	391,175	3,201,315
Federal	93,119	133,231	100,001	72,846	0	0	0	0	0	0	399,197
Private	41,045	20,000	0	0	0	0	0	0	0	0	61,045
<i>Project Type Total All Funds</i>											
All Funds	342,887	367,124	372,084	389,732	339,741	350,953	359,728	368,720	379,413	391,175	3,661,557

# Housing Authority

The New York City Housing Authority builds, 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, despite the challenges of managing an aging public housing inventory with a 99 percent rate of occupancy.

The New York City Housing Authority owns and operates the nation's largest public housing program, with 345 developments (174,000 apartments in 2,700 buildings), housing over 418,000 tenants throughout the city. The Authority also operates the Leased Housing (Section 8) Program in the private housing market, with approximately 82,000 occupied apartments. More than 26,000 landlords participate in the Section 8 program.

Managing the Housing Authority's vast physical plant and its 15,000 employees (4,000 of whom are also residents) is an increasingly complex challenge. In addition, the Authority's related programs have grown to include community centers, senior citizen facilities, day care programs, child health stations, drug elimination strategies, and security initiatives.

## Capital Program Goals

- To continue to offer quality affordable housing for the City's low to moderate income population;
- To modernize existing projects and continue to construct new units in order to maintain decent, safe and sanitary housing for low to moderate-income residents; and
- To focus available resources on necessary heating and plumbing system replacements, to maintain essential services for Housing Authority residents.

## Preliminary Ten-Year Capital Strategy

	(in millions)
• Low to Moderate Income Public Housing Upgrade	\$111.1

The Housing Authority concentrates its efforts on upgrading existing low to moderate income City-aided public housing and on supplementing Federal funds for new public housing construction.

The Preliminary Ten-Year Capital Strategy provides \$111.1 million for the upgrade of existing City-aided public housing units, which number 7,321, and the enhancement of security at these five developments. In addition to heating and plumbing system work, these funds cover a wide range of projects including, but not limited to, door and entrance replacements, roof and window replacements, and site related improvements such as steel bar fencing and lighting.

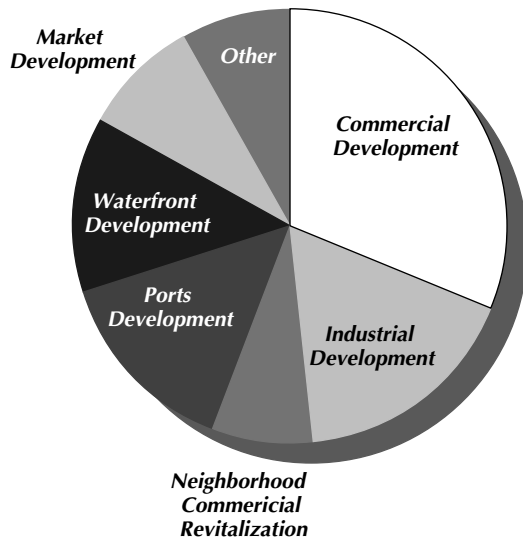
# Housing Authority

Project Type: HA

	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>Total</i>
<i>Low to Moderate Income Public Housing Upgrade</i> City	12,333	7,667	12,405	8,979	10,814	11,171	11,451	11,737	12,077	12,452	111,086
<i>Project Type Total by Source of Funds</i> City	12,333	7,667	12,405	8,979	10,814	11,171	11,451	11,737	12,077	12,452	111,086
<i>Project Type Total</i> All Funds	12,333	7,667	12,405	8,979	10,814	11,171	11,451	11,737	12,077	12,452	111,086



# Department of Small Business Services



The Department of Small Business Services (SBS) provides technical 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 Economic Development Corporation (EDC) coordinates the City's commercial, industrial, market, waterfront and intermodal transportation development projects.

### Capital Program Goals

- To stimulate commercial development through the construction and rehabilitation of infrastructure and other amenities;
- To upgrade infrastructure in the City's industrial areas, including streets, sewers, and water mains;
- To assist neighborhood commercial development through physical improvement of public areas, including street and sidewalk reconstruction, new public lighting, landscaping and other public amenities;
- 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)
• Commercial Development	\$198.9
• Industrial Development	109.0
• Neighborhood Commercial Revitalization	47.9
• Port Development	90.9
• Waterfront Development	83.0
• Market Development	55.8
• Rail Development	11.0
• Miscellaneous	41.1
<b>TOTAL</b>	<b>\$637.6</b>

## Department of Small Business Services

### Commercial Development

EDC continues its efforts to expand and diversify the City's economy by fostering growth industries. For example, the anticipated redevelopment of New York Penn Station and the re-use of the Farley Post Office Building will improve existing infrastructure and create intermodal access among three transit systems (Long Island Railroad, New Jersey Transit and Amtrak). At the same time, the project will minimize operating and maintenance costs, generate opportunity to increase ridership, and optimize retail revenue potential. In addition, through EDC, the City will help in the construction of a post-production movie studio in Brooklyn. It is expected that the studio will provide a much needed, state-of-the-art production space, which will retain and attract new jobs related to the film industry.

### 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 plan includes health and safety related infrastructure improvements at the Brooklyn Navy Yard, which houses over 200 small businesses and 3,000 jobs. Other projects include upgrades to the physical plants of the City's industrial parks and investments in roads and property in the Staten Island Corporate Park.

