
Ten-Year Capital Strategy

Fiscal Years 2014-2023



The City of New York
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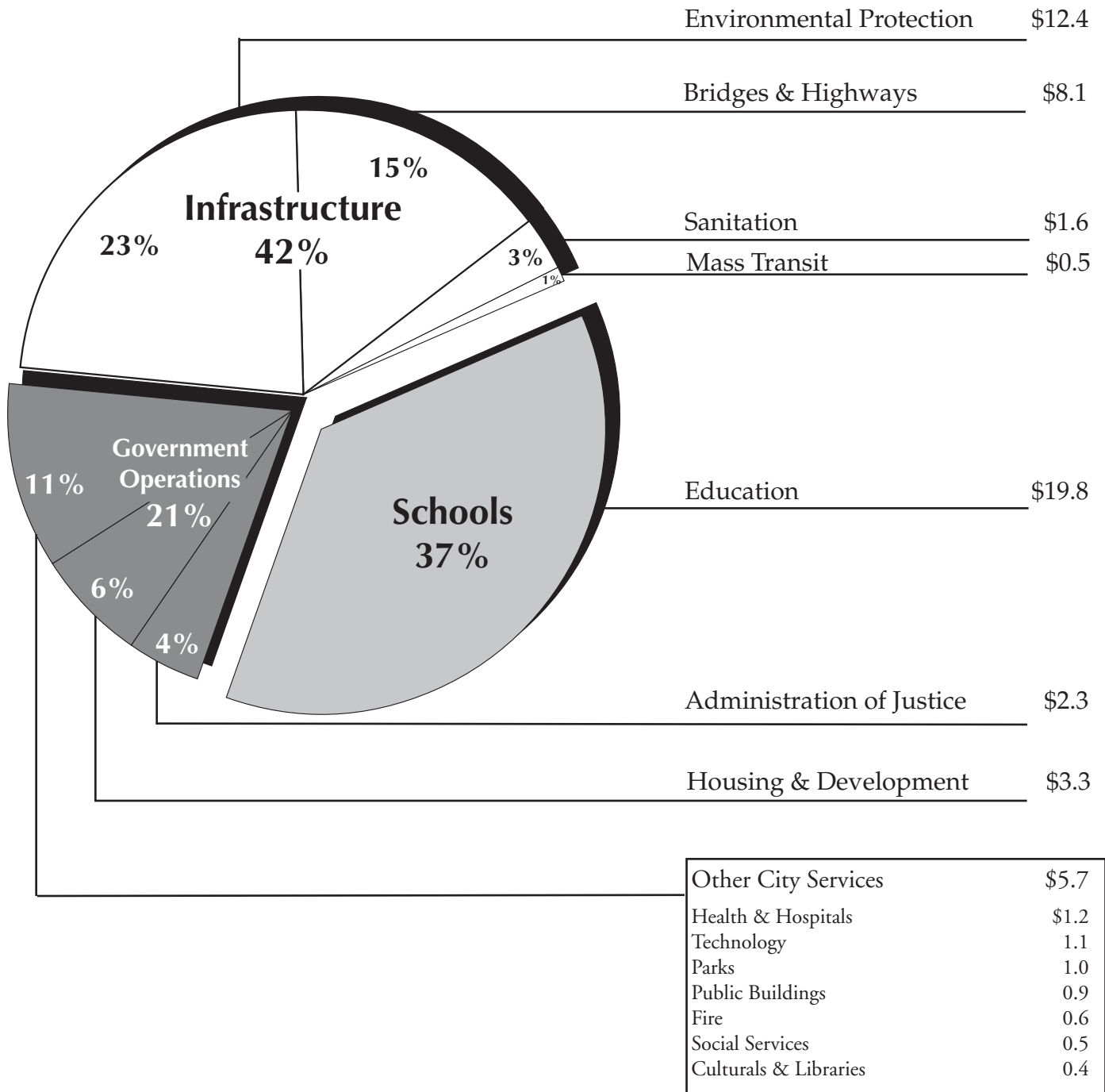
May 2013

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

Ten-Year Capital Strategy 2014-2023

Totals \$53.7 Billion in All Funds

(\$ in billions)



Note: Includes Federal Sandy Funding

Sources Financing the Ten-Year Capital Strategy 2014-2023

| | |
|-------------------------|-----------------------|
| Total City Funds | \$39.7 Billion |
|-------------------------|-----------------------|



General Obligation and
New York City Transitional Finance Authority \$27.3 Billion



New York City Municipal Water
Finance Authority \$12.4 Billion

| | |
|-----------------------------|-----------------------|
| Total Non-City Funds | \$14.0 Billion |
|-----------------------------|-----------------------|



Federal \$3.6 Billion



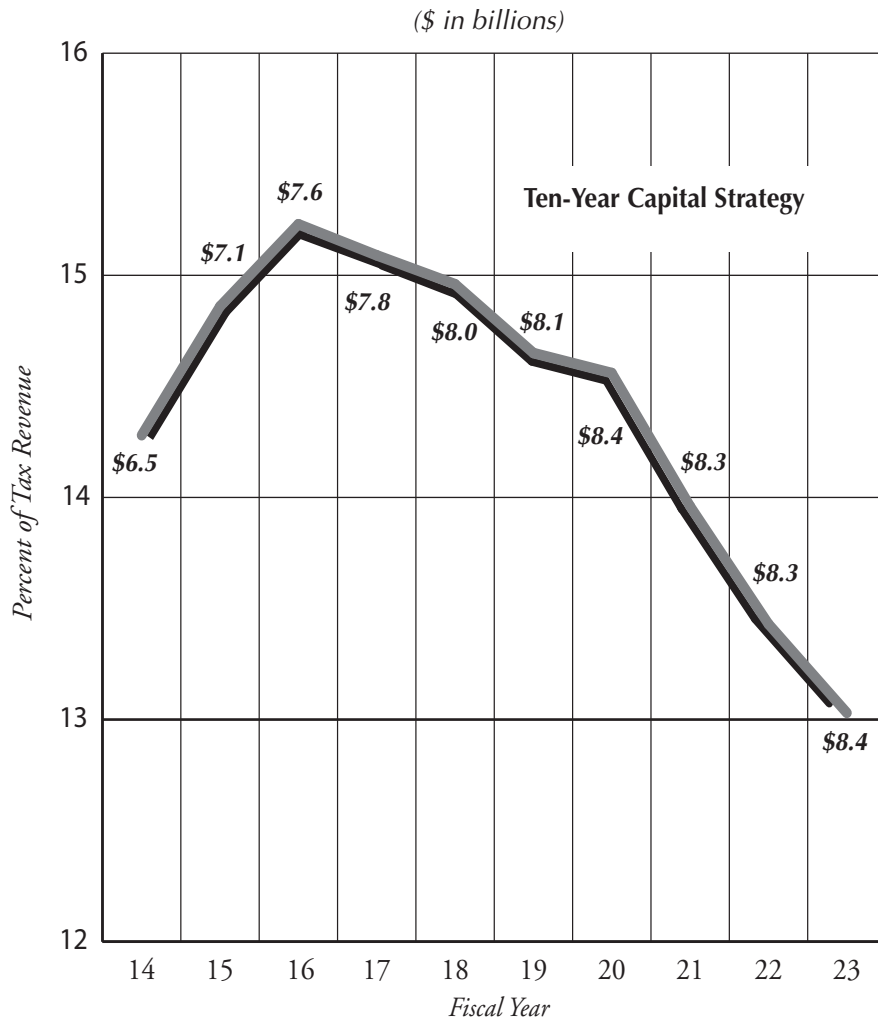
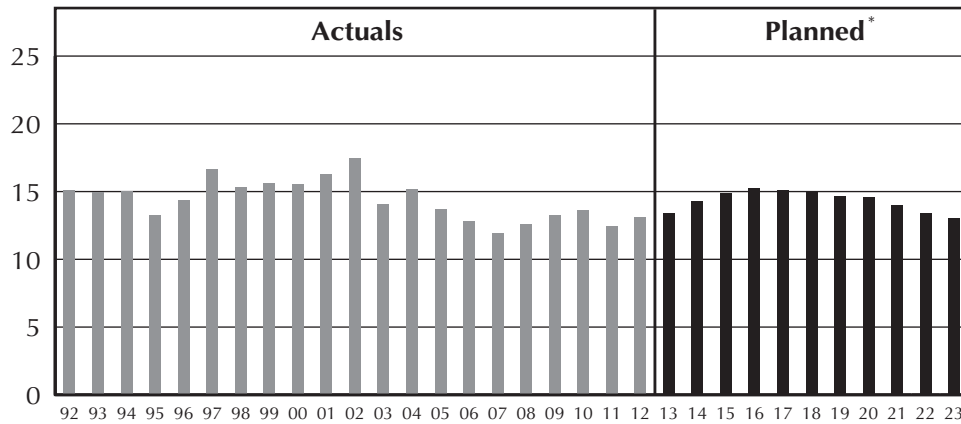
State \$10.3 Billion



Other Non-City Sources \$0.1 Billion

| | |
|--|-----------------------|
| Total Ten-Year Capital Strategy | \$53.7 Billion |
|--|-----------------------|

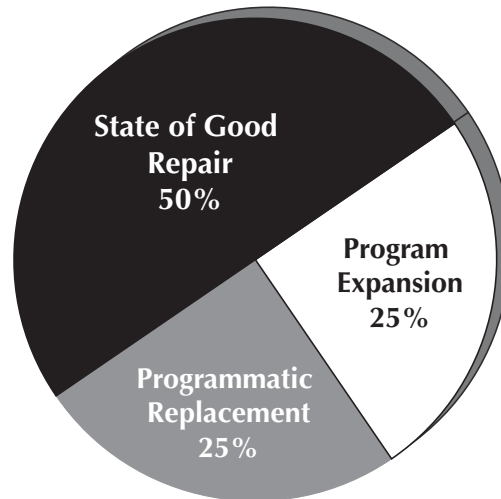
Debt Service as a Percent of Tax Revenues



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

Distribution of the All Funds

Ten-Year Capital Strategy 2014-2023



Total Program: \$53,718
(\$ in millions)

| State of Good Repair | \$26,615 | Program Expansion | \$13,568 | Programmatic Replacement | \$13,535 |
|---|-----------------|--|-----------------|---|-----------------|
| • Reconstruction and Rehabilitation of Schools | \$11,884 | • New School Construction | \$7,759 | • Upgrade of Water Pollution Control Plants | \$3,204 |
| • East River and Other Bridge Reconstruction | 4,325 | • New and Special Needs Housing | 1,289 | • Water Quality Mandates & Preservation | 2,515 |
| • Reconstruction & Resurfacing of Streets and Highways | 2,644 | • Construction of the Third Water Tunnel | 820 | • Water Main Replacement and Dam Safety Program | 1,486 |
| • Housing Preservation and Rehabilitation | 1,635 | • Construction of Water Conveyance Systems | 819 | • Sanitation Equipment | 1,053 |
| • Reconstruction of Recreational Spaces | 866 | • Augmentation of Sewers | 584 | • Correctional Facilities and Equipment | 711 |
| • Replacement of Failing Sewer Components | 834 | • Sewer Extensions to Accommodate New Development | 412 | • Replacement of DEP Facilities and Equipment | 674 |
| • Rehabilitation of Public Buildings and Systems | 753 | • Water Main Construction | 328 | • Transit System Rehabilitation | 520 |
| • Energy Efficiency and Sustainability | 743 | • Police Facilities | 242 | • Police Vehicles and Equipment | 502 |
| • Rehabilitation of Hospitals and Health Clinics | 736 | • Commercial, Cultural and Industrial Development | 239 | • Citywide Information Systems & Equipment | 490 |
| • Upgrades to Traffic Systems | 611 | • Croton Filter Project | 206 | • Fire Department Vehicles and Equipment | 479 |
| • Reconstruction of Correctional Facilities | 362 | • Improvements to Cultural and Recreational Facilities | 170 | • Reconstruction and Renovation of Court Facilities | 437 |
| • Rehabilitation of Libraries and Cultural Institutions | 349 | • Solid Waste Management | 163 | • Ferry Boats and Terminals | 424 |
| • Sanitation Garages and Facilities | 347 | • Biological Nutrient Removal | 148 | • Sewer Components | 295 |
| • Social Services Facility and IT Upgrades | 150 | • Waterfront and Port Development | 112 | • Emergency Medical Equipment | 201 |
| • Reconstruction and Rehabilitation of CUNY Facilities | 101 | • Others | 277 | • Electronic Medical Record System | 192 |
| • Others | 275 | | | • Social Services Management Systems & Equipment | 137 |
| | | | | • Others | 215 |

Funding for the Ten-Year Capital Strategy by Agency Program

(\$ in 000's)

| | FY14-17 | | FY14-23 | |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|
| | City Funds | All Funds | City Funds | All Funds |
| Education | \$4,097,511 | \$7,874,989 | \$9,776,189 | \$19,665,541 |
| Water Pollution Control | 2,370,231 | 2,401,909 | 4,342,112 | 4,373,790 |
| Bridges | 1,461,245 | 2,381,236 | 3,015,412 | 4,356,135 |
| Water Mains | 1,941,322 | 1,941,822 | 3,531,682 | 3,532,182 |
| Housing | 941,656 | 1,211,688 | 2,289,634 | 2,859,666 |
| Highways | 1,074,544 | 1,648,879 | 2,052,051 | 2,644,386 |
| Sewers | 1,296,063 | 1,297,631 | 2,178,121 | 2,179,689 |
| Water Supply | 934,519 | 934,519 | 1,647,776 | 1,647,776 |
| Sanitation | 876,827 | 878,653 | 1,561,826 | 1,563,652 |
| Technology | 798,700 | 798,700 | 1,148,015 | 1,148,015 |
| Subtotal-Major Agency Programs | \$15,792,618 | \$21,370,026 | \$31,542,818 | \$43,970,832 |
| Corrections | \$772,166 | \$821,221 | \$1,024,347 | \$1,073,402 |
| Parks and Recreation | 548,771 | 839,949 | 738,324 | 1,029,502 |
| Hospitals | 366,397 | 673,897 | 586,532 | 894,032 |
| Public Buildings | 610,629 | 611,088 | 840,007 | 840,466 |
| Police | 433,746 | 438,888 | 738,744 | 743,886 |
| DEP Equipment | 382,733 | 385,358 | 674,370 | 676,995 |
| Traffic | 100,344 | 356,641 | 160,689 | 651,986 |
| Fire | 181,891 | 181,891 | 556,085 | 556,085 |
| Transit | 280,000 | 280,000 | 520,000 | 520,000 |
| Courts | 202,880 | 202,880 | 439,304 | 439,304 |
| Ferries | 83,984 | 397,631 | 88,317 | 429,864 |
| Economic Development | 180,307 | 183,307 | 350,657 | 353,657 |
| Health | 238,967 | 239,651 | 274,017 | 274,701 |
| Human Resources | 139,964 | 188,529 | 181,507 | 260,195 |
| Cultural Affairs | 164,409 | 171,099 | 177,004 | 183,694 |
| CUNY | 140,237 | 141,985 | 159,640 | 161,642 |
| Homeless Services | 67,397 | 67,397 | 151,933 | 151,933 |
| Admin for Children's Services | 45,903 | 65,550 | 92,991 | 115,816 |
| NY Branch Libraries | 93,762 | 93,762 | 99,087 | 99,087 |
| Queens Libraries | 71,510 | 74,510 | 75,776 | 78,776 |
| Housing Authority | 15,461 | 15,461 | 63,572 | 63,572 |
| Transportation Equipment | 41,975 | 48,441 | 51,954 | 58,420 |
| Real Estate | 22,421 | 22,421 | 37,802 | 37,802 |
| Brooklyn Libraries | 26,218 | 26,218 | 30,287 | 30,287 |
| Aging | 13,606 | 13,606 | 21,604 | 21,604 |
| Total | \$21,018,296 | \$27,911,407 | \$39,677,368 | \$53,717,540 |

Ten-Year Capital Strategy

Fiscal Years 2014-2023

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

Capital Strategy Framework

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

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

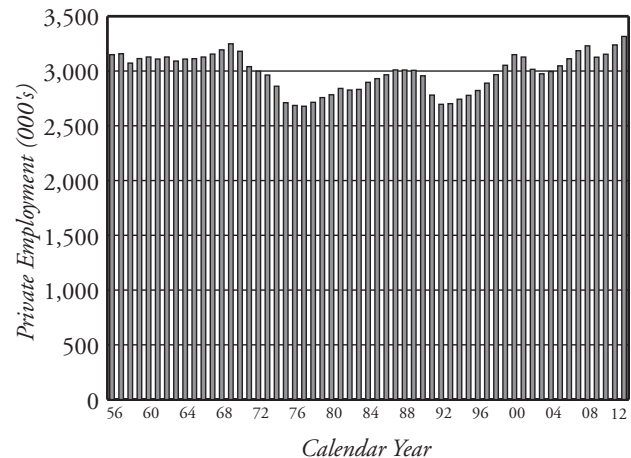
based on the need to maintain the existing infrastructure, accommodate economic and social change, and improve the quality of life.

A Mature but Growing City

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

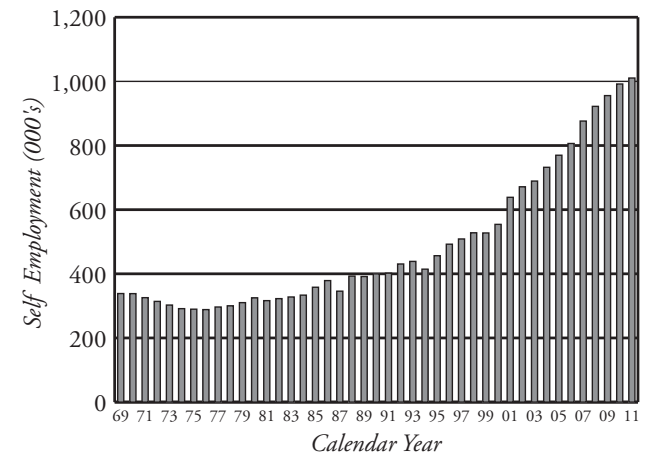
As with its population, the number of private-sector jobs in the City has finally surpassed its 1969 peak (Chart 1 shows wage and salary employment from 1960 to 2012, reaching an all-time high in 2012). In 2012, New York City's average

Chart 1 Private Employment
New York City: 1956 to 2012



Source: New York State Department of Labor

Chart 2 Self Employment
New York City: 1969 to 2011



Source: Bureau of Economic Analysis

Capital Strategy Framework

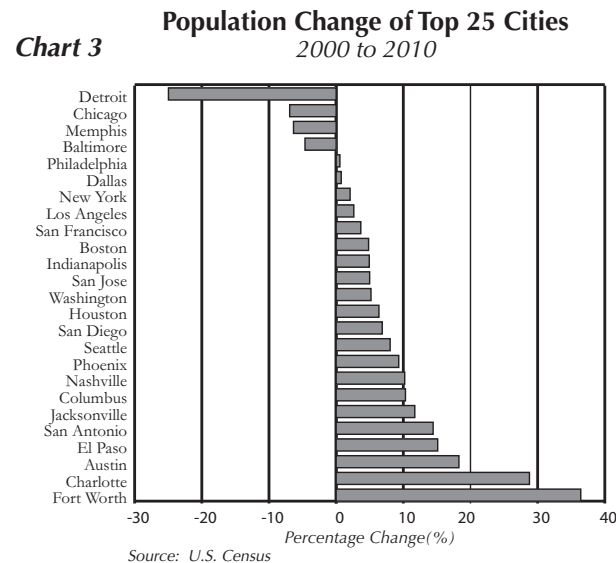
private sector wage and salary employment was 3,316,000, above the 1969 peak of 3,250,700. Self-employment has increased dramatically in this period, from 338,501 in 1969 to 1,010,472 in 2011. This increase of over 600,000 in self-employment placed the total number of people working in the City well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

The growth trend is particularly notable because 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. The City is growing by using its existing land and infrastructure more intensively, and by building more infrastructure in categories particularly sensitive to growth trends. Thus, for example, the schools, housing, water and sewer categories feature prominently in the Program Expansion portion of this Ten-Year Capital Strategy.

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

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

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



Capital Strategy Framework

Structural Change

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

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

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

Capital Strategy Framework

Qualitative Growth

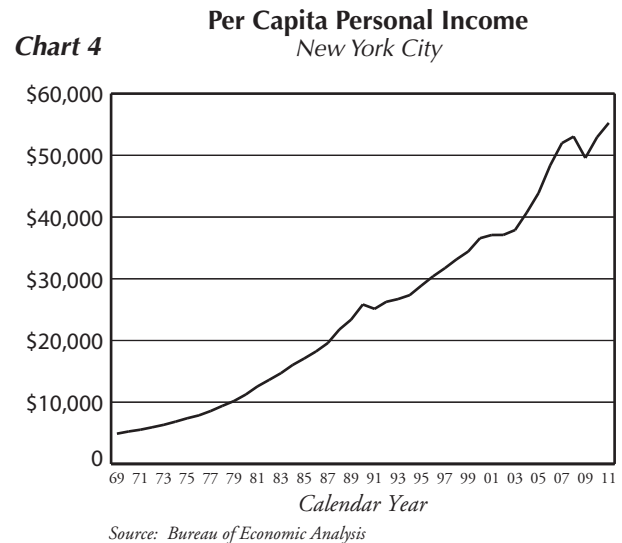
New York City residents, like those elsewhere, are more affluent and educated than in the past. (Chart 4 shows Per Capita Income). In 2011, New York City's Per Capita Personal Income was \$55,245, Manhattan's alone was \$121,301 and the National Per Capita Income was \$41,560. For the most part, however,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

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

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

Qualitative Growth and Public Infrastructure

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



Financing Program

The City's financing program projects \$32 billion of long-term borrowing for the period 2013 through 2017 to support the City's current capital program. The portion of the capital program not financed by the New York City Municipal Water Finance Authority (NYW or the Authority) will be split between General Obligation (GO) bonds of the City and the

Transitional Finance Authority (TFA). Figures below do not include state funded financing for education capital purposes through TFA Building Aid Revenue Bonds (BARBs):

| | 2013 | 2014 | 2015 | 2016 | 2017 | Total |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| City General Obligation Bonds | \$1,630 | \$2,400 | \$2,800 | \$2,470 | \$2,160 | \$11,460 |
| TFA Bonds (1) | 2,978 | 3,200 | 2,800 | 2,470 | 2,160 | 13,608 |
| Water Authority Bonds (2) | 2,108 | 1,439 | 1,216 | 1,266 | 1,201 | 7,230 |
| Total | \$6,716 | \$7,039 | \$6,816 | \$6,206 | \$5,521 | \$32,298 |

(1) TFA Bonds do not include BARBs issued for education capital purposes. TFA issued \$850 million of BARBs during the first half of fiscal year 2013, and does not expect to issue BARBs during the remainder of the fiscal year. The TFA expects to issue \$1.8 billion, \$1.0 billion, \$942 million and \$898 million of BARBs in fiscal years 2014 through 2017, respectively.

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

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

| | 2013 | 2014 | 2015 | 2016 | 2017 |
|-------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| City General Obligation Bonds | \$41,906 | \$42,381 | \$42,829 | \$42,951 | \$42,765 |
| TFA Bonds (1) | 23,098 | 25,656 | 27,579 | 29,048 | 30,131 |
| TSASC Bonds | 1,246 | 1,234 | 1,222 | 1,209 | 1,197 |
| Conduit Debt | 1,698 | 1,616 | 1,534 | 1,445 | 1,365 |
| Total | \$67,948 | \$70,887 | \$73,164 | \$74,653 | \$75,458 |
| Water Authority Bonds | \$29,271 | \$30,408 | \$31,299 | \$32,164 | \$32,942 |

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

Financing Program

2013–2017 Annual Debt Service Costs

(\$ in millions, before prepayments)

| | 2013 | 2014 | 2015 | 2016 | 2017 |
|-----------------------------------|---------|---------|---------|---------|---------|
| City General Obligation Bonds (1) | \$3,939 | \$4,112 | \$4,607 | \$4,716 | \$4,759 |
| TFA Bonds (2) | 1,741 | 1,809 | 2,256 | 2,472 | 2,661 |
| TSASC Bonds | 70 | 74 | 74 | 74 | 73 |
| Conduit Debt (3) | 314 | 324 | 316 | 322 | 312 |
| Total Debt Service | \$6,064 | \$6,319 | \$7,253 | \$7,584 | \$7,805 |
| Water Authority Bonds (4) | \$1,467 | \$1,681 | \$1,761 | \$1,969 | \$2,055 |

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

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

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

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

2013–2017 Debt Burden

| | 2013 | 2014 | 2015 | 2016 | 2017 |
|-------------------------------------|-------|-------|-------|-------|-------|
| Total Debt Service (1) as % of: | | | | | |
| a. Total Revenue (2) | 8.3% | 9.0% | 9.9% | 10.0% | 10.0% |
| b. Total Taxes (3) | 13.2% | 13.8% | 15.0% | 15.1% | 14.9% |
| c. Total NYC Personal Income | 1.3% | 1.3% | 1.4% | 1.5% | 1.4% |
| Total Debt Outstanding (1) as % of: | | | | | |
| a. Total NYC Personal Income | 14.3% | 14.5% | 14.5% | 14.2% | 13.8% |

(1) Total debt service and debt outstanding include GO, conduit debt and TFA bonds other than BARBs (PIT Bonds).

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

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

Financing Program

The financing of the City capital program is split among GO, TFA and NYW bond issuance. The City and TFA will issue \$11.5 billion and \$13.6 billion, respectively, during the plan period. The City issuance supports 36 percent of the total, while TFA issuance supports 42 percent of the total. NYW's annual financing amount, excluding refundings, will average approximately \$1.4 billion. The aggregate NYW financing during the plan period will account for 22 percent of the total financing program.

In spite of continuing volatility and uncertainty in the financial markets, the City, TFA, and NYW have enjoyed continued market access which has allowed the City's capital program to continue to be financed at reasonable interest rates. All of the issuers financing the City capital program have maintained credit ratings in the AA or better category by Moody's, Standard & Poor's, and Fitch, as indicated in the table below.

Ratings

| <i>Issuer</i> | <i>Fitch</i> | <i>Moody's</i> | <i>Standards and Poor's</i> |
|----------------------------|--------------|----------------|-----------------------------|
| NYC GO | AA | Aa2 | AA |
| TFA Senior | AAA | Aaa | AAA |
| TFA Subordinate | AAA | Aa1 | AAA |
| TFA BARBs | AA- | Aa3 | AA- |
| NYW First Resolution | AA+ | Aa1 | AAA |
| NYW Second Resolution | AA+ | Aa2 | AA+ |
| EFC Senior SRF Bonds | AAA | Aaa | AAA |
| EFC Subordinated SRF Bonds | AA+ | Aaa | AAA |

Financing Program

New York City General Obligation Bonds

Since July 1, 2012, the City has issued approximately \$2.0 billion in refunding bonds and \$1.6 billion in bonds for capital purposes, totaling approximately \$3.6 billion. The dates and principal amounts are as follows:

| NYC GO Issuances | | | | | |
|-------------------------|-------------------------------------|-----------------------|------------------------------|---------------------------|-----------------------------|
| <i>(\$ in millions)</i> | | | | | |
| <i>Series</i> | <i>(N)ew Money/ (R)efunding</i> | <i>Issue Date</i> | <i>Tax Exempt Amount</i> | <i>Taxable Amount</i> | <i>Total Par Amount</i> |
| 2013 A | N | 10/23/2012 | \$850 | \$0 | \$850 |
| 2013 BC | R | 10/23/2012 | 600 | 0 | 600 |
| 2013 DE | R | 1/3/2013 | 1,000 | 0 | 1,000 |
| 2013 F | N | 3/19/2013 | 680 | 100 | 780 |
| 2013 GH | R | 3/19/2013 | 373 | 0 | 373 |
| Total | | | \$3,503 | \$100 | \$3,603 |

The \$2.0 billion of refunding transactions the City has completed to date in fiscal year 2013 generated approximately \$280 million of debt service savings during the financial plan period.

In addition to the total issuance mentioned above, the City reoffered approximately \$415 million of floating rate bonds in order to manage expiring bank facilities supporting that debt. Some of the bank facilities were redeployed on longer term debt where the benefit of the floating rate is greater relative to shorter term fixed rate debt. Approximately \$250 million of the reoffered bonds were issued as floating rate notes (FRNs). While the City had previously sold FRNs as a private placement, the most recent FRN issuance in 2013 was the City's first public offering of such debt. FRN issuance has the benefit of providing floating rate debt without a supporting bank facility. The most recent FRN issuance provided costs lower than prior FRN issues privately placed.

The City does not plan to issue GO bonds for capital purposes in the remainder of 2013, but expects to issue \$2.4 billion, \$2.8 billion, \$2.5 billion and \$2.2 billion in 2014 through 2017, respectively.

Currently the debt service for the City, TFA (excluding BARBs), and City appropriation debt, or conduit debt, excluding the effect of pre-payments, is 8.3 percent of the City's total budgeted revenues in 2013. That ratio is projected rise to 10 percent in 2017. As a percentage of tax revenues, the debt service ratio is 13.2 percent in 2013 and is projected to increase to 14.9 percent in 2017.

In 2013, the City did not require a note issuance to satisfy cash flow needs. The City's financing program assumes the issuance of \$2.4 billion of notes annually through the remainder of the financial plan.

Financing Program

New York City Related Issuers - Variable Rate Debt

Floating rate bonds have been a reliable source of cost savings in the City's capital program. In considering the proportion of the City's debt which is in variable rather than fixed rates, it is useful to consider all sources of financing with the exception of NYW, which is typically considered separately for such purposes. Included would be not only City GO bonds but also TFA, TSASC bonds and conduit debt. The City and its related entities have approximately \$11 billion of floating rate exposure.

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

The City has not entered into any new interest rate swaps to date in fiscal year 2013. However, the City did terminate approximately \$180 million notional value of swaps which resulted in a small payment from the swap counterparty to the City. Additionally, the City was able to transfer approximately \$430 million notional value of swaps from the initial counterparty to a higher rated counterparty at no cost, taking advantage of provisions in the swap documents previously negotiated. The total notional amount of swaps outstanding as of March 31, 2013 was \$1.84 billion, on which the termination

value was negative \$167 million. This is the theoretical amount which the City would pay if all of the swaps terminated under market conditions as of March 31, 2013.