### 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, and new public lighting and landscaping. The City has contributed funds to develop the BAM Cultural District in Fort Greene, Brooklyn. Resources have also been allocated for streetscape improvements to retail strip areas throughout the City. A prime example of comprehensive neighborhood revitalization is the Downtown Flushing Pedestrian project, which will visibly link the developing waterfront, retail core, transportation hub, historic sites precinct and the mixed-use district.

### Port and Waterfront Development

EDC's Preliminary Ten-Year Capital Strategy recognizes the importance of providing public and commercial transportation while preserving recreational spaces for the public along the City's waterfront. Many of the City's piers are severely deteriorated and under-utilized due to years of deferred maintenance and the recent return of marine borers. Therefore, EDC's plan includes stabilization and reconstruction of the City's piers. Major piers and bulkheads to be stabilized include those at the Passenger Ship Terminal (PST) in Manhattan, Piers 1-5 along the Brooklyn Waterfront, and the South Brooklyn Marine Terminal, which supports maritime-based businesses (i.e., cocoa and coffee imports, storage operations).

EDC is also committed to enhancing public use of transportation and public access to recreation along the City's waterfront. Funds are dedicated to a variety of multi-use projects including: the Whitehall and St. George Ferry Terminals, both of which will expand intermodal transport and accommodate civic activities; Pier 11 and Pier 79, the latest expansion of East and West side ferry services resulting from increased ferry ridership; Sunset Park along Bush Terminal Piers 1-4, site of an active community recreational facility; and the East River Bikeway and Esplanade, which will enable continuous public access along Manhattan's shoreline.

### Market Development

The City's ongoing commitment to preserve its markets through various infrastructure improvements is also reflected in this Preliminary Ten-Year Capital Strategy. It provides funds to relocate the Fulton Fish Market to Hunts Point, consolidating the City's wholesale food industry in the Bronx. The move to a new, fully enclosed, refrigerated facility will double market space for the vendors, improve health and safety conditions, and enhance security.

# Department of Small Business Services - Economic Development

Project Type: ED	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Commercial Development</i> City	71,454	34,848	41,683	9,798	6,261	6,368	4,316	9,200	7,395	7,626	198,949
<i>Industrial Development</i> City	24,172	7,401	37,305	8,174	6,261	6,367	4,316	0	7,395	7,626	109,017
<i>Market Development</i> City	10,000	1,418	8,566	3,797	6,261	6,368	4,316	0	7,395	7,626	55,747
<i>Miscellaneous</i> City	2,100	4,000	35,000	0	0	0	0	0	0	0	41,100
<i>Neighborhood Revitalization</i> City	2,093	0	10,024	3,799	6,262	6,368	4,317	0	7,395	7,626	47,884
<i>Port Development</i> City	31,774	3,019	9,166	6,768	6,262	6,368	4,316	8,222	7,395	7,626	90,916
<i>Rail Development</i> City	5,000	0	6,000	0	0	0	0	0	0	0	11,000
<i>Waterfront Development</i> City	14,328	10,275	10,565	6,169	6,262	6,368	4,317	9,700	7,406	7,626	83,016
<i>Project Type Total by Source of Funds</i> City	160,921	60,961	158,309	38,505	37,569	38,207	25,898	27,122	44,381	45,756	637,629
<i>Project Type Total</i> All Funds	160,921	60,961	158,309	38,505	37,569	38,207	25,898	27,122	44,381	45,756	637,629

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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. The operating divisions of DCAS are 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 52 public buildings in its real estate portfolio, including court facilities, totaling more than 11.0 million square feet of 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 coordinate and enhance citywide space planning;
- To improve the procurement, warehousing, and distribution of goods; and
- To increase productivity through advanced technology/information systems.

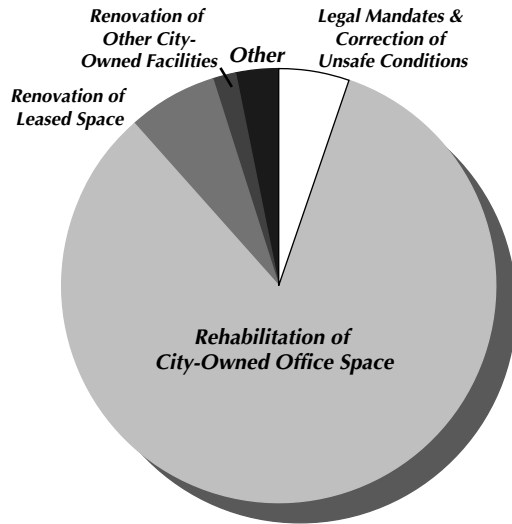
## Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy includes planned capital 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 and to provide better access for people with disabilities. In order to comply with various State and Federal environmental laws, the City is continuing the reconstruction and remediation of underground petroleum storage tanks and the abatement of asbestos and lead paint in buildings owned or leased by the City.

The Department's Preliminary Ten-Year Capital Strategy totals \$993.9 million of City funds and is allocated between Public Works and Real Property as follows:

## Department of Citywide Administrative Services - Public Buildings



### Public Works

	(in millions)
• Rehabilitation of City-Owned Office Space	\$787.7
• Renovation of Leased Space	63.1
• Legal Mandates and Correction of Unsafe Conditions	49.7
• Renovation of Other City-Owned Facilities	16.3
• Board of Elections Modernization	13.8
• Equipment and Interagency Services	11.5
• Miscellaneous Property Improvements	3.2
• Communications Equipment	1.4
• Rehabilitation of Court Facilities	0.3
<b>TOTAL*</b>	<b>\$946.9</b>

\* Subject to rounding.