The following table shows the City's and its related issuers' floating rate exposure. Floating rate exposure is of note because certain events can cause unexpected increased costs. Those events include rising interest rates, a change in the tax code (in the case of tax-exempt debt), and the deterioration of the City's credit. Additionally, the deterioration of the credit of a related credit or liquidity provider can also have an impact on interest cost. By contrast, the cost of outstanding fixed rate debt does not increase if any of the previously mentioned events takes place. On the other hand, fixed rate borrowing locks in a higher borrowing cost if interest rates do not change materially or if they decline. Overall, floating rate exposure benefits the City because it reduces the cost of financing. In short, interest costs on short term debt are almost always lower than long term debt. The City has assumed floating rate exposure using a variety of instruments, including tax exempt floating rate debt, taxable floating rate debt, basis swaps, and certain types of synthetic fixed rate debt. The basis swaps and certain synthetic fixed rate debt provide exposure to changes in the tax code but are largely insensitive to changes in interest rates and changes in the City's credit. Given that those instruments provide only limited floating rate exposure, they are counted as variable rate exposure at less than the full amount of par or notional amount. Instruments that provide exposure only to changes in the tax code are counted at 25 percent of par or notional amount in the table below.

Financing Program

NYC Floating-Rate Exposure (1)

(\$ in millions)

| | <i>GO</i> | <i>TFA</i> | <i>Lease</i> | <i>TSASC</i> | <i>Total</i> |
|---|----------------|----------------|--------------|--------------|-----------------|
| Floating Rate Bonds | \$6,941 | \$3,543 | \$30 | \$0 | \$10,514 |
| Synthetic Fixed | 221 | 0 | 31 | 0 | 252 |
| Taxable Basis Swap | 91 | 0 | 0 | 0 | 91 |
| Enhanced Basis Swap | 125 | 0 | 0 | 0 | 125 |
| Total Floating-Rate | \$7,378 | \$3,543 | \$61 | \$0 | \$10,982 |
| | | | | | |
| Total Debt Outstanding | \$41,906 | \$23,098 | \$1,698 | \$1,246 | \$67,948 |
| % of Floating-Rate / Total Debt Outstanding | | | | | 16.2% |
| Total Floating-Rate Less \$5.42 Billion Balance in General Fund (Floating-Rate Assets) | | | | | 5,560 |
| % of Net Floating Rate / Total Debt Outstanding | | | | | 8.2% |

(1) Debt Outstanding as of the 2014 Executive Budget excluding NYW, HYIC, and TFA BARBs

The 16.2 percent floating rate exposure, including the risk from the synthetic fixed rate swaps and the basis swaps, is even more manageable after taking into account the 10 year average balance of \$5.42 billion of short-term assets in the City's General Fund which are an offset to these floating rate liabilities. Net of these floating rate assets, the floating rate exposure of the City, excluding NYW, is 8.2 percent of its outstanding debt. Moreover, the City uses conservative assumptions in budgeting expenses from floating rate instruments.

During fiscal year 2013, short-term interest rates relating to the \$10.5 billion of floating rate debt have been 0.20 percent on average for tax-exempt and 0.60 percent for taxable floating rate debt. These rates have continued to provide extremely attractive financing costs relative to fixed rate debt despite the recent market turmoil. Tax exempt floating rate debt has traded recently at rates that are approximately 300 basis points lower than those for long term fixed-rate debt, resulting in an annual savings of over \$320 million.

The New York City Municipal Water Finance Authority

The New York City Municipal Water Finance Authority (NYW) was created in 1985 to finance capital improvements to the City's water and sewer system. Since its first bond sale in November 1985, the Authority has sold \$51.5 billion in bonds. These bond issuances included a combination of general (first) resolution, second general resolution and subordinated special resolution crossover refunding water and sewer system revenue bonds. Of this aggregate bond par amount, \$28.9 billion is outstanding, \$17.8 billion was refinanced with lower cost debt, \$1.4 billion was defeased with Authority funds prior to maturity, and \$3.5 billion was retired with revenues as it matured. These amounts do not include \$408.5 million drawn on EFC short term-loans.

In addition to this long-term debt, NYW uses an \$800 million tax-exempt commercial program as a source of flexible short-term financing. The commercial paper includes \$400 million of unenhanced extendible municipal commercial paper (EMCP) notes and \$400 million of notes backed by lines of credit from three banks.

Financing Program

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

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

On November 19, 2009, EFC entered into an agreement to provide NYW a direct loan in an amount up to \$217.5 million, with funds made available through ARRA. NYW expects to receive these funds to pay for certain capital projects over the next several years. As of April 3, 2013, NYW has drawn on \$191.5 million of the loan.

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

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

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

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

On March 1, 2013, NYW issued 455.96 million of new money tax-exempt fixed rate Second Resolution Revenue bonds, Fiscal 2013 Series CC. This bond issue included term bonds maturing in 2047.

On March 21, 2013, NYW issued \$543.30 of refunding tax-exempt fixed rate Second Resolution Revenue Bonds, Fiscal 2013 Series DD bonds. The refunding bonds refunded NYW's outstanding First Resolution 2003 E and 2004 A. The refunding bonds included serial bonds maturing from 2027 through 2038.

Summarized in the following table are seven bond series that have closed to date in Fiscal Year 2013. The proceeds of the bonds refinanced commercial paper previously issued by NYW, paid costs of improvements to the water and sewer system or paid principal and interest on certain of the Authority's outstanding debt and paid the costs of issuance.

Financing Program

NYW Issuance

| <i>Series</i> | <i>(N)ew Money/ (R)efunding</i> | <i>Issue Date</i> | <i>Par Amount</i> | <i>True Interest Cost (TIC)</i> | <i>Longest Maturity</i> |
|---------------|---|-----------------------|-----------------------|---|-----------------------------|
| 2013 Series 1 | R | 7/12/12 | \$316,790,000 | 0.79% | 2028 |
| 2013-2 | N | 9/27/12 | \$217,000,000 | 0.31% | 2013 (1) |
| 2013 AA -1 | N | 10/4/12 | \$50,000,000 | 0.07% (2) | 2046 |
| 2013 AA -2 | N | 10/4/12 | \$150,000,000 | 0.08% (2) | 2046 |
| 2013 BB | N | 12/13/12 | \$440,510,000 | 3.91% | 2047 |
| 2013 CC | N | 3/1/13 | \$455,955,000 | 4.24% | 2047 |
| 2013 DD | R | 3/21/13 | \$543,300,000 | 3.99% | 2038 |

(1) *Bond Anticipation Note issued to EFC*

(2) *Bonds issued as variable rate demand bonds; rate shown is an average from the issue date through 4/15/2013.*

NYW is a party to four interest rate exchange agreements (swaps) with a total notional amount of \$621 million. As of March 31, 2013, the mark-to-market value of the swaps was negative \$100.6 million. This is the theoretical amount which NYW would pay if all swaps terminated as of March 31, 2013.

NYW expects to issue approximately \$600 million of new money over the remainder of Fiscal 2013.

During the period from 2014 to 2017, NYW expects to sell an average of approximately \$1.3 billion of new money bonds (not including commercial paper note issuance) per year. Of this amount, NYW plans to issue a minimum of \$300 million per year through EFC, taking advantage of the interest rate subsidy available for qualifying projects, and minimizing the overall costs of its financing program. NYW expects to issue its remaining new debt in 2013 as fixed rate. After 2013, NYW expects to issue approximately 85 to 90 percent of its new debt per year as fixed rate debt with the remainder issued as variable rate debt, subject to market conditions.

The New York City Transitional Finance Authority

The TFA is a corporate governmental agency constituting a public benefit corporation and instrumentality of the State of New York created by Chapter 16 of the Laws of 1997 in March 1997. The TFA was created to issue debt, primarily secured with the City's personal income tax (PIT), to fund a portion of the capital program of the City. The TFA was originally authorized to issue up to \$7.5 billion of bonds and notes. On September 13, 2001, the TFA was given statutory authority to borrow \$2.5 billion to finance costs related to the September 11th terrorist attack on the City. Most recently, TFA was permitted to have \$13.5 billion of debt outstanding and any amounts over and above that level are subject to the City's remaining debt incurring power under the State constitutional debt limit.

Since July 1, 2012, the TFA has issued approximately \$1.8 billion in refunding bonds and \$2.1 billion in bonds for capital purposes. The dates and principal amounts are as follows:

Financing Program

NYC TFA Issuances

(\$ in millions)

| <i>Series</i> | <i>New \$/ Refunding</i> | <i>Issue Date</i> | <i>Tax Exempt Amount</i> | <i>Taxable Amount</i> | <i>Total Par Amount</i> |
|---------------------|------------------------------|-----------------------|------------------------------|---------------------------|-----------------------------|
| 2013 A ¹ | N | 8/28/2012 | \$450 | \$350 | \$800 |
| 2013 B | R | 8/28/2012 | 950 | 0 | 950 |
| 2013 C ² | N | 12/4/2012 | 348 | 230 | 578 |
| 2013 DE | R | 12/4/2012 | 553 | 0 | 553 |
| 2013 F ³ | N | 4/18/2013 | 650 | 100 | 750 |
| 2013 GH | R | 4/18/2013 | 251 | 0 | 251 |
| Total | | | \$3,202 | \$680 | \$3,882 |

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

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

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

The \$1.8 billion in refunding transactions the TFA completed during fiscal year 2013 generated approximately \$238 million of debt service savings during the financial plan period.

In addition to the issuance mentioned above, the TFA reoffered nearly \$270 million of floating rate bonds into a fixed rate mode.

With its most recent issuance, TFA sold \$100 million of Qualified School Construction Bonds (QSCBs) by competitive bid, leaving less than \$100 million remaining of NYCs issuance authorization. As with all other prior QSCB issuances, the coupon rate was set below the allowable credit rate, resulting in the interest being eligible for full subsidy from the Federal Government. However, with the enactment of the Budget Control Act of 2011 and the American Taxpayer Relief Act of 2012, subsidies payable to issuers of QSCBs, as well as other bond types authorized under the American Recovery & Reinvestment Act (including Build America Bonds and Recovery Zone Development Bonds, issued by NYC, TFA, and NYW) were reduced by the Federal Government. Current Federal guidelines show an 8.7 percent reduction of such

subsidies through October 1, 2013 and a reduction to 7.3 percent thereafter.

Beyond the financings described above, the TFA plans to issue approximately \$800 million of TFA bonds for capital purposes in the remainder of 2013, and \$3.2 billion, \$2.8 billion, \$2.5 billion and \$2.2 billion in years 2014 through 2017, respectively.

In April 2006, the State enacted legislation authorizing issuance by the TFA of an additional \$9.4 billion of bonds to be used to fund capital costs for the Department of Education. This legislation also provided for the assignment to TFA of State building aid that had previously been paid directly to the City. Since the inception of this financing program, the TFA has issued \$6.4 billion of BARBs to fund the capital program of the Department of Education. The TFA does not plan to issue BARBs for the educational capital program in the remainder of 2013, but expects to issue \$1.8 billion, \$1 billion, \$942 million and \$898 million in 2014 through 2017, respectively.

Financing Program

Hudson Yards Infrastructure Corporation

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

In December 2006, HYIC, a not-for-profit local development corporation, issued its first series of bonds in the principal amount of \$2 billion. HYIC was established to provide financing for infrastructure improvements to facilitate economic development on Manhattan's far west side. Improvements include the extension of the No. 7 subway line west and south, construction of a system of parks, streets, and open spaces, as well as the acquisition of development rights over the MTA rail yards. Principal on the HYIC bonds will be repaid from revenues generated by this new development, notably payments-in-lieu-of-property taxes (PILOT) on the commercial development and various developer payments. To the extent these revenues are not sufficient to cover interest payments, the City has agreed to make interest support payments to HYIC subject to appropriation.

Construction is being performed by the MTA and is on schedule. As of December 2012, the tunnels, three of four ventilation buildings, and the station's main passageways have already been constructed and installation of the final tracks is expected to be completed by June 30, 2013. Electrical and operational testing make up the majority of the remaining work.

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

Program Detail by Agency

Department of Transportation

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

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

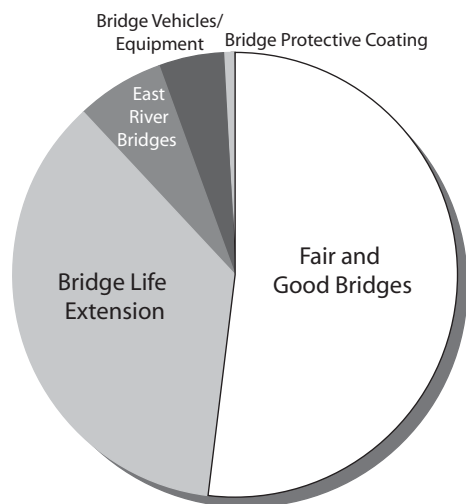
Capital Program Goals

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

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides approximately \$8.1 billion to the Department, with Bridges and Highways receiving the bulk of funding, totaling approximately \$7.0 billion. Presuming Federal funding, this capital program includes \$476.7 million associated with Sandy storm damage.

Department of Transportation - Bridges



Bridges

| | (in millions) |
|-----------------------------|------------------|
| • Fair and Good Bridges | \$2,266.5 |
| • Bridge Life Extension | 1,571.9 |
| • East River Bridges | 279.6 |
| • Bridge Protective Coating | 208.1 |
| • Bridge Vehicles/Equipment | 26.0 |
| • Bridge Facilities | 4.0 |
| TOTAL | \$4,356.1 |

The Ten-Year Capital Strategy provides \$4.4 billion in the Bridge Program for the reconstruction and upgrade of the City’s bridge system. The Ten-Year Capital Strategy includes funding for work on three East River Bridges and 76 other bridge structures. The first four years of this Ten-Year Capital Strategy provides \$2.4 billion to the Bridge Program, of which \$1.2 billion is planned to be committed in 2014. The total commitment reflects the high priority accorded to restoring and maintaining these essential links in the City’s transportation system.

Fair and Good Bridges

The Ten-Year Capital Strategy provides \$2.3 billion to reconstruct 43 bridge structures currently rated “good” or “fair,” including \$346.2 million for the Shore Road Bridge and \$146.0 million for the Bruckner Expressway over Westchester Creek.

Bridge Life Extension

The Ten-Year Capital Strategy provides \$1.6 billion for rehabilitative work on 33 bridge structures currently rated “good” or “fair” that require an upgrade to their current condition, in addition to bridge component rehabilitation work on various bridges. These projects include the Boston Post Road Bridge totaling \$185.8 million, Broadway Bridge over the Harlem River, totaling \$98.4 million and the West 79th Street Bridge over Amtrak totaling \$64.0 million.

East River Bridges

The Ten-Year Capital Strategy provides \$279.6 million to complete this area. Funds for these projects include rehabilitative work for the Queensboro Bridge totaling \$153.8 million and the Manhattan Bridge totaling \$112.2 million.

Bridge Protective Coating

The Ten-Year Capital Strategy provides \$208.1 million for protective coating treatment on five bridge projects. This program includes \$18.1 million for the Hutchinson Parkway Bridge and \$17.9 million for the Henry Hudson Bridge.

Bridge Facilities, Equipment and Vehicles

The Ten-Year Capital Strategy provides \$30.0 million for bridge facilities and the purchase of equipment and vehicles for field forces.

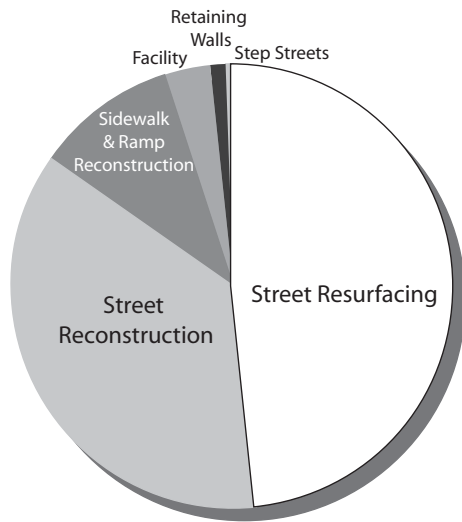
Hurricane Sandy

The Ten-Year Capital Strategy provides \$70.9 million for the repair and reconstruction of bridge structures damaged by Hurricane Sandy, including two underpasses and fifteen movable bridges.

Department of Transportation - Bridges

| Project Type: BR and HB | | (\$ in 000's) | | | | | | | | | | |
|---|--|---------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| East River Bridges | | | | | | | | | | | | |
| City | | 31,644 | 6,000 | 21,600 | 35,400 | 17,000 | 0 | 0 | 0 | 0 | 0 | 111,644 |
| Federal | | 0 | 0 | 0 | 100,000 | 68,000 | 0 | 0 | 0 | 0 | 0 | 168,000 |
| Fair Bridges | | | | | | | | | | | | |
| City | | 455,927 | 53,403 | 139,866 | 80,111 | 41,127 | 90,327 | 315,364 | 82,200 | 84,254 | 2,548 | 1,345,127 |
| Federal | | 370,428 | 96,000 | 27,058 | 69,105 | 0 | 0 | 76,576 | 274,378 | 0 | 0 | 913,545 |
| State | | 948 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 948 |
| Private | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,778 | 0 | 1,778 |
| Useful Life Extension and Miscellaneous Work | | | | | | | | | | | | |
| City | | 5,149 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,149 |
| Bridge Life Extension and Miscellaneous Work | | | | | | | | | | | | |
| City | | 158,743 | 96,252 | 117,662 | 113,276 | 83,693 | 469,269 | 72,562 | 47,226 | 33,109 | 124,242 | 1,316,034 |
| Federal | | 67,841 | 32,000 | 44,697 | 108,876 | 0 | 0 | 0 | 0 | 0 | 0 | 253,414 |
| State | | 2,451 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,451 |
| Bridge Painting | | | | | | | | | | | | |
| City | | 62,808 | 12,200 | 22,601 | 29,855 | 0 | 0 | 0 | 0 | 0 | 80,000 | 207,464 |
| Federal | | 587 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 587 |
| Equipment for Bridge Maintenance | | | | | | | | | | | | |
| City | | 4,061 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 8,561 |
| Bridge Facilities | | | | | | | | | | | | |
| City | | 377 | 392 | 392 | 392 | 392 | 392 | 399 | 406 | 414 | 414 | 3,970 |
| Bridge Vehicles | | | | | | | | | | | | |
| City | | 3,983 | 5,851 | 900 | 900 | 900 | 900 | 978 | 997 | 1,017 | 1,037 | 17,463 |
| Project Type Total by Source of Funds | | | | | | | | | | | | |
| City | | 722,692 | 174,598 | 303,521 | 260,434 | 143,612 | 561,388 | 389,803 | 131,329 | 119,294 | 208,741 | 3,015,412 |
| Federal | | 438,856 | 128,000 | 71,755 | 277,981 | 68,000 | 0 | 76,576 | 274,378 | 0 | 0 | 1,335,546 |
| State | | 3,399 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,399 |
| Private | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,778 | 0 | 1,778 |
| Project Type Total | | | | | | | | | | | | |
| All Funds | | 1,164,947 | 302,598 | 375,276 | 538,415 | 211,612 | 561,388 | 466,379 | 405,707 | 121,072 | 208,741 | 4,356,135 |

Department of Transportation - Highways



Highways

| | (in millions) |
|----------------------------------|------------------|
| • Street Resurfacing | \$1,284.6 |
| • Street Reconstruction | 962.0 |
| • Sidewalk & Ramp Reconstruction | 267.7 |
| • Facilities | 87.0 |
| • Retaining Walls | 35.5 |
| • Step Streets | 7.6 |
| TOTAL | \$2,644.4 |

The Ten-Year Capital Strategy provides \$2.6 billion in the Highways program for the rehabilitation of approximately 6,514 lane miles of City streets.

Street Resurfacing

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

Street Reconstruction

Total funding in the Ten-Year Capital Strategy for street reconstruction is \$962.0 million, covering 286 lane miles. This work includes \$59.7 million for the reconstruction of Times Square, \$48.7 million for the reconstruction of Broadway in Manhattan, \$18.5 million for Woodrow Road in Staten Island, and \$17.1 million for the reconstruction of the Rockaway Beach Bulkhead in Queens.

Sidewalk and Ramp Reconstruction

For the ten-year period, approximately 27.6 million square feet of sidewalks will be reconstructed throughout the City, at a cost of \$267.7 million. Additionally, \$35.0 million is provided for pedestrian ramps, sufficient to install pedestrian ramps at approximately 2,500 corners throughout the City.

Facility Reconstruction

A total of \$87.0 million is allocated in the Ten-Year Capital Strategy for the design and reconstruction of highway maintenance and repair yards, other Department facilities, and miscellaneous renovations and upgrades.

Retaining Walls

A total of \$35.5 million is provided in the Ten-Year Capital Strategy for the reconstruction of retaining walls.

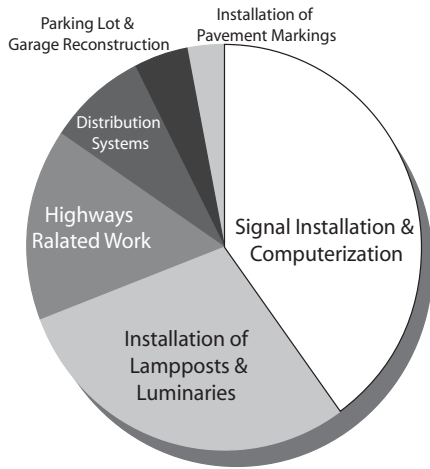
Hurricane Sandy

The Ten Year Capital Strategy provides \$395.7 million to resurface and reconstruct 363 lane miles of streets damaged by Hurricane Sandy.

Department of Transportation - Highways

| Project Type: HW | | (\$ in 000's) | | | | | | | | | | |
|--|--|---------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| Facility Reconstruction | | | | | | | | | | | | |
| City | | 31,296 | 15,508 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,100 | 5,100 | 87,004 |
| Local Street Reconstruction | | | | | | | | | | | | |
| City | | 350 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 350 |
| Federal | | 495 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 495 |
| State | | 784 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 784 |
| Pedestrian Ramp Construction | | | | | | | | | | | | |
| City | | 30,633 | 988 | 407 | 0 | 0 | 0 | 300 | 0 | 0 | 0 | 32,328 |
| Federal | | 734 | 1,920 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,654 |
| State | | 15 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 15 |
| Primary Street Reconstruction | | | | | | | | | | | | |
| City | | 343,715 | 14,378 | 26,410 | 13,395 | 6,875 | 6,875 | 14,719 | 10,555 | 8,234 | 18,235 | 463,391 |
| Federal | | 371,869 | 7,315 | 0 | 4,000 | 0 | 0 | 0 | 0 | 0 | 0 | 383,184 |
| State | | 33,730 | 866 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 34,596 |
| Private | | 78,141 | 0 | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 79,141 |
| Primary Street Resurfacing | | | | | | | | | | | | |
| City | | 90,417 | 128,206 | 127,356 | 125,807 | 125,807 | 125,307 | 125,307 | 125,306 | 127,812 | 130,869 | 1,232,194 |
| Federal | | 48,976 | 3,400 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 52,376 |
| Reconstruction of Retaining Walls | | | | | | | | | | | | |
| City | | 30,147 | 3,237 | 2,100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 35,484 |
| Sidewalk Reconstruction | | | | | | | | | | | | |
| City | | 19,242 | 18,435 | 16,720 | 20,000 | 20,000 | 20,000 | 19,898 | 20,000 | 0 | 41,208 | 195,503 |
| Federal | | 1,522 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,522 |
| Private | | 4,218 | 4,500 | 4,500 | 4,500 | 4,500 | 4,500 | 4,500 | 4,500 | 0 | 0 | 35,718 |
| Reconstruction of Step Streets | | | | | | | | | | | | |
| City | | 5,797 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,797 |
| Federal | | 1,850 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,850 |
| Project Type Total by Source of Funds | | | | | | | | | | | | |
| City | | 551,597 | 180,752 | 177,993 | 164,202 | 157,682 | 157,182 | 165,224 | 160,861 | 141,146 | 195,412 | 2,052,051 |
| Federal | | 425,446 | 12,635 | 0 | 4,000 | 0 | 0 | 0 | 0 | 0 | 0 | 442,081 |
| State | | 34,529 | 866 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 35,395 |
| Private | | 82,359 | 4,500 | 5,500 | 4,500 | 4,500 | 4,500 | 4,500 | 4,500 | 0 | 0 | 114,859 |
| Project Type Total | | | | | | | | | | | | |
| All Funds | | 1,093,931 | 198,753 | 183,493 | 172,702 | 162,182 | 161,682 | 169,724 | 165,361 | 141,146 | 195,412 | 2,644,386 |

Department of Transportation - Traffic



Traffic

(in millions)

| | |
|--|----------------|
| • Signal Installation and Computerization | \$261.4 |
| • Installation of Lampposts and Luminaires | 189.7 |
| • Highway and Related Work | 100.0 |
| • Distribution Systems | 52.5 |
| • Installation of Pavement Markings | 29.9 |
| • Parking Lot and Garage Reconstruction | 18.5 |
| TOTAL | \$652.0 |

The Ten-Year Capital Strategy provides \$652.0 million for Traffic programs.

Signal Installation and Computerization

The Ten-Year Capital Strategy provides \$261.4 million for signal installation and computerization. Of this amount, \$6.0 million will be allocated to the installation of advanced state solid traffic controllers and \$6.6 million for the installation of pedestrian countdown signals, as well as \$4.2 million for the installation of a bus lane photo enforcement system.

Installation of Lampposts and Luminaires

The Ten-Year Capital Strategy provides \$189.7 million for the installation of lampposts and luminaires.

Highway and Bridge Related Work

The Ten-Year Capital Strategy provides \$100.0 million for the installation of signals, streetlights, and lane markings associated with the Highway Reconstruction and Bridge Programs. Of this amount, \$17.2 million will be used for Webster Avenue Select Bus Service in The Bronx.

Replacement of Electrical Distribution Systems

To reduce lighting outages, the Ten-Year Capital Strategy will replace over 54,000 linear feet of wire/conduit for traffic related electrical distribution systems throughout the City's roadway and park lighting systems, at a total cost of \$52.5 million.

Parking Lot and Garage Reconstruction

The Ten-Year Capital Strategy provides \$14.9 million for off-street parking facilities. The Strategy also provides \$3.6 million for parking meter replacements.

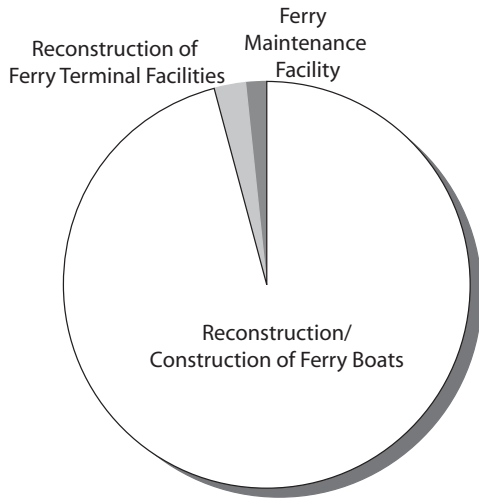
Installation of Pavement Markings

The Ten-Year Capital Strategy provides funding of \$29.9 million for the installation of 50 million linear feet of thermoplastic reflectorized pavement markings to be done in conjunction with the Department's in-house resurfacing program.

Department of Transportation - Traffic

| Project Type: TF | | (\$ in 000's) | | | | | | | | | | |
|--|-----------|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| Fair | | | | | | | | | | | | |
| | City | 4,569 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,569 |
| Communications, Surveillance Equipment | | | | | | | | | | | | |
| | City | 75 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 75 |
| Highway Drawdown Program | | | | | | | | | | | | |
| | City | 10,787 | 1,778 | 1,008 | 532 | 0 | 0 | 437 | 0 | 0 | 0 | 14,542 |
| | Federal | 3,800 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,800 |
| | State | 55 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 55 |
| Installation of Lampposts and Luminaires | | | | | | | | | | | | |
| | City | 6,771 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,771 |
| | Federal | 4,289 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,289 |
| | State | 14,685 | 24,000 | 8,000 | 26,000 | 7,500 | 27,500 | 6,000 | 29,000 | 7,000 | 29,000 | 178,685 |
| Parking Lot and Garage Reconstruction | | | | | | | | | | | | |
| | City | 5,815 | 400 | 3,757 | 827 | 4,671 | 672 | 400 | 949 | 582 | 400 | 18,473 |
| Installation of Pavement Markings | | | | | | | | | | | | |
| | City | 0 | 0 | 10,483 | 0 | 5,682 | 0 | 7,751 | 0 | 0 | 6,004 | 29,920 |
| Traffic Work in Conjunction with Highway Reconstruction | | | | | | | | | | | | |
| | City | 13,154 | 2,715 | 2,692 | 3,160 | 3,160 | 3,503 | 4,000 | 4,000 | 4,080 | 4,321 | 44,785 |
| | Federal | 16,711 | 6,400 | 8,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 31,111 |
| | State | 649 | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,149 |
| Replacement of Electrical Distribution Systems | | | | | | | | | | | | |
| | State | 8,464 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 4,000 | 5,000 | 5,000 | 5,000 | 52,464 |
| Signal Installation and Computerization | | | | | | | | | | | | |
| | City | 17,874 | 7,053 | 6,894 | 0 | 4,790 | 0 | 4,943 | 0 | 0 | 0 | 41,554 |
| | Federal | 22,877 | 7,744 | 6,994 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 37,615 |
| | State | 32,629 | 16,000 | 17,000 | 16,500 | 17,000 | 16,500 | 17,000 | 16,500 | 16,500 | 16,500 | 182,129 |
| Project Type Total by Source of Funds | | | | | | | | | | | | |
| | City | 59,045 | 11,946 | 24,834 | 4,519 | 18,303 | 4,175 | 17,531 | 4,949 | 4,662 | 10,725 | 160,689 |
| | Federal | 47,677 | 14,144 | 14,994 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 76,815 |
| | State | 56,482 | 45,500 | 30,000 | 47,500 | 29,500 | 49,000 | 27,000 | 50,500 | 28,500 | 50,500 | 414,482 |
| Project Type Total | | | | | | | | | | | | |
| | All Funds | 163,204 | 71,590 | 69,828 | 52,019 | 47,803 | 53,175 | 44,531 | 55,449 | 33,162 | 61,225 | 651,986 |

Department of Transportation - Ferries



Ferries

(in millions)

- Reconstruction/Construction of Ferry Boats \$412.9
- Reconstruction of Ferry Terminal Facilities 11.0
- Ferry Maintenance Facility 6.0
- TOTAL \$429.9**

The Ten-Year Capital Strategy for Ferries provides a total of \$429.9 million for the reconstruction, construction and improvement of various ferry vessels and facilities.

Reconstruction/Construction of Ferry Boats

The Ten-Year Capital Strategy provides \$412.9 million for various projects associated with the eight Department of Transportation-operated ferry boats for service between Saint George and Whitehall terminals.

Reconstruction of Ferry Terminal Facilities

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

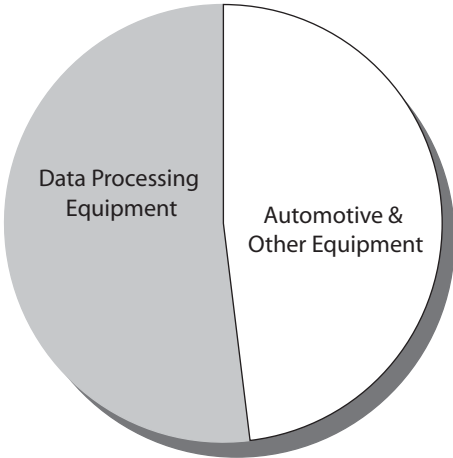
Reconstruction of Ferry Maintenance Facility

Funding of \$6.0 million is included for general construction work at the ferry maintenance facility.