### Rehabilitation of City-Owned Office Space

This category encompasses DCAS-managed, non-court public buildings and is allocated \$787.7 million over the ten-year period. Included in this category 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 non-court buildings, citywide. The Preliminary Ten-Year Capital Strategy includes interior and exterior renovations of the Brooklyn Municipal Building (\$22.4 million), interior and exterior renovations of the Manhattan Municipal Building (\$19.3 million), and exterior renovation of 346 Broadway (\$9.0 million).

### Renovation of Leased Space

The Department has scheduled \$63.1 million for leased space renovations over the ten-year period. 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 for the move of Department of Finance offices to 59 Maiden Lane (\$10.2 million), construction of the Department of Finance Bronx Business Center (\$7.0 million), and the renovation of Civilian Complaint Review Board office space (\$1.5 million).

### Legal Mandates and Correction of Unsafe Conditions

The correction of code violations and the compliance with legal mandates is a capital focus of the Department, representing 5.3 percent (\$49.7 million) of the funding available for public works. Funding of \$22.4 million, or 45.0 percent of this category, is provided for various environmental services contracts, land surveys, subsurface site engineering, geotechnical investigations, and topography contracts. Other legally mandated work will include asbestos and lead abatement (\$18.9 million, or 38.0 percent) in DCAS managed buildings and other City-owned facilities. Projects to comply with the Americans with Disabilities Act (ADA) and other physical accessibility improvement projects share 8.5 percent, or \$4.2 million, of the funds for this category. In addition, technologically advanced centralized fire protection and detection systems (\$3.3 million, or 6.6 percent) will be installed to increase safety to occupants and properties.

### Renovation of Other City-Owned Facilities

This category provides \$16.3 million for the renovation of other facilities, excluding the 52 public buildings in the DCAS portfolio, over the ten-year period. Funding is provided for the upgrade of building systems and exterior improvements at various facilities. Projects in this category include the reconstruction of the Department of Emergency Management Command Center (\$5.0 million), rehabilitation of the Mount Hope Youth Center (\$2.9 million), and renovation of the Jackie Robinson Youth Opportunity Center (\$1.4 million).

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## Department of Citywide Administrative Services - Public Buildings

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### Board of Elections Modernization

The Preliminary Ten-Year Capital Strategy provides \$13.8 million over the ten-year period. Funding is provided for the consolidation or renovation of warehouse and office facilities in Manhattan (\$6.5 million), Queens (\$4.9 million), and Brooklyn (\$2.4 million).

### Equipment and Interagency Services

The Preliminary Ten-Year Capital Strategy provides \$11.5 million over the ten-year period for this category to fund equipment purchases, including management information systems equipment, citywide.

### Miscellaneous Property Improvements

The Preliminary Ten-Year Capital Strategy provides \$3.2 million for this category, the majority of which is for the Fordham University Parking project (\$3.1 million).

### Communications Equipment

The Preliminary Ten-Year Capital Strategy provides \$1.4 million for this category for the DoITT Communications Quality Assurance Program.

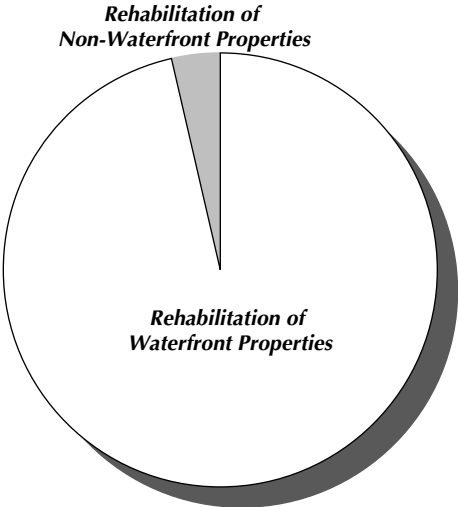
### Rehabilitation of Court Facilities

The Preliminary Ten-Year Capital Strategy provides \$0.3 million for minor renovations in various court facilities.

# Department of Citywide Administrative Services - Public Buildings

Project Type: PW											
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Communications Equipment</i> City	700	700	0	0	0	0	0	0	0	0	1,400
<i>Rehabilitation of Court Buildings</i> City	0	286	0	0	0	0	0	0	0	0	286
<i>Board of Elections Modernization</i> City	6,476	4,885	2,420	0	0	0	0	0	0	0	13,781
<i>Equipment and Interagency Services</i> City	1,223	1,650	1,590	1,800	750	1,500	750	1,500	750	0	11,513
<i>Legal Mandates and Correction of Unsafe Conditions</i> City	6,607	13,206	4,391	2,825	8,650	3,000	3,750	6,500	750	0	49,679
<i>Miscellaneous Construction</i> City	3,156	0	0	0	0	0	0	0	0	0	3,156
<i>Rehabilitation of City-Owned Office Space</i> City	35,143	30,719	60,531	67,188	75,868	98,665	94,265	100,360	110,002	114,959	787,700
<i>Renovation of Leased Space</i> City	12,818	1,844	28,410	20,000	0	0	0	0	0	0	63,072
<i>Renovation of Other City-Owned Facilities</i> City	15,891	439	0	0	0	0	0	0	0	0	16,330
<i>Project Type Total by Source of Funds</i> City	82,014	53,729	97,342	91,813	85,268	103,165	98,765	108,360	111,502	114,959	946,917
<i>Project Type Total</i> All Funds	82,014	53,729	97,342	91,813	85,268	103,165	98,765	108,360	111,502	114,959	946,917

# Department of Citywide Administrative Services - Real Estate



Real Estate	(in millions)
• Rehabilitation of Waterfront Properties	\$45.3
• Rehabilitation of Non-Waterfront Properties	1.7
<b>TOTAL</b>	<b>\$47.0</b>

**Rehabilitation of Waterfront Properties**  
 The Preliminary Ten-Year Capital Strategy includes the reconstruction of DCAS managed waterfront properties. DCAS has \$45.3 million allocated for pier and bulkhead reconstruction over the ten-year period.