Department of Transportation - Ferries

| Project Type: FA | | (\$ in 000's) | | | | | | | | | | |
|--|--|---------------|--------|--------|---------|--------|-------|-------|-------|------|-------|---------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| Reconstruction of Ferry Boats | | | | | | | | | | | | |
| City | | 18,875 | 25,730 | 8,729 | 16,850 | 1,300 | 250 | 750 | 800 | 67 | 1,166 | 74,517 |
| Federal | | 6,098 | 2,000 | 44,400 | 224,235 | 10,400 | 2,000 | 6,000 | 6,400 | 0 | 0 | 301,533 |
| State | | 754 | 500 | 5,550 | 26,910 | 1,300 | 250 | 750 | 800 | 0 | 0 | 36,814 |
| Ferry Maintenance Facility Construction | | | | | | | | | | | | |
| City | | 900 | 2,700 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,600 |
| Federal | | 2,400 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,400 |
| Reconstruction of Ferry Terminal Facilities | | | | | | | | | | | | |
| City | | 5,200 | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10,200 |
| Federal | | 800 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 800 |
| Project Type Total by Source of Funds | | | | | | | | | | | | |
| City | | 24,975 | 33,430 | 8,729 | 16,850 | 1,300 | 250 | 750 | 800 | 67 | 1,166 | 88,317 |
| Federal | | 9,298 | 2,000 | 44,400 | 224,235 | 10,400 | 2,000 | 6,000 | 6,400 | 0 | 0 | 304,733 |
| State | | 754 | 500 | 5,550 | 26,910 | 1,300 | 250 | 750 | 800 | 0 | 0 | 36,814 |
| Project Type Total | | | | | | | | | | | | |
| All Funds | | 35,027 | 35,930 | 58,679 | 267,995 | 13,000 | 2,500 | 7,500 | 8,000 | 67 | 1,166 | 429,864 |

Department of Transportation - Equipment



Equipment

| | | |
|----------------------------------|---------------|--|
| | (in millions) | |
| • Data Processing Equipment | \$30.3 | |
| • Automotive and Other Equipment | 28.1 | |
| TOTAL | \$58.4 | |

The Ten-Year Capital Strategy provides \$58.4 million for the purchase of vehicles and equipment for DOT field forces and computer equipment for office automation, data processing, and engineering support, including \$10.1 million to replace vehicles and information technology equipment damaged by Hurricane Sandy.

Department of Transportation - Equipment

| Project Type: TD | | <i>(\$ in 000's)</i> | | | | | | | | | | |
|--|--|----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| | | <i>2014</i> | <i>2015</i> | <i>2016</i> | <i>2017</i> | <i>2018</i> | <i>2019</i> | <i>2020</i> | <i>2021</i> | <i>2022</i> | <i>2023</i> | <i>Total</i> |
| Data Processing Equipment | | | | | | | | | | | | |
| City | | 10,177 | 4,647 | 3,775 | 442 | 442 | 840 | 860 | 880 | 898 | 916 | 23,877 |
| Federal | | 6,466 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,466 |
| Automotive and Other Equipment | | | | | | | | | | | | |
| City | | 10,833 | 10,422 | 404 | 1,275 | 1,317 | 1,375 | 1,494 | 957 | 0 | 0 | 28,077 |
| Project Type Total by Source of Funds | | | | | | | | | | | | |
| City | | 21,010 | 15,069 | 4,179 | 1,717 | 1,759 | 2,215 | 2,354 | 1,837 | 898 | 916 | 51,954 |
| Federal | | 6,466 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,466 |
| Project Type Total | | | | | | | | | | | | |
| All Funds | | 27,476 | 15,069 | 4,179 | 1,717 | 1,759 | 2,215 | 2,354 | 1,837 | 898 | 916 | 58,420 |
| Transportation Total | | | | | | | | | | | | |
| | | <i>2014</i> | <i>2015</i> | <i>2016</i> | <i>2017</i> | <i>2018</i> | <i>2019</i> | <i>2020</i> | <i>2021</i> | <i>2022</i> | <i>2023</i> | <i>Total</i> |
| Total by Source of Funds | | | | | | | | | | | | |
| City | | 1,379,319 | 415,795 | 519,256 | 447,722 | 322,656 | 725,210 | 575,662 | 299,776 | 266,067 | 416,960 | 5,368,423 |
| Federal | | 927,743 | 156,779 | 131,149 | 506,216 | 78,400 | 2,000 | 82,576 | 280,778 | 0 | 0 | 2,165,641 |
| State | | 95,164 | 46,866 | 35,550 | 74,410 | 30,800 | 49,250 | 27,750 | 51,300 | 28,500 | 50,500 | 490,090 |
| Private | | 82,359 | 4,500 | 5,500 | 4,500 | 4,500 | 4,500 | 4,500 | 4,500 | 1,778 | 0 | 116,637 |
| All Funds | | 2,484,585 | 623,940 | 691,455 | 1,032,848 | 436,356 | 780,960 | 690,488 | 636,354 | 296,345 | 467,460 | 8,140,791 |

Transit Authority

New York City Transit (NYCT) is the largest agency in the Metropolitan Transportation Authority (MTA) regional transportation network. The MTA is the largest regional transit provider in the Western Hemisphere and New York City Transit (NYCT) operates the most extensive public transportation system in the country, serving over 2.3 billion subway and bus passengers each year, in addition to a 22-station rail system on Staten Island known as MTA Staten Island Rail. NYCT maintains a fleet of 6,292 subway cars, 468 passenger stations in four boroughs, and over nearly 659 miles of subway. It operates 24 hours a day, 365 days a year. In addition, NYCT operates a fleet of 4,336 buses on 217 routes on nearly 1,796 route miles throughout the City. Through 2012, subway ridership was 1.6 billion annually, reaching its highest level in over 40 years, as riders continue to utilize more unlimited ride and discount fare options.

Since 1982, NYCT has implemented five multi-year capital reconstruction programs to restore the system to a state of good repair and normal replacement, with an emphasis on service and a well-maintained fleet. The transit system currently benefits from a twelve-month moving average subway car reliability of nearly 171,558 miles between failures. The five year 2010-2014 Capital Program includes \$22.2 billion for all MTA agencies, \$11.6 billion of which would be invested in the NYCT core system, and \$2.1 billion for NYCT network expansion and security upgrades. The 2010-2014 Capital Program includes approximately \$762.0 million to be funded with proceeds of City general obligation bonds.

The Metropolitan Transportation Authority Bus Company (MTABC) provides local and express bus service to supplement the NYCT system in areas previously served by private bus companies franchised by the City. With a fleet of nearly 1,300 buses, the MTABC serves over 120 million riders per year, operating 24 hours a day, 365 days a year. MTABC's operating costs are subsidized by the City.

Transit Authority

Capital Program Goals

The five year 2010-2014 MTA Capital Program for NYCT includes subway station rehabilitations, improvements in the subway's signals, communications, passenger station rehabilitations and track maintenance. More specifically, the improvements will ensure safety, reliability and performance by improving infrastructure and facilities. The Capital Program includes the purchase of 463 new subway cars for \$1.0 billion which will replace 340 aging B Division cars. An additional 123 A Division cars are proposed to be used to expand the fleet and make up 11-car trains on the No. 7 line when new technology cars are shifted to that line. The Capital Program also includes the purchase of 2,090 new buses and 943 other transit vehicles for \$1.6 billion. These new buses are part of NYCT's normal replacement cycle in addition to allowing for expansion of fleet capacity. The remaining amount is budgeted for system-wide infrastructure and other upgrades.

The 2010-2014 MTA Capital Program for MTABC includes \$297.0 million to restore, replace and modernize significant portions of the fleet, including the purchase of 285 buses and establishing real time information systems.

Ten-Year Capital Strategy

In the Ten-Year Capital Strategy, the City will contribute \$520.0 million to the MTA, including \$518.2 million for ongoing NYCT track improvements and rehabilitation and \$1.8 million in discretionary funding for various subway and bus projects.

Transit Authority

| Project Type: ST | | (\$ in 000's) | | | | | | | | | | |
|--|--|---------------|------|------|------|------|------|------|------|------|------|-------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| Staten Island Rapid Transit Operating Authority City | | 900 | 900 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,800 |
| Project Type Total by Source of Funds City | | 900 | 900 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,800 |
| Project Type Total All Funds | | 900 | 900 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,800 |

Transit Authority

| Project Type: T | (\$ in 000's) | | | | | | | | | | |
|---|---------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| <i>Miscellaneous Transit Improvement Projects</i> City | 59,100 | 59,100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 118,200 |
| <i>Miscellaneous Projects for New York City Transit</i> City | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 50,000 |
| <i>IFA Trackwork Project for New York City Transit</i> City | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 350,000 |
| <i>Project Type Total by Source of Funds</i> City | 99,100 | 99,100 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 518,200 |
| <i>Project Type Total</i> All Funds | 99,100 | 99,100 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 518,200 |
| <i>Transit Authority Total</i> | <i>2014</i> | <i>2015</i> | <i>2016</i> | <i>2017</i> | <i>2018</i> | <i>2019</i> | <i>2020</i> | <i>2021</i> | <i>2022</i> | <i>2023</i> | <i>Total</i> |
| <i>Total by Source of Funds</i> City | 100,000 | 100,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 520,000 |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| State | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Private | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| All Funds | 100,000 | 100,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 520,000 |

Department of Environmental Protection

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

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

Capital Program Goals

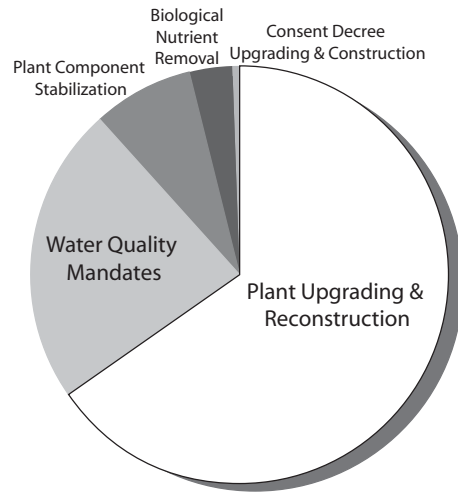
- To maintain the quality of water in the City's watersheds and, where necessary, treat the supply to ensure that it continues to be of high quality;
- To maintain and improve the transmission and distribution capacity of the City's water supply system;
- To improve the quality of the surrounding waters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

Ten-Year Capital Strategy

DEP's Capital Program, relating to the City's water and sewer system, is financed by the New York City Municipal Water Finance Authority and paid for by water and sewer charges collected through the New York City Water Board. The Ten-Year Capital Strategy includes \$12.4 billion for DEP programs.

The water and sewer system is currently facing significant costs related to maintaining a state of good repair and improving its system. This Ten-Year Capital Strategy for the City's water and sewer system seeks to balance necessary investment in this vital service with as moderate an impact on City water and sewer ratepayers as can be achieved. Presuming Federal funding, this capital program includes \$47.0 million associated with Hurricane Sandy damage.

Department of Environmental Protection - Water Pollution Control



Water Pollution Control

To improve the quality of the City’s waterways and to comply with the mandates imposed by the Clean Water Act, the Ten-Year Capital Strategy provides almost \$4.4 billion towards wastewater treatment programs.

| | (in millions) |
|---|------------------|
| • Plant Upgrading and Reconstruction | \$2,865.7 |
| • Water Quality Mandates | 1,002.6 |
| • Plant Component Stabilization | 338.8 |
| • Biological Nutrient Removal | 148.0 |
| • Consent Decree Upgrading and Construction | 18.7 |
| TOTAL | \$4,373.8 |

Plant Upgrading and Reconstruction

The Ten-Year Capital Strategy provides \$2.9 billion for the reconstruction or replacement of individual components at in-City wastewater treatment facilities or related-conveyance infrastructure to ensure their continuous and reliable operations. \$484.0 million will fund Job Order Contracts (JOCs) for the Bureau of Wastewater Treatment.

Water Quality Mandates

DEP is implementing its 20-year NYC Green Infrastructure plan, that proposes to augment existing sewer overflow controls, which rely solely on traditional investments such as holding tanks and tunnels, with a mix of “green infrastructure” (natural, permeable surfaces) and optimization of “grey infrastructure” (modifications and cleanings of existing tanks and tunnels) that will reduce sewer overflows into waterways. The Ten-Year Capital Strategy provides \$1.0 billion in Water Quality Mandates, including \$661.0 million for Green Infrastructure and \$216.6 million for Preferred Grey Infrastructure.

Plant Component Stabilization

The Ten-Year Capital Strategy provides \$338.8 million to stabilize in-City wastewater treatment facilities that are in need of system-wide reconstruction to ensure their continued compliance with State permit requirements. There is \$194.9 million for the construction of a new cogeneration plant at the North River Wastewater Treatment Plant (WWTP), which will be more energy-efficient than the existing cogeneration facility and will assist the City in reaching its PlaNYC carbon emission reduction goals.

Biological Nutrient Removal

The Ten-Year Capital Strategy provides \$148.0 million for research and related pilot projects to reduce the amount of nitrogen discharged into New York Harbor, Jamaica Bay, and the Long Island Sound.

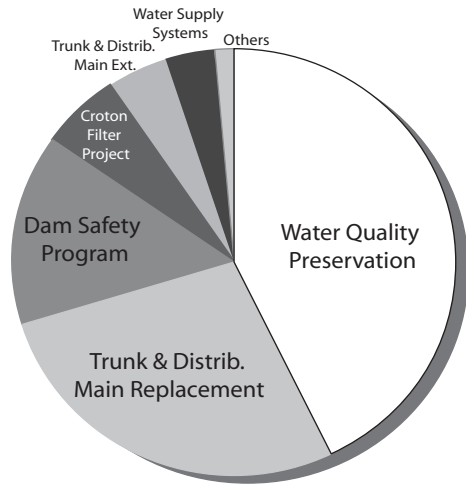
Consent Decree Upgrading and Construction

The Ten-Year Capital Strategy provides \$18.7 million to address mandated projects, including \$17.3 million allocated to the ongoing Newtown Creek Wastewater Treatment Plant (WWTP) upgrade.