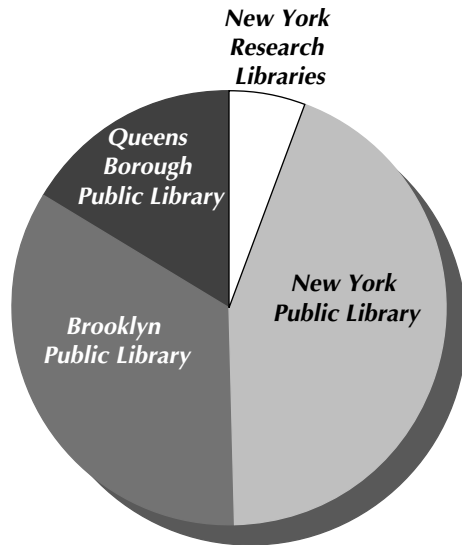
**Rehabilitation of Non-Waterfront Properties**  
 The Preliminary Ten-Year Capital Strategy includes \$1.7 million for the rehabilitation of miscellaneous properties managed by the Department. Included in this program is the construction of vacant lot fencing (\$0.9 million).



# Department of Citywide Administrative Services - Real Estate

Project Type: RE	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Rehabilitation of Non-Waterfront Properties</i> City	480	360	255	150	150	150	150	0	0	0	1,695
<i>Rehabilitation of Waterfront Properties</i> City	1,279	1,973	4,551	5,562	4,877	5,043	5,173	5,457	5,615	5,789	45,319
<i>Project Type Total by Source of Funds</i> City	1,759	2,333	4,806	5,712	5,027	5,193	5,323	5,457	5,615	5,789	47,014
<i>Project Type Total</i> All Funds	1,759	2,333	4,806	5,712	5,027	5,193	5,323	5,457	5,615	5,789	47,014

# Public Libraries



New York City's public library services are provided by three individually operated branch systems - The New York Public Library, the Brooklyn Public Library, and the Queens Borough Public Library. Each of these entities receives funds from the City as well as State, Federal, and private contributions. The branch libraries provide circulating collections, reference books, 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 New York Public Library (NYPL) manages the libraries in three boroughs: the Bronx, with 34 branches; Manhattan, with 39 branches; and Staten Island, with 12 branches. In addition, the New York Public Library oversees four Research Libraries, including the Humanities and Social Sciences Library at 42nd Street and 5th Avenue (formerly the Central Research Library), the Library for the Performing Arts, the Schomburg Center for Research in Black Culture, and the Science, Industry, and Business Library (SIBL).

The Brooklyn Public Library (BPL) has 58 branches, a Business Library, and a Central Library. The Queens Borough Public Library (QBPL) has a Central Library and 62 branches, which includes six Adult Learning Centers, the International Resource Center at the Flushing Library and the Langston Hughes Library and Cultural Center.

## Capital Program Goals

- To support service levels by maintaining, improving, and optimizing the operation of library facilities;
- To preserve unique and irreplaceable collections through improved environmental systems, security and fire protection, and increased storage capacity; and
- To improve the management of data through enhancement of computerized records management 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, selective reconstruction of branch libraries, elimination of hazards to staff and the public and increasing accessibility for persons with disabilities. The Preliminary Ten-Year Capital Strategy provides a total of \$98.7 million, with an additional \$137 million in FY 2003, allocated as follows:

### New York Research Libraries

	(in millions)
• Essential Reconstruction of Facilities	\$ 5.6
• Improvements to Existing Facilities	0.1
<b>Subtotal</b>	<b>\$5.7</b>

### New York Public Library

• Expansion and Construction of Facilities	\$ 22.8
• Improvements to Existing Facilities	8.6
• Support Services Improvements	0.2
• Essential Reconstruction of Facilities	7.9
• Reconstruction to Maintain Facilities	3.8
<b>Subtotal</b>	<b>\$ 43.3</b>

### Brooklyn Public Library

• Essential Reconstruction of Facilities	\$ 18.8
• Reconstruction necessary to Maintain Facilities	13.2
• Support Services Improvements	1.6
<b>Subtotal</b>	<b>\$ 33.6</b>

# Public Libraries

**Queens Borough Public Library**

- Replacement Branches \$ 5.6
- Reconstruction necessary to Maintain facilities 6.5
- Essential Reconstruction of Facilities 4.0

**Subtotal \$ 16.1**

**TOTAL \$ 98.7**

**New York Research Libraries**  
 The Preliminary Ten-Year Capital Strategy for New York Research Libraries includes \$5.6 million for the Schomburg Center for Research in Black Culture to fund renovations to the General Research Division and the Scholar's Center, with an additional \$1.7 million in FY 2003

**New York Public Library**  
 The New York Public Library's 85 branches exhibit a wide variety of conditions. They range in size from less than 300 square feet to more than half a million square feet, and in age from brand new to over one hundred years. Highlights to the Strategy include \$21.6 million for the construction of the Bronx Borough Center (in addition to \$14.3 million in 2003); and \$4.4 million for replacement of the Kingsbridge branch. The Strategy also includes full renovation for selected branches including Harlem, Jefferson Market, St. Agnes, Washington Heights, Tremont and Great Kills. Additional funding for the branch libraries focuses on maintaining and upgrading facilities; roof, window and door replacement; systems work and compliance with the Americans with Disabilities Act (ADA).

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## Public Libraries

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### Brooklyn Public Library

The Preliminary Ten-Year Capital Strategy for the Brooklyn Public Library emphasizes the essential reconstruction of facilities and system-wide infrastructure improvements. Highlights of the Strategy include \$11.1 million for plaza reconstruction, boiler work, expansion and ADA compliance at the Central Library; \$2.3 million for rehabilitation of the Kings Highway branch and \$9.7 million for system-wide HVAC and electrical systems replacement. Additional funding for the branch libraries concentrates on maintaining and upgrading existing facilities; roof replacement; and compliance with the Americans with Disabilities Act (ADA).

### Queens Borough Public Library

The Queens Borough Public Library's Preliminary Ten-Year Capital Strategy reflects a continued commitment to maintain and upgrade existing facilities, support system-wide infrastructure, and initiate construction of replacement facilities as needed. Highlights of the Strategy include \$3.6 million for replacement of the Glen Oaks branch; \$1.7 million for system-wide air conditioning replacement, \$2.1 million for system-wide heating systems replacement; \$1.2 million for cyclical roof replacement; \$865k for multi-branch ADA compliance; and \$1.5 million for a new Queens West branch. Additional funding for the branch libraries focuses on replacing and enhancing computer infrastructure; window and door replacement; and compliance with the Americans with Disabilities Act (ADA).

# New York Research Libraries

Project Type: L

	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>Total</i>
<i>Improvements to Existing Facilities</i> City	0	0	76	0	0	0	0	0	0	0	76
<i>Essential Reconstruction of Facilities</i> City	1,822	875	1,607	1,262	0	0	0	0	0	0	5,566
<i>Project Type Total</i> <i>by Source of Funds</i> City	1,822	875	1,683	1,262	0	0	0	0	0	0	5,642
<i>Project Type Total</i> All Funds	1,822	875	1,683	1,262	0	0	0	0	0	0	5,642

# New York Public Library

Project Type: LN

	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>Total</i>
<i>Expansion and Construction of Facilities</i> City	6,649	2,404	4,899	1,160	1,197	1,236	1,267	1,299	1,336	1,378	22,825
<i>Improvements to Existing Facilities</i> City	2,091	0	6,544	0	0	0	0	0	0	0	8,635
<i>Essential Reconstruction of Facilities</i> City	2,859	0	5,006	0	0	0	0	0	0	0	7,865
<i>Reconstruction Necessary to Maintain Facilities</i> City	778	0	3,051	0	0	0	0	0	0	0	3,829
<i>Support Services Improvements</i> City	0	150	0	0	0	0	0	0	0	0	150
<i>Project Type Total</i> <i>by Source of Funds</i> City	12,377	2,554	19,500	1,160	1,197	1,236	1,267	1,299	1,336	1,378	43,304
<i>Project Type Total</i> All Funds	12,377	2,554	19,500	1,160	1,197	1,236	1,267	1,299	1,336	1,378	43,304

# Brooklyn Public Library

Project Type: LB

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Essential Reconstruction of Facilities</i> City	453	775	10,950	800	914	944	942	959	1,021	1,052	18,810
<i>Reconstruction Necessary to Maintain Facilities</i> City	8,895	1,931	2,212	86	0	0	26	33	0	0	13,183
<i>Support Services Improvements</i> City	0	0	1,598	0	0	0	0	0	0	0	1,598
<i>Project Type Total by Source of Funds</i> City	9,348	2,706	14,760	886	914	944	968	992	1,021	1,052	33,591
<i>Project Type Total</i> All Funds	9,348	2,706	14,760	886	914	944	968	992	1,021	1,052	33,591

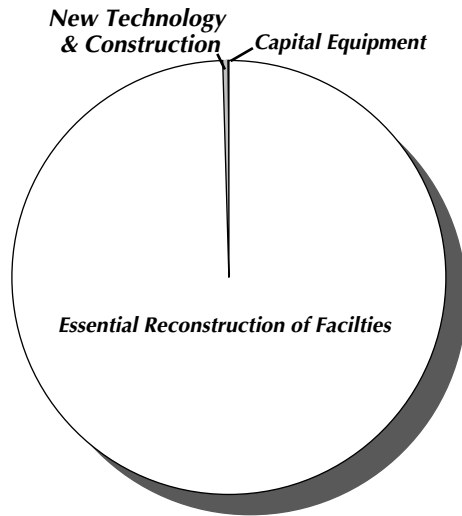
# Queens Public Library

Project Type: LQ

	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>Total</i>
<i>Replacement Branches</i> City	5,529	0	115	0	0	0	0	0	0	0	5,644
<i>Essential Reconstruction of Facilities</i> City	0	49	669	152	0	991	0	1,041	1,071	0	3,973
<i>Reconstruction Necessary to Maintain Facilities</i> City	1	0	2,626	752	958	0	1,015	0	0	1,104	6,456
<i>Project Type Total</i> <i>by Source of Funds</i> City	5,530	49	3,410	904	958	991	1,015	1,041	1,071	1,104	16,073
<i>Project Type Total</i> All Funds	5,530	49	3,410	904	958	991	1,015	1,041	1,071	1,104	16,073



# Department of Cultural Affairs



The Department of Cultural Affairs (DCA) is the primary City agency responsible for promoting New York City's cultural life and artistic preeminence. DCA supports the diverse cultural activities in New York City and provides services to nearly 1,400 arts and cultural organizations. DCA provides funding and support services for visual, literary, and performing arts disciplines as well as zoos, botanical gardens, and historical and preservation societies. In 2001, approximately 18.8 million people visited the City's cultural institutions, including 1.6 million school children.