Department of Environmental Protection - Water Pollution Control

| Project Type: WP | (\$ in 000's) | | | | | | | | | | | |
|--|---------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----------|-----------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total | |
| Biological Nutrient Removal | | | | | | | | | | | | |
| City | 103,000 | 0 | 0 | 45,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 148,000 |
| Consent Decree Upgrading and Construction | | | | | | | | | | | | |
| City | 18,743 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 18,743 |
| Plant Upgrading and Reconstruction | | | | | | | | | | | | |
| City | 369,088 | 239,852 | 296,502 | 488,369 | 318,851 | 218,513 | 211,550 | 136,957 | 216,613 | 338,231 | 2,834,526 | |
| Federal | 31,143 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 31,143 |
| Plant Component Stabilization | | | | | | | | | | | | |
| City | 21,650 | 301,400 | 2,300 | 0 | 0 | 0 | 0 | 13,450 | 0 | 0 | 0 | 338,800 |
| Water Quality Mandates | | | | | | | | | | | | |
| City | 278,684 | 143,781 | 9,500 | 52,362 | 12,460 | 189,272 | 0 | 85,000 | 230,984 | 0 | 0 | 1,002,043 |
| State | 535 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 535 |
| Project Type Total by Source of Funds | | | | | | | | | | | | |
| City | 791,165 | 685,033 | 308,302 | 585,731 | 331,311 | 407,785 | 211,550 | 235,407 | 447,597 | 338,231 | 0 | 4,342,112 |
| Federal | 31,143 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 31,143 |
| State | 535 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 535 |
| Project Type Total | | | | | | | | | | | | |
| All Funds | 822,843 | 685,033 | 308,302 | 585,731 | 331,311 | 407,785 | 211,550 | 235,407 | 447,597 | 338,231 | 0 | 4,373,790 |

Department of Environmental Protection - Water Mains, Sources and Treatment



Water Mains, Sources and Treatment

The Ten-Year Capital Strategy provides approximately \$3.5 billion for the protection and upkeep of the City's source water supply and water distribution systems.

| | (in millions) |
|---|------------------|
| • Water Quality Preservation | \$1,512.2 |
| • Trunk and Distribution Main Replacement | 974.0 |
| • Dam Safety Program | 512.0 |
| • Croton Filter Project | 205.9 |
| • Trunk and Distribution Main Extension | 153.3 |
| • Augmentation of Water Supply Systems | 129.5 |
| • Extensions to Accommodate New Development | 28.3 |
| • Miscellaneous Improvements Upstate | 17.0 |
| TOTAL | \$3,532.2 |

Department of Environmental Protection - Water Mains, Sources and Treatment

Water Quality Preservation

The Ten-Year Capital Strategy calls for improvements to the upstate watershed totaling \$1.5 billion, including \$535.0 million for the pressurization of the Catskill Aqueduct. Funding is provided for the continuation of various Filtration Avoidance Determination (FAD) measures in the upstate watershed totaling \$280.1 million, including \$83.2 million for land acquisition.

Trunk and Distribution Main Replacement

The Ten-Year Capital Strategy includes the replacement of distribution and trunk mains at a total cost of \$974.0 million. Funding in the amount of \$164.0 million is included for emergency contracts for water mains.

Dam Safety Program

The Ten-Year Capital Strategy includes \$512.0 million for initiation of design and reconstruction of the dams in the Croton, Catskill, and Delaware watersheds. The work associated with the reconstruction of the Gilboa Dam and Intake/Outlet Chamber is the largest project in this category, with a budget of \$138.1 million.

Croton Filter Project

The Ten-Year Capital Strategy includes \$205.9 million to complete a filtration plant for the Croton water supply, expected to be operational in December 2013.

Trunk and Distribution Main Extension

The Ten-Year Capital Strategy includes the extension of distribution and trunk mains at a total cost of \$153.3 million.

Augmentation of Water Supply Systems

The Ten-Year Capital Strategy provides \$129.5 million to increase capacity of the existing system.

Extensions to Accommodate New Development

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

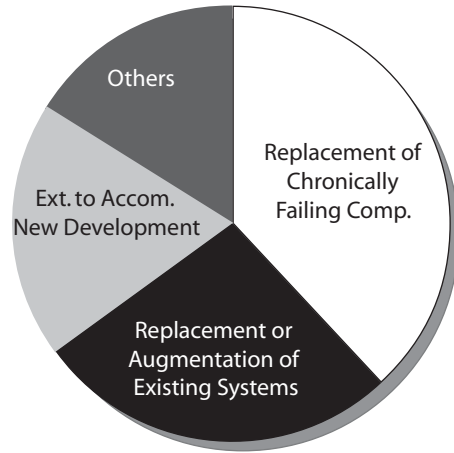
Miscellaneous Improvements Upstate

The Ten-Year Capital Strategy provides \$17.0 million for upstate repair, replacement and improvement of Delaware County roads.

Department of Environmental Protection - Water Mains, Sources and Treatment

| Project Type: WM | (\$ in 000's) | | | | | | | | | | |
|--|---------------|---------|---------|---------|---------|---------|---------|--------|---------|---------|-----------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| Augmentation of Water Supply Systems | | | | | | | | | | | |
| City | 19,794 | 27,938 | 13,734 | 26,251 | 39,882 | 1,947 | 0 | 0 | 0 | 0 | 129,546 |
| Croton Filter Project | | | | | | | | | | | |
| City | 105,948 | 20,000 | 60,000 | 0 | 10,000 | 0 | 0 | 0 | 10,000 | 0 | 205,948 |
| Dam Safety Program | | | | | | | | | | | |
| City | 79,083 | 106,274 | 15,429 | 59,200 | 202,000 | 10,000 | 0 | 13,000 | 13,500 | 13,500 | 511,986 |
| Extensions | | | | | | | | | | | |
| City | 26,960 | 570 | 0 | 740 | 0 | 0 | 0 | 0 | 0 | 0 | 28,270 |
| Miscellaneous Improvements Upstate | | | | | | | | | | | |
| City | 1,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 0 | 17,000 |
| Trunk and Distribution Main Extension | | | | | | | | | | | |
| City | 101,589 | 2,816 | 22,780 | 0 | 0 | 3,000 | 0 | 17,090 | 4,978 | 1,000 | 153,253 |
| Trunk and Distribution Main Replacement | | | | | | | | | | | |
| City | 198,994 | 131,113 | 191,260 | 67,351 | 67,449 | 67,210 | 46,621 | 45,116 | 102,912 | 55,500 | 973,526 |
| Private | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500 |
| Water Quality Preservation | | | | | | | | | | | |
| City | 298,332 | 70,624 | 200,879 | 86,663 | 76,175 | 122,882 | 488,800 | 22,500 | 26,000 | 119,298 | 1,512,153 |
| Project Type Total by Source of Funds | | | | | | | | | | | |
| City | 831,700 | 361,335 | 506,082 | 242,205 | 397,506 | 207,039 | 537,421 | 99,706 | 159,390 | 189,298 | 3,531,682 |
| Private | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500 |
| Project Type Total | | | | | | | | | | | |
| All Funds | 832,200 | 361,335 | 506,082 | 242,205 | 397,506 | 207,039 | 537,421 | 99,706 | 159,390 | 189,298 | 3,532,182 |

Department of Environmental Protection - Sewers



Sewers

The Ten-Year Capital Strategy provides \$2.2 billion to replace existing sewers in areas requiring increased capacity, to extend sewers to unserved or underserved areas, and to replace failing, flawed, or collapsed sewer mains.

| | (in millions) |
|---|------------------|
| • Replacement of Chronically Failing Components | \$833.7 |
| • Replacement or Augmentation of Existing Systems | 584.2 |
| • Extensions to Accommodate New Development | 411.9 |
| • Programmatic Replacement and Reconstruction | 289.5 |
| • Programmatic Response to Regulatory Mandates | 54.7 |
| • Trunk and Distribution Main Replacement | 5.7 |
| TOTAL | \$2,179.7 |

Replacement of Chronically Failing Components

The Ten-Year Capital Strategy provides \$833.7 million for the replacement of malfunctioning or collapsed cement pipe combined sewers, including \$583.3 million to fund emergency sewer work across the City.

Replacement or Augmentation of Existing Systems

The Ten-Year Capital Strategy provides \$584.2 million to increase capacity of the existing system. This includes \$231.6 million for citywide Bluebelt land acquisition and construction and \$69.5 million for parallel sewers to reduce combined sewer overflow (CSO) discharge to Pugsley Creek.

Extensions to Accommodate New Development

The Ten-Year Capital Strategy provides \$411.9 million in this category to continue the program to construct additional segments or extensions of sewers into underserved areas, primarily in Queens and Staten Island. Priority is given to areas that are presently served only by septic systems and sanitary drains, and to areas that are experiencing flooding problems because no storm sewers exist.

Programmatic Replacement and Reconstruction

The Ten-Year Capital Strategy includes \$289.5 million for storm sewers for the alleviation of flooding.

Programmatic Response to Regulatory Mandates

The Ten-Year Capital Strategy includes \$54.7 million for High Level Storm Sewers in Brooklyn, to limit CSO events and alleviate street flooding.

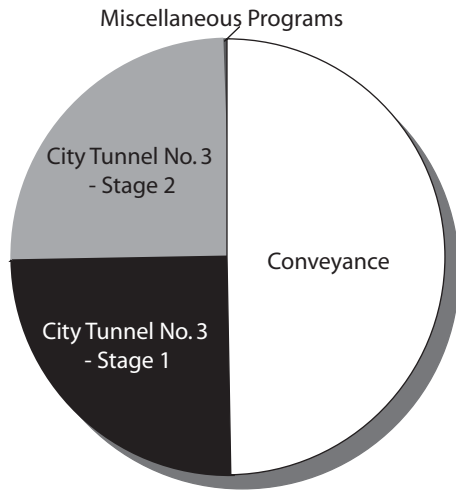
Trunk and Distribution Main Replacement

The Ten-Year Capital Strategy includes \$5.7 million for the replacement and reconstruction of sewers throughout the City.

Department of Environmental Protection - Sewers

| Project Type: SE | (\$ in 000's) | | | | | | | | | | | |
|--|---------------|---------|---------|---------|--------|---------|--------|---------|---------|--------|-----------|--|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total | |
| Replacement or Augmentation of Existing Systems | | | | | | | | | | | | |
| City | 134,624 | 132,382 | 125,432 | 80,536 | 7,000 | 33,311 | 1,924 | 18,538 | 50,498 | 0 | 584,245 | |
| Extensions to Accommodate New Development | | | | | | | | | | | | |
| City | 152,143 | 6,901 | 74,285 | 10,112 | 12,499 | 22,769 | 7,500 | 3,731 | 98,950 | 23,000 | 411,890 | |
| Programmatic Response to Regulatory Mandates | | | | | | | | | | | | |
| City | 0 | 54,692 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 54,692 | |
| Programmatic Replacement and Reconstruction | | | | | | | | | | | | |
| City | 38,438 | 3,397 | 17,965 | 59,856 | 0 | 104,274 | 0 | 65,589 | 0 | 0 | 289,519 | |
| Replacement of Chronically Failing Components | | | | | | | | | | | | |
| City | 109,275 | 109,106 | 98,346 | 82,910 | 65,694 | 73,126 | 63,042 | 74,137 | 97,776 | 58,700 | 832,112 | |
| Federal | 1,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,500 | |
| Private | 68 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 68 | |
| Trunk and Distribution Main Replacement | | | | | | | | | | | | |
| City | 3,963 | 0 | 1,700 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,663 | |
| Project Type Total by Source of Funds | | | | | | | | | | | | |
| City | 438,443 | 306,478 | 317,728 | 233,414 | 85,193 | 233,480 | 72,466 | 161,995 | 247,224 | 81,700 | 2,178,121 | |
| Federal | 1,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,500 | |
| Private | 68 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 68 | |
| Project Type Total | | | | | | | | | | | | |
| All Funds | 440,011 | 306,478 | 317,728 | 233,414 | 85,193 | 233,480 | 72,466 | 161,995 | 247,224 | 81,700 | 2,179,689 | |

Department of Environmental Protection - Water Supply



Water Supply

The Ten-Year Capital Strategy provides \$1.6 billion for the construction of a Bypass Tunnel and ancillary work along the Rondout-West Branch Tunnel of the Delaware Aqueduct, along with the development of alternate water sources, conveyance and the completion of work on Stages 1 and 2 of City Water Tunnel No. 3.

| | (in millions) |
|-------------------------------|------------------|
| • Conveyance | \$819.4 |
| • City Tunnel No. 3 - Stage 1 | 412.5 |
| • City Tunnel No. 3 - Stage 2 | 407.9 |
| • Miscellaneous Programs | 8.0 |
| TOTAL | \$1,647.8 |

Conveyance

The Ten-Year Capital Strategy provides \$819.4 million for water conveyance. Of this total, \$560.0 million will be allocated towards the construction of a Bypass Tunnel along the Rondout-West Branch Tunnel of the Delaware Aqueduct and \$259.4 million will fund supplemental water supply projects necessary during the dewatering and shutdown of the Rondout-West Branch Tunnel. This program will research and develop alternate water sources and delivery systems to provide more dependability within the water system. The alternate water sources could be used during the dewatering and shutdown of the Rondout-West Branch Tunnel, drought situations, repairs and inspections of existing aqueducts and tunnels and to augment the City's daily water supply.

City Tunnel No. 3 - Stage 1

The Ten-Year Capital Strategy provides \$412.5 million to complete the construction of Stage 1, which includes \$392.0 million for the modification of chambers at the Hillview Reservoir.

City Tunnel No. 3 - Stage 2

The Ten-Year Capital Strategy provides \$407.9 million to complete the construction of Stage 2.

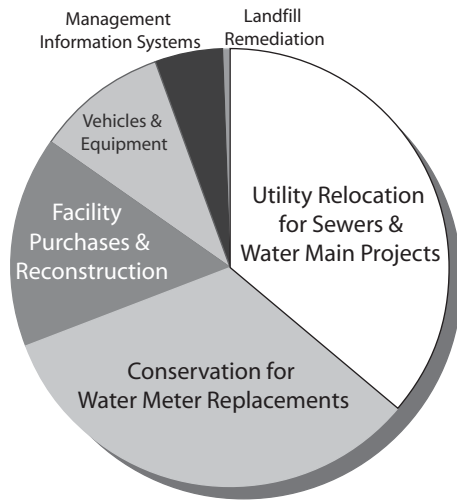
Miscellaneous Programs

The Ten-Year Capital Strategy provides \$8.0 million for miscellaneous work related to City Tunnel No. 3.

Department of Environmental Protection - Water Supply

| Project Type: W | | (\$ in 000's) | | | | | | | | | | |
|--|-----------|---------------|---------|--------|--------|--------|---------|---------|---------|-------|------|-----------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| <i>Conveyance</i> | | | | | | | | | | | | |
| | City | 9,100 | 766,550 | 43,700 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 819,350 |
| <i>Miscellaneous Programs</i> | | | | | | | | | | | | |
| | City | 2,000 | 2,000 | 4,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8,000 |
| <i>City Tunnel No. 3, Stage 1</i> | | | | | | | | | | | | |
| | City | 13,000 | 8,000 | 30,000 | 4,000 | 95,000 | 96,000 | 150,000 | 16,500 | 0 | 0 | 412,500 |
| <i>City Tunnel No. 3, Stage 2</i> | | | | | | | | | | | | |
| | City | 26,543 | 7,359 | 2,800 | 15,467 | 475 | 8,282 | 30,000 | 315,000 | 2,000 | 0 | 407,926 |
| <i>Project Type Total by Source of Funds</i> | | | | | | | | | | | | |
| | City | 50,643 | 783,909 | 80,500 | 19,467 | 95,475 | 104,282 | 180,000 | 331,500 | 2,000 | 0 | 1,647,776 |
| <i>Project Type Total</i> | | | | | | | | | | | | |
| | All Funds | 50,643 | 783,909 | 80,500 | 19,467 | 95,475 | 104,282 | 180,000 | 331,500 | 2,000 | 0 | 1,647,776 |

Department of Environmental Protection - Equipment



Equipment & Miscellaneous Programs

A total of approximately \$677.0 million is allocated for the following programs: new water conservation measures, water meter installation and automatic meter reading systems, landfill remediation, facility purchases and reconstruction, payments for gas utility line relocation, and for equipment purchases, including laboratory instruments, vehicles, and computers.

| | (in millions) |
|--|----------------|
| • Utility Relocation for Sewer and Water Main Projects | \$246.0 |
| • Conservation for Water Meter Replacements | 224.1 |
| • Facility Purchases and Reconstruction | 104.1 |
| • Vehicles and Equipment | 66.4 |
| • Management Information Systems | 32.9 |
| • Landfill Remediation | 3.5 |
| TOTAL | \$677.0 |

Utility Relocation for Sewer and Water Main Projects

The Ten-Year Capital Strategy provides \$246.0 million for the City's cost sharing agreement with various gas utilities. The City is required to pay 51% of gas utility relocation work that is impacted by water and sewer construction projects.