DCA is responsible for monitoring and maintaining more than 34 cultural institutions housed primarily in City-owned buildings. The 273 buildings under DCA's jurisdiction, many of which are landmarks, comprise over 9.8 million gross square feet. The institutions receiving capital support in the Strategy include large comprehensive institutions such as the Metropolitan Museum of Art, the Museum of Modern Art, the Wildlife Conservation Society, the Brooklyn Museum of Art, and the American Museum of Natural History. The Strategy also includes specialized institutions and other cultural organizations such as Museum of Jewish Heritage, Snug Harbor Cultural Center, Museum of the City of New York, Jazz at Lincoln Center, New York Hall of Science, New York Shakespeare Festival, Staten Island Botanical Garden and Society for Weeksville and Bedford-Stuyvesant.

## Capital Program Goals

- To meet essential needs on existing projects in progress;
- To reconstruct and maintain existing facilities to protect the City's asset, the public and staff, and the collections;
- To comply with legal mandates and address code compliance and emergencies;
- To provide technical assistance and facility improvements for emerging cultural facilities;
- To provide for programmatic improvements for cultural facilities; and
- To provide for capital equipment needs of the cultural institutions including vehicles, grounds keeping, theatrical equipment and communications systems.

## Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy for cultural institutions and organizations that reflects DCA's focus on facility reconstruction and programmatic enhancement is as follows:

	(in millions)
• New Technology and Construction	\$1.2
• Essential Reconstruction of Facilities	413.9
• Capital Equipment	0.7
<b>TOTAL</b>	<b>\$415.8</b>

The City's cultural institutions have significantly benefited from high levels of City capital investment. Approximately \$959 million of City funds were committed from 1990 through 2002 for the reconstruction, modernization, and expansion of these facilities. This Plan reflects the City's commitment to maintain the infrastructure of the facilities, thus allowing the institutions to concentrate on operational and programmatic areas.

## Department of Cultural Affairs

### Highlights of the program include:

- American Museum of Natural History, Modernization, Renovation of Hall of Ocean Life and IMAX Theater: \$39.1 million, with an additional \$13.9 million in FY 2003
- Bronx Museum of the Arts, Expansion: \$5.3 million, plus an additional \$5.3 million in FY 2003
- Brooklyn Botanic Gardens, Visitors Center, Entrance Paving and Science and Learning Center: \$15.5 million, for a total City commitment of \$18.6 million
- Brooklyn Children's Museum, Centennial Expansion: \$1.8 million, with an additional \$19.6 million in FY 2003
- Lincoln Center Performing Arts Center, Master Plan: \$158 million, for a total City commitment of \$240 million
- El Museo del Barrio, Master Plan: \$5.0 million
- Metropolitan Museum of Art, Reconstruction and Improvements: \$12.9 million, with an additional \$14.3 million in FY 2003
- Museum of the City of New York, Building Improvements: \$10.3 million, for a total City commitment of \$12.3 million
- Museum of Jewish Heritage - A Living Memorial to the Holocaust, New wing: \$2.5 million, with an additional \$2.0 million in FY 2003
- New York Botanical Garden, Capital Campaign projects: \$10.6 million, with an additional \$18.9 million in FY 2003
- New York Shakespeare Festival, Building Improvements: \$7.8 million
- NYZS Aquarium for Wildlife Conservation, Master Plan: \$20.1 million, with an additional \$15 million in FY 2003
- NYZS Wildlife Conservation Society, Lion House Reconstruction: \$24 million
- P.S. 1 Contemporary Arts Center, Building Improvements including Exterior Emergency Reconstruction: \$4.7 million, with an additional \$2.3 million in FY 2003
- Queens Botanical Garden, New Administration Building and Maintenance Complex: \$11 million
- Queens Museum of Art, Expansion: \$18.2 million, for a total City contribution of \$22.5 million
- Queens Theater in the Park, Addition: \$5.6 million
- Snug Harbor Cultural Center, Renovation of Music Hall and HVAC work: \$1.5 million, with an additional \$2.2 million in FY 2003
- Society for Weeksville and Bedford Stuyvesant, Master Plan: \$5.4 million, with an additional \$3 million in FY 2003
- Staten Island Zoological Society, Renovation of Reptile Wing and other exhibits: \$8.2 million, with an additional \$2.0 million in FY 2003

# Department of Cultural Affairs

Project Type: PV	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Capital Equipment</i>											
City	95	23	632	0	0	0	0	0	0	0	750
<i>Essential Reconstruction of Facilities</i>											
City	58,721	30,106	136,231	26,005	24,205	24,449	25,060	25,339	26,431	27,251	403,798
State	0	0	1,300	0	0	0	0	0	0	0	1,300
Private	1,722	2,248	4,815	0	0	0	0	0	0	0	8,785
<i>New Technology and Construction</i>											
City	0	0	1,250	0	0	0	0	0	0	0	1,250
<i>Project Type Total by Source of Funds</i>											
City	58,816	30,129	138,113	26,005	24,205	24,449	25,060	25,339	26,431	27,251	405,798
State	0	0	1,300	0	0	0	0	0	0	0	1,300
Private	1,722	2,248	4,815	0	0	0	0	0	0	0	8,785
<i>Project Type Total All Funds</i>	60,538	32,377	144,228	26,005	24,205	24,449	25,060	25,339	26,431	27,251	415,883

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# Department of Parks & Recreation

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The primary responsibilities of the Department of Parks and Recreation (DPR) are to maintain 28,346 acres of developed, natural and undeveloped parkland and to operate its parks, playgrounds, playing fields, tennis courts, swimming pools, golf courses, recreation centers, beaches, skating rinks, stadia and zoos. The Department is also responsible for the care and cultivation of approximately 2.5 million park and street trees.

The Department of Parks and Recreation provides recreational programs for all age groups at parks, playgrounds, and recreation centers throughout the City. Structured programs include organized basketball, track and field events, softball, boxing, and swimming instruction. Non-structured recreational activities, such as track and swimming, are available at the Department's recreation centers.

The City's park system includes 614 turf ball fields, 550 tennis courts, 33 outdoor swimming pools, 10 indoor swimming pools, 35 recreation centers, 14 miles of beaches, 7.5 miles of boardwalks, 13 golf courses, 6 ice skating rinks, 5 major stadia and 3 zoos.

The past decade has been one of the most productive periods in the history of the New York City Department of Parks and Recreation. In the mid-1970s, the City's devastating fiscal crisis reduced the Department's work force by thousands and the annual capital commitment for park reconstruction projects to just \$8.0 million in 1978. Beginning in the 1980s, there was a simultaneous work force and capital budget increase. With renewed public and financial support, the Department began its largest capital reconstruction program, including projects for local parks and playgrounds, regional parks, Olympic pools, historic houses, monuments, seawalls, bridges, roadways, and many other facilities. The Department's Preliminary Ten-Year Capital Strategy calls for spending \$601.1 million on capital construction and reconstruction projects. In 2004, the Department has committed to spending \$129.4 million on capital projects.

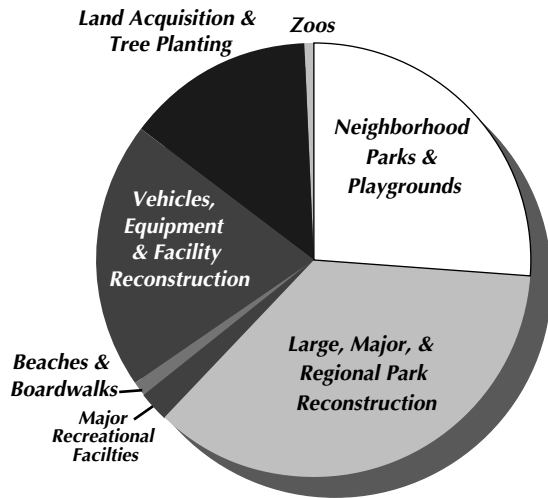
## Capital Program Goals

- To provide an adequate amount and equitable distribution of open space and recreational facilities in the City;
- To maintain these facilities in a clean, attractive, and usable condition;
- To ensure public safety in parks;
- 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	\$157.3
• Large, Major, and Regional Park Reconstruction	215.9
• Major Recreational Facilities	13.2
• Beaches and Boardwalks	6.8
• Vehicles, Equipment, and Facility Reconstruction	119.7
• Land Acquisition and Tree Planting	84.0
• Zoos	4.2
<b>TOTAL</b>	<b>\$601.1</b>

### Neighborhood Parks and Playgrounds

The Preliminary Ten-Year Capital Strategy provides funding of \$157.3 million for the reconstruction of neighborhood parks and playgrounds. Within this allocation, \$127.6 million is directed toward requirements contracts for the reconstruction and replacement of safety surfaces, play equipment and paths. This is part of the Department's plan to focus on only those specific elements for rehabilitation within a park or playground that would actually improve the overall condition of the site.

### Large, Major, and Regional Park Reconstruction

The Preliminary Ten-Year Capital Strategy provides for the continuation of natural landscape restorations and other improvements in the larger parks, which for many of them are the first large-scale reconstruction since their original development over 100 years ago. Over the next ten years, the Capital Strategy allocates \$215.9 million for reconstruction to be implemented at numerous sites, citywide.

The Preliminary Ten-Year Capital Strategy also includes \$33.8 million for the construction of Brooklyn Bridge Park, \$45.9 million for the reconstruction of East River Park, \$37.5 million for the construction of Henry Hudson Park and the replacement of the park's seawall bulkheads, and \$6.2 million for the construction of Charleston Park.

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## Department of Parks & Recreation

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### Major Recreational Facilities

The Preliminary Ten-Year Capital Strategy provides \$13.2 million for the rehabilitation of specialized and youth-oriented major recreational facilities, such as indoor recreation centers, tennis courts, and playing fields, including \$5.6 million for the reconstruction of Shea and Yankee Stadium.

### Beaches and Boardwalks

The allocation of \$6.8 million will provide for continued reconstruction of boardwalks and seawalls, as needed, at such locations as Coney Island and Rockaway Beach.