Conservation for Water Meter Replacements

The Ten-Year Capital Strategy provides \$224.1 million for the implementation of new water conservation measures to reduce consumption of water through the installation and replacement of water meters in residential and commercial properties.

Facility Purchases and Reconstruction

The Ten-Year Capital Strategy provides \$104.1 million for the reconstruction and rehabilitation of various water and sewer field operations facilities and DEP administrative offices.

Vehicles and Equipment

The Ten-Year Capital Strategy provides \$66.4 million for the systematic replacement of vehicles and equipment used for water and sewer field operations, plant maintenance, upstate maintenance, and customer service operations.

Management Information Systems

The Ten-Year Capital Strategy provides \$32.9 million for agency wide improvements in DEP's management information systems, as well as equipment improvements corresponding with various facility upgrades.

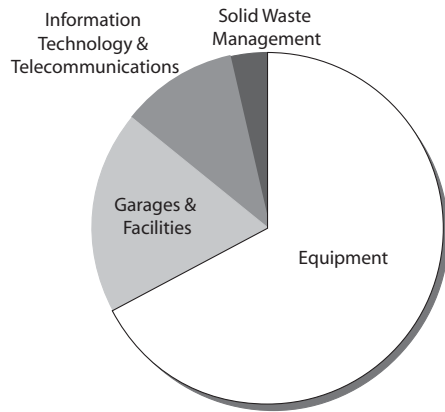
Landfill Remediation

The Ten-Year Capital Strategy provides \$3.5 million for the reconstruction of landfills due to Hurricane Sandy.

Department of Environmental Protection - Equipment

| Project Type: EP | (\$ in 000's) | | | | | | | | | | |
|--|---------------|-----------|-----------|-----------|---------|---------|-----------|---------|---------|---------|------------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| Conservation for Water Meter Replacements | | | | | | | | | | | |
| City | 39,362 | 31,242 | 58,173 | 20,988 | 31,230 | 8,500 | 0 | 0 | 14,648 | 20,000 | 224,143 |
| Management Information Systems | | | | | | | | | | | |
| City | 5,356 | 5,988 | 4,125 | 1,679 | 425 | 125 | 125 | 7,912 | 0 | 7,125 | 32,860 |
| Landfill Remediation | | | | | | | | | | | |
| City | 875 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 875 |
| Federal | 2,625 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,625 |
| Facility Purchases and Reconstruction | | | | | | | | | | | |
| City | 34,594 | 0 | 38,412 | 4,066 | 13,000 | 0 | 9,000 | 0 | 5,000 | 0 | 104,072 |
| Utility Relocation for SE and WM Projects | | | | | | | | | | | |
| City | 27,326 | 20,000 | 30,000 | 25,000 | 20,000 | 30,000 | 20,000 | 28,662 | 25,000 | 20,000 | 245,988 |
| Vehicles and Equipment | | | | | | | | | | | |
| City | 20,942 | 0 | 10,605 | 4,000 | 10,000 | 0 | 3,000 | 10,000 | 7,885 | 0 | 66,432 |
| Project Type Total by Source of Funds | | | | | | | | | | | |
| City | 128,455 | 57,230 | 141,315 | 55,733 | 74,655 | 38,625 | 32,125 | 46,574 | 52,533 | 47,125 | 674,370 |
| Federal | 2,625 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,625 |
| Project Type Total | | | | | | | | | | | |
| All Funds | 131,080 | 57,230 | 141,315 | 55,733 | 74,655 | 38,625 | 32,125 | 46,574 | 52,533 | 47,125 | 676,995 |
| Environmental Protection Total | | | | | | | | | | | |
| 2014 | | | | | | | | | | | |
| 2015 | | | | | | | | | | | |
| 2016 | | | | | | | | | | | |
| 2017 | | | | | | | | | | | |
| 2018 | | | | | | | | | | | |
| 2019 | | | | | | | | | | | |
| 2020 | | | | | | | | | | | |
| 2021 | | | | | | | | | | | |
| 2022 | | | | | | | | | | | |
| 2023 | | | | | | | | | | | |
| Total | | | | | | | | | | | |
| Total by Source of Funds | | | | | | | | | | | |
| City | 2,240,406 | 2,193,985 | 1,353,927 | 1,136,550 | 984,140 | 991,211 | 1,033,562 | 875,182 | 908,744 | 656,354 | 12,374,061 |
| Federal | 35,268 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 35,268 |
| State | 535 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 535 |
| Private | 568 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 568 |
| All Funds | 2,276,777 | 2,193,985 | 1,353,927 | 1,136,550 | 984,140 | 991,211 | 1,033,562 | 875,182 | 908,744 | 656,354 | 12,410,432 |

Department of Sanitation



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

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

Capital Program Goals

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

Ten-Year Capital Strategy

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

| | (in millions) |
|---|------------------|
| • Equipment | \$ 1,053.4 |
| • Garages and Facilities | 292.4 |
| • Solid Waste Management | 162.9 |
| • Information Technology & Telecommunications | 55.0 |
| TOTAL | \$1,563.7 |

Department of Sanitation

Equipment

The Ten-Year Capital Strategy provides \$1.1 billion for equipment acquisition. To perform its day-to-day and emergency operations effectively, the Department must maintain an adequate and reliable fleet of vehicles.

Garages and Facilities

The Ten-Year Capital Strategy provides \$292.4 million for the construction and reconstruction of garages. The Strategy also includes funding for site acquisition, the rehabilitation of existing facilities to address safety issues, as well as funding for the construction of salt sheds and tent structures to cover exposed salt.

Solid Waste Management

The Ten-Year Capital Strategy provides \$162.9 million for Solid Waste Management for construction of marine transfer stations.

Information Technology and Telecommunications

The Ten-Year Capital Strategy provides \$55.0 million for information technology and telecommunications projects. DSNY's information technology and telecommunications infrastructure is vital to the Department's support and management functions.

Department of Sanitation

| Project Type: S | | (\$ in 000's) | | | | | | | | | | |
|--|-----------|---------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| Garages and Facilities | | | | | | | | | | | | |
| | City | 248,543 | 7,371 | 3,510 | 3,059 | 2,000 | 1,000 | 5,000 | 5,000 | 7,873 | 8,271 | 291,627 |
| | Federal | 761 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 761 |
| Equipment | | | | | | | | | | | | |
| | City | 87,701 | 124,888 | 100,000 | 100,000 | 100,000 | 100,000 | 108,332 | 110,523 | 110,000 | 112,000 | 1,053,444 |
| Information Technology and Communications | | | | | | | | | | | | |
| | City | 37,090 | 708 | 1,000 | 1,000 | 6,000 | 1,000 | 2,000 | 2,000 | 2,000 | 2,000 | 54,798 |
| | Federal | 165 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 165 |
| Solid Waste Management | | | | | | | | | | | | |
| | City | 161,957 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 161,957 |
| | Federal | 900 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 900 |
| Project Type Total by Source of Funds | | | | | | | | | | | | |
| | City | 535,291 | 132,967 | 104,510 | 104,059 | 108,000 | 102,000 | 115,332 | 117,523 | 119,873 | 122,271 | 1,561,826 |
| | Federal | 1,826 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,826 |
| Project Type Total | | | | | | | | | | | | |
| | All Funds | 537,117 | 132,967 | 104,510 | 104,059 | 108,000 | 102,000 | 115,332 | 117,523 | 119,873 | 122,271 | 1,563,652 |

Department of Correction

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

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

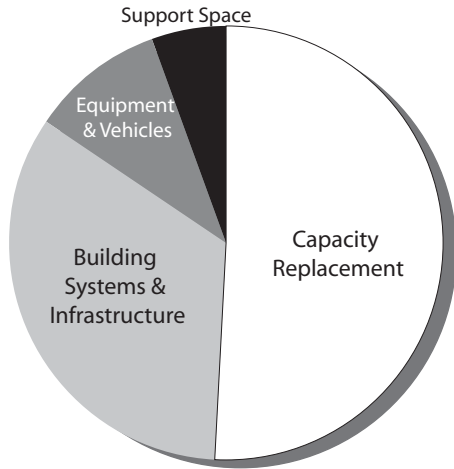
Capital Program Goals

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

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$1.1 billion to replace and renovate buildings and support space as well as to upgrade equipment, vehicles, and necessary systems.

Department of Correction



| | (in millions) |
|---------------------------------------|------------------|
| • Capacity Replacement | \$546.8 |
| • Building Systems and Infrastructure | 362.3 |
| • Equipment and Vehicles | 106.7 |
| • Support Space | 57.6 |
| TOTAL | \$1,073.4 |

Capacity Replacement

The Ten-Year Capital Strategy provides \$546.8 million for the Department's Capacity Replacement Plan, which, through new construction and reconfiguration of its existing housing stock, ensures sufficient bed capacity for seasonal surges, routine maintenance, and special inmate populations. The Ten-Year Capital Strategy includes funding for the design and construction of a new 1,500 bed jail on Rikers Island, for which design began in 2012. The new facility replaces capacity that will be lost as facilities exceed their useful lives and are taken offline.

Building Systems and Infrastructure

The Ten-Year Capital Strategy provides \$362.3 million for the refurbishment and replacement of vital building infrastructure, including \$12.3 million for roofs; \$15.3 million for showers; \$11.5 million for windows; \$33.8 million for facades; \$17.8 million for heating, air conditioning, and ventilation; and \$181.7 million for other reconstruction. It also provides \$55.8 million for the upgrade of fire/life safety systems; and mechanical and permanent electrical power upgrades throughout the jail system, as well as \$34.1 million for Hurricane Sandy recovery projects.

Equipment

The Ten-Year Capital Strategy provides \$106.7 million for equipment replacement, including \$32.1 million for vehicle replacement; \$22.5 million for information technology; and \$10.6 million for security systems.

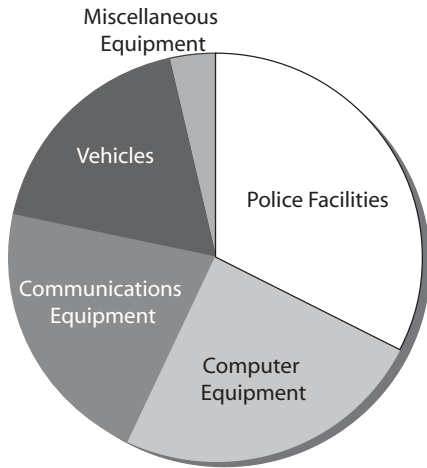
Support Space

The Ten-Year Capital Strategy provides \$57.6 million to improve and construct support facilities and perimeter fencing. This allocation includes \$31.3 million for Hurricane Sandy recovery projects.

Department of Correction

| Project Type: C | | (\$ in 000's) | | | | | | | | | | |
|--|-----------|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| Support Space | | | | | | | | | | | | |
| | City | 19,616 | 1,000 | 1,500 | 4,500 | 2,000 | 2,000 | 3,000 | 500 | 0 | 0 | 34,116 |
| | Federal | 23,476 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 23,476 |
| Equipment | | | | | | | | | | | | |
| | City | 15,775 | 17,289 | 8,138 | 8,398 | 4,867 | 14,882 | 7,422 | 11,700 | 9,100 | 9,100 | 106,671 |
| Capacity Replacement | | | | | | | | | | | | |
| | City | 516,217 | 0 | 30,600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 546,817 |
| Building Systems and Infrastructure | | | | | | | | | | | | |
| | City | 91,184 | 17,984 | 3,750 | 36,215 | 28,715 | 18,822 | 12,250 | 39,500 | 43,634 | 44,689 | 336,743 |
| | Federal | 25,579 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 25,579 |
| Project Type Total by Source of Funds | | | | | | | | | | | | |
| | City | 642,792 | 36,273 | 43,988 | 49,113 | 35,582 | 35,704 | 22,672 | 51,700 | 52,734 | 53,789 | 1,024,347 |
| | Federal | 49,055 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 49,055 |
| Project Type Total | | | | | | | | | | | | |
| | All Funds | 691,847 | 36,273 | 43,988 | 49,113 | 35,582 | 35,704 | 22,672 | 51,700 | 52,734 | 53,789 | 1,073,402 |

Police Department



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

The Police Department occupies over 200 facilities including precincts, transit districts, public service areas, highway units, anti-crime units, mounted troops, aviation unit, administrative buildings, training and storage facilities.

Capital Program Goals

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

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$743.9 million to renovate buildings and upgrade equipment and necessary systems. The five categories in this Strategy focus on the replacement and upgrade of existing facilities and equipment:

| | (in millions) |
|----------------------------|----------------|
| • Police Facilities | \$242.0 |
| • Computer Equipment | 183.4 |
| • Communications Equipment | 158.5 |
| • Vehicles | 133.6 |
| • Miscellaneous Equipment | 26.4 |
| TOTAL | \$743.9 |

Police Department

Police Facilities

The Ten-Year Capital Strategy includes \$44.0 million for construction of the World Trade Center Security Plan, \$43.8 million for the relocation of various Department facilities, and \$154.2 million for the rehabilitation of police facilities, Citywide.

Communications Equipment

The Department will focus on maintaining lifecycle replacements for all communications equipment to ensure that members of the Department can communicate with each other as well as other first responders efficiently and effectively. Equipment in this category includes \$83.9 million for portable and mobile radios, \$52.5 million for radio system infrastructure equipment, and \$22.1 million for other communications equipment.

Computer Equipment

The Department will replace and upgrade computer equipment, including \$41.8 million to enhance its local and wide area networks, \$29.7 million for the Real Time Crime Center and data warehouse, \$15.4 million for the arrest processing system, \$12.9 million for parking ticket devices, \$9.1 million for the Property Evidence Tracking System, and \$74.5 million for other computer equipment.

Vehicles

The Department will replace operational and support vehicles, including \$33.2 million for helicopters, \$16.7 million for marine launches, and \$83.7 million for other vehicles.

Equipment

The Ten-Year Capital Strategy also provides \$26.4 million for a diverse range of support equipment such as diesel marine engines, forensic imaging equipment, and other equipment essential to preserving public safety.