### Vehicles, Equipment, and Facility Reconstruction

A Ten-Year allocation of \$119.7 million will support infrastructure improvements and equipment purchases. The Preliminary Ten-Year Capital Strategy includes funding for improvements to communication systems, replacement of computer equipment and vehicles, and the reconstruction of roofs on comfort stations and recreation centers. In addition, the Department has been provided with \$10.7 million to replace boilers citywide.

### Land Acquisition and Tree Planting

The Preliminary Ten-Year Capital Strategy provides \$84.0 million for the acquisition of new parkland and tree planting. With \$60.7 million of this allocation directed toward tree planting and the Greenstreets program, the Parks Department will plant, on average, 11,000 trees per year and continue to transform concrete traffic triangles and malls into green spaces. Tree planting and the Greenstreets program contribute visibly to an improved quality of life, helping to stabilize neighborhoods at a relatively low cost.

# Department of Parks & Recreation

Project Type: P

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Beaches and Boardwalks</i>											
City	427	500	1,000	700	1,700	500	500	500	500	500	6,827
<i>Land Acquisition and Tree Planting</i>											
City	3,875	4,527	15,318	17,570	7,000	4,900	6,900	8,000	7,600	8,260	83,950
<i>Major Recreational Facilities</i>											
City	7,316	107	1,664	1,441	0	0	0	0	0	0	10,528
Private	0	0	2,658	0	0	0	0	0	0	0	2,658
<i>Neighborhood Parks and Playgrounds</i>											
City	12,542	9,520	28,043	16,209	14,180	14,000	14,000	15,000	16,000	16,000	155,494
State	1,170	0	0	0	0	0	0	0	0	0	1,170
Private	660	0	0	0	0	0	0	0	0	0	660
<i>Vehicles, Equipment and Facility Reconstruction</i>											
City	6,064	6,485	17,792	10,516	21,200	10,200	10,900	10,900	12,750	12,900	119,707
<i>Large, Major and Regional Park Reconstruction Flushing Meadows</i>											
City	93,658	16,418	57,540	13,994	9,113	11,867	3,458	3,000	2,000	2,000	213,048
Federal	2,258	0	0	0	0	0	0	0	0	0	2,258
State	350	0	0	300	0	0	0	0	0	0	650
<i>Zoos</i>											
City	1,128	0	3,079	0	0	0	0	0	0	0	4,207
<i>Project Type Total by Source of Funds</i>											
City	125,010	37,557	124,436	60,430	53,193	41,467	35,758	37,400	38,850	39,660	593,761
Federal	2,258	0	0	0	0	0	0	0	0	0	2,258
State	1,520	0	0	300	0	0	0	0	0	0	1,820
Private	660	0	2,658	0	0	0	0	0	0	0	3,318
<i>Project Type Total All Funds</i>											
All Funds	129,448	37,557	127,094	60,730	53,193	41,467	35,758	37,400	38,850	39,660	601,157

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# Citywide Equipment

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The City purchases computer equipment for its major central data centers, the departmental computer systems of many City agencies, a Citywide Technology Investment Fund, and an E-Government Fund.

The data center of the Financial Information Services Agency supports Citywide applications, which are key to the City's financial integrity, such as the Financial Management System (FMS) and the Payroll Management System (PMS). 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. Among the services provided by DoITT are the Computer Service Center, (CSC), state-of-the-art host computer facilities supporting City agencies' systems which are critical to the City's operations, the operations of the City's website (NYC.GOV) and CityNet, the Citywide data communications network.

DoITT has responsibility for the New York City 3-1-1 Center, which provides a centralized source for information about non-emergency City services.

## Capital Program Goals

- To purchase data processing equipment and services that will enable the City to achieve greater productivity with limited resources.



# Citywide Equipment

Project Type: DP											
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Electronic Data Processing Equipment for DoITT, Citynet</i> City	36,576	15,000	15,000	13,839	0	0	0	0	0	0	80,415
<i>Project Type Total by Source of Funds</i> City	36,576	15,000	15,000	13,839	0	0	0	0	0	0	80,415
<i>Project Type Total</i> All Funds	36,576	15,000	15,000	13,839	0	0	0	0	0	0	80,415
Project Type: PU											
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Electronic Data Processing Equipment - FISA</i> City	10,686	35,000	30,000	16,145	0	0	0	0	0	0	91,831
<i>Electronic Data Processing Equipment City-Wide</i> City	88,053	44,139	27,976	16,866	841	0	0	0	0	0	177,875
<i>Project Type Total by Source of Funds</i> City	98,739	79,139	57,976	33,011	841	0	0	0	0	0	269,706
<i>Project Type Total</i> All Funds	98,739	79,139	57,976	33,011	841	0	0	0	0	0	269,706

# Citywide Summary

Project Type: CW

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
<i>Citywide Total by Source of Funds</i>											
City	5,698,867	4,710,210	4,159,640	4,499,900	3,353,626	3,047,859	2,815,672	2,931,725	3,201,371	3,225,249	37,644,119
Federal	404,704	436,765	163,954	257,673	106,956	111,426	99,960	109,079	106,089	103,847	1,900,453
State	172,391	46,725	55,098	62,906	55,687	55,907	46,019	46,271	47,222	48,045	636,271
Private	48,504	22,248	7,473	0	0	0	0	0	0	0	78,225
All Funds	6,324,466	5,215,948	4,386,165	4,820,479	3,516,269	3,215,192	2,961,651	3,087,075	3,354,682	3,377,141	40,259,068