Police Department

| Project Type: PO | | (\$ in 000's) | | | | | | | | | | |
|--|-----------|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| Communications Equipment | | | | | | | | | | | | |
| | City | 44,282 | 15,105 | 15,250 | 15,137 | 16,518 | 15,798 | 9,900 | 6,500 | 10,000 | 10,000 | 158,490 |
| Computer Equipment | | | | | | | | | | | | |
| | City | 75,027 | 29,661 | 10,336 | 9,750 | 12,023 | 15,702 | 4,272 | 4,500 | 10,290 | 11,354 | 182,915 |
| | Federal | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500 |
| Miscellaneous Equipment | | | | | | | | | | | | |
| | City | 7,988 | 1,779 | 2,651 | 1,107 | 2,469 | 2,246 | 3,641 | 3,564 | 427 | 481 | 26,353 |
| Police Facilities | | | | | | | | | | | | |
| | City | 110,675 | 14,500 | 14,500 | 14,500 | 14,500 | 14,500 | 13,718 | 14,500 | 13,000 | 13,000 | 237,393 |
| | Federal | 4,642 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,642 |
| Vehicles | | | | | | | | | | | | |
| | City | 27,966 | 8,000 | 4,291 | 11,241 | 23,314 | 4,506 | 25,473 | 6,426 | 9,277 | 13,099 | 133,593 |
| Project Type Total by Source of Funds | | | | | | | | | | | | |
| | City | 265,938 | 69,045 | 47,028 | 51,735 | 68,824 | 52,752 | 57,004 | 35,490 | 42,994 | 47,934 | 738,744 |
| | Federal | 5,142 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,142 |
| Project Type Total | | | | | | | | | | | | |
| | All Funds | 271,080 | 69,045 | 47,028 | 51,735 | 68,824 | 52,752 | 57,004 | 35,490 | 42,994 | 47,934 | 743,886 |

Courts

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

Capital Program Goals

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

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$439.3 million to renovate and upgrade court facilities in all five boroughs.

| | |
|---|----------------|
| | (in millions) |
| • Reconstruction/Renovation of Court Facilities | \$439.3 |
| TOTAL | \$439.3 |

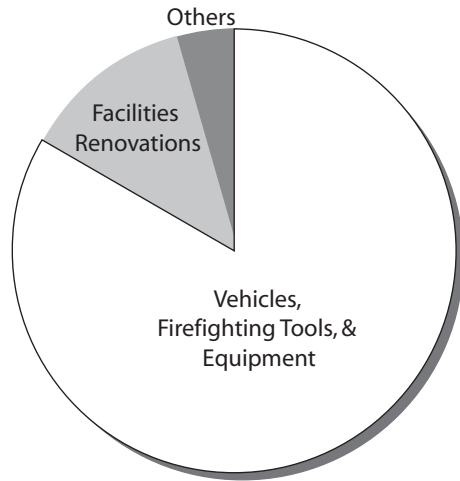
Reconstruction/Renovation of Court Facilities

The Ten-Year Capital Strategy provides \$439.3 million for citywide renovation and improvements to court facilities. This includes \$348.1 million for infrastructure, life safety and local law compliance work; \$28.4 million for heating improvements; \$12.4 million for boiler system improvements; \$10.4 million for interior renovation; \$9.2 million for elevator upgrades; \$8.2 million for sidewalk reconstruction; \$6.1 million for American with Disabilities Act compliance; \$5.7 million for electrical upgrades; \$4.7 million for roof reconstruction; \$4.4 million for exterior renovation and \$1.7 million for equipment replacement.

Courts

| Project Type: CO | | <i>(\$ in 000's)</i> | | | | | | | | | | |
|--|--|----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| | | <i>2014</i> | <i>2015</i> | <i>2016</i> | <i>2017</i> | <i>2018</i> | <i>2019</i> | <i>2020</i> | <i>2021</i> | <i>2022</i> | <i>2023</i> | <i>Total</i> |
| <i>Improvement and Expansion of Court Facilities</i> | | | | | | | | | | | | |
| City | | 2,601 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,601 |
| <i>Reconstruction/Renovation of Court Facilities</i> | | | | | | | | | | | | |
| City | | 52,603 | 40,622 | 71,709 | 35,345 | 35,516 | 35,612 | 35,709 | 35,808 | 36,524 | 57,255 | 436,703 |
| <i>Project Type Total by Source of Funds</i> | | | | | | | | | | | | |
| City | | 55,204 | 40,622 | 71,709 | 35,345 | 35,516 | 35,612 | 35,709 | 35,808 | 36,524 | 57,255 | 439,304 |
| <i>Project Type Total</i> | | | | | | | | | | | | |
| All Funds | | 55,204 | 40,622 | 71,709 | 35,345 | 35,516 | 35,612 | 35,709 | 35,808 | 36,524 | 57,255 | 439,304 |

Fire Department



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

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

Capital Program Goals

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

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$556.1 million for the acquisition of emergency vehicles and firefighting equipment, the rehabilitation of existing facilities, and communication and computer systems to maintain fire-fighting capability and to provide emergency medical assistance.

| | (in millions) |
|---|----------------|
| • Vehicles, Firefighting Tools, and Equipment | \$463.5 |
| • Facilities Renovation | 69.3 |
| • Electronics and Data Processing | 15.7 |
| • Communications | 7.6 |
| TOTAL | \$556.1 |

Fire Department

Vehicles, Firefighting Tools, and Equipment

The Department is mandated to procure front-line vehicles on a predetermined replacement cycle, typically 11 years. The Ten-Year Capital Strategy provides \$463.5 million for both mandated and support vehicle replacement and necessary fire-fighting tools and equipment.

Facilities Renovation

The average age of the Fire Department's 218 firehouses is 80 years, with 43 percent over 90 years old. Many of the houses were built in the 19th Century and are in need of renovations. The Ten-Year Capital Strategy includes \$56.9 million to replace building components within individual firehouses, consisting of apparatus floors, apparatus doors, HVAC, roof replacement/waterproofing, boilers, kitchens, windows and toilets, as well as \$12.4 million for EMS station construction.

Communications

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

Electronic Data Processing

The Ten-Year Capital Strategy provides \$14.3 million to replace the Alarm Teleprinter System (ATS) and \$1.4 million for the replacement/upgrade of equipment that has reached the end of useful life.

Fire Department

| Project Type: F | | (\$ in 000's) | | | | | | | | | | |
|---|--|---------------|--------|--------|--------|--------|--------|--------|--------|--------|---------|---------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| Communications | | | | | | | | | | | | |
| City | | 4,234 | 285 | 325 | 335 | 280 | 700 | 713 | 727 | 0 | 0 | 7,599 |
| Electronics and Data Processing | | | | | | | | | | | | |
| City | | 5,270 | 5,060 | 5,060 | 305 | 0 | 0 | 0 | 0 | 0 | 0 | 15,695 |
| New Facilities and Renovations | | | | | | | | | | | | |
| City | | 55,397 | 5,537 | 4,754 | 3,628 | 0 | 0 | 0 | 0 | 0 | 0 | 69,316 |
| Vehicles, Firefighting Tools and Equipment | | | | | | | | | | | | |
| City | | 12,892 | 31,911 | 34,072 | 12,826 | 60,654 | 45,710 | 38,576 | 81,551 | 44,964 | 100,319 | 463,475 |
| Project Type Total by Source of Funds | | | | | | | | | | | | |
| City | | 77,793 | 42,793 | 44,211 | 17,094 | 60,934 | 46,410 | 39,289 | 82,278 | 44,964 | 100,319 | 556,085 |
| Project Type Total | | | | | | | | | | | | |
| All Funds | | 77,793 | 42,793 | 44,211 | 17,094 | 60,934 | 46,410 | 39,289 | 82,278 | 44,964 | 100,319 | 556,085 |

Department of Education

The New York City public school system, with approximately 1,500 school buildings and support facilities (including transportables and leased facilities), served over one million pupils in the 2012-2013 school year. This vast operation has a complex mandate: to impart basic educational skills and vocational training; to provide pupils with meals, health services and recreation; to provide special educational services to students with physical and mental disabilities; and to function as a focal point in the City's neighborhoods.

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

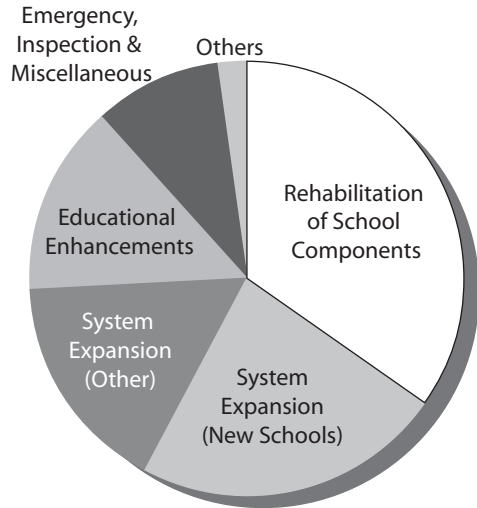
The first year of the Ten-Year Capital Strategy (FY 2014) is also the fifth year of the Department of Education's Five-Year Capital Plan. This plan assumes a continuation of the 50/50 funding split from the prior Five-Year Capital Plan between the City and State.

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

Capital Program Goals

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

Department of Education



Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides the Department with a lump-sum allocation of \$19.7 billion to spend on school-related capital projects. Funding is distributed across seven broad categories of capital work in the following manner:

| | (in millions) |
|---------------------------------------|-------------------|
| • Rehabilitation of School Components | \$6,850.2 |
| • System Expansion (New Schools) | 4,530.3 |
| • System Expansion (Other) | 3,229.0 |
| • Educational Enhancements | 2,775.7 |
| • Emergency, Inspection and Misc. | 1,897.8 |
| • Safety and Security | 360.6 |
| • Major Modernization of Schools | 21.9 |
| TOTAL | \$19,665.5 |

Rehabilitation of School Components

The Ten-Year Capital Strategy provides \$6.9 billion to rehabilitate, replace and upgrade building components. The Department will use funds to maintain roofs and parapets, resurface floors, install new windows, re-develop playgrounds, and remove asbestos and lead paint.

System Expansion

To address the shortage of seating in public schools, the Ten-Year Capital Strategy provides \$7.8 billion for system expansion. Of this amount, \$4.5 billion will support the construction of new school buildings. An additional \$3.2 billion is allocated for the build out of leased space, building additions, trans-portables, modular classrooms, and new athletic fields and playgrounds.

Department of Education

Educational Enhancements

The Department will designate \$2.8 billion to capital improvements associated with recent programmatic needs. The Department will provide computers for teachers and students. Funds will also be used to purchase educational software, upgrade networks, and re-wire schools for enhanced internet access. To further its science education program, the Department will upgrade and replace science labs citywide.

Major Modernizations of Schools

In order to meet high standards for school buildings, it is essential that existing school facilities undergo major modernizations. The Ten-Year Capital Strategy provides \$21.9 million for this purpose. Projects include major replacements of electrical, plumbing and heating systems.

Emergency, Inspection and Misc.

The Ten-Year Capital Strategy provides \$1.9 billion for other miscellaneous capital improvements, including the Mayoral/Council Program, administrative costs, emergency projects, research and development, and prior plan completion costs.

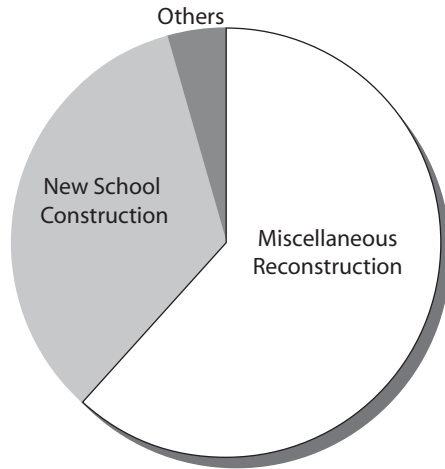
Safety and Security

The Ten-Year Capital Strategy provides \$360.6 million for security systems, emergency lighting and code compliance.

Department of Education

| Project Type: E | (\$ in 000's) | | | | | | | | | | | |
|--|---------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|--|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total | |
| Ancillary Facilities (Administration) | | | | | | | | | | | | |
| City | 8,562 | 3,965 | 334 | 281 | 40 | 6,588 | 4,366 | 331 | 291 | 42 | 24,800 | |
| State | 8,080 | 3,546 | 297 | 250 | 36 | 6,038 | 5,632 | 454 | 291 | 42 | 24,666 | |
| Emergency, Inspection and Miscellaneous | | | | | | | | | | | | |
| City | 145,286 | 78,282 | 105,725 | 69,788 | 72,876 | 75,375 | 86,203 | 104,507 | 72,242 | 76,406 | 886,690 | |
| Federal | 104,898 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 104,898 | |
| State | 92,448 | 70,001 | 93,812 | 62,168 | 65,765 | 69,075 | 111,184 | 143,642 | 72,242 | 76,406 | 856,743 | |
| Educational Enhancements | | | | | | | | | | | | |
| City | 171,455 | 55,302 | 136,745 | 203,813 | 139,790 | 131,925 | 60,899 | 135,169 | 210,980 | 146,560 | 1,392,638 | |
| State | 161,807 | 49,452 | 121,336 | 181,558 | 126,149 | 120,899 | 78,547 | 185,786 | 210,980 | 146,560 | 1,383,074 | |
| Major Modernization of Schools | | | | | | | | | | | | |
| City | 0 | 3,607 | 1,110 | 261 | 56 | 0 | 3,972 | 1,097 | 270 | 59 | 10,432 | |
| State | 0 | 3,225 | 985 | 233 | 50 | 0 | 5,123 | 1,508 | 270 | 59 | 11,453 | |
| Rehabilitation of School Components | | | | | | | | | | | | |
| City | 220,409 | 407,335 | 434,674 | 273,798 | 423,030 | 144,409 | 411,659 | 401,493 | 253,923 | 413,636 | 3,384,366 | |
| State | 199,918 | 362,787 | 388,905 | 247,012 | 384,530 | 132,339 | 530,960 | 551,845 | 253,923 | 413,636 | 3,465,855 | |
| Safety and Security | | | | | | | | | | | | |
| City | 22,136 | 13,166 | 22,472 | 14,758 | 18,299 | 17,032 | 14,499 | 22,213 | 15,278 | 19,185 | 179,038 | |
| State | 20,890 | 11,774 | 19,940 | 13,147 | 16,514 | 15,609 | 18,700 | 30,531 | 15,278 | 19,185 | 181,568 | |
| System Expansion (New Schools) | | | | | | | | | | | | |
| City | 375,892 | 227,685 | 121,790 | 243,493 | 189,988 | 289,228 | 250,723 | 120,386 | 252,056 | 199,189 | 2,270,430 | |
| State | 354,740 | 203,599 | 108,066 | 216,905 | 171,449 | 265,055 | 323,383 | 165,468 | 252,056 | 199,189 | 2,259,910 | |
| System Expansion (Other) | | | | | | | | | | | | |
| City | 389,536 | 101,247 | 99,693 | 144,911 | 113,570 | 299,727 | 111,491 | 98,544 | 150,006 | 119,070 | 1,627,795 | |
| State | 367,617 | 90,536 | 88,459 | 129,087 | 102,487 | 274,676 | 143,801 | 135,446 | 150,006 | 119,070 | 1,601,185 | |
| Project Type Total by Source of Funds | | | | | | | | | | | | |
| City | 1,333,276 | 890,589 | 922,543 | 951,103 | 957,649 | 964,284 | 943,812 | 883,740 | 955,046 | 974,147 | 9,776,189 | |
| Federal | 104,898 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 104,898 | |
| State | 1,205,500 | 794,920 | 821,800 | 850,360 | 866,980 | 883,691 | 1,217,330 | 1,214,680 | 955,046 | 974,147 | 9,784,454 | |
| Project Type Total | | | | | | | | | | | | |
| All Funds | 2,643,674 | 1,685,509 | 1,744,343 | 1,801,463 | 1,824,629 | 1,847,975 | 2,161,142 | 2,098,420 | 1,910,092 | 1,948,294 | 19,665,541 | |

City University



New York City’s intellectual resources are unmatched by those of any other city in the country. The City University of New York (CUNY), with a 2013 registration projected at 269,000 degree students, primarily serves City residents; however, it also attracts students from all over the world. Divided into colleges and graduate schools, CUNY facilities are distributed throughout the five boroughs and range in curricula from liberal arts to law and medicine. CUNY maintains 24 institutions in the City and is comprised of eleven senior colleges, seven community colleges, an honors college, a school of public health, a graduate school, a graduate school of journalism, a law school and a school of professional studies.

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

Capital Program Goals

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

Ten-Year Capital Strategy

The Ten-Year Capital Strategy totals \$161.6 million. The City funds its share of the University’s large construction projects through its Ten-Year Capital Strategy. A majority of the work associated with the senior colleges is funded by the State. The community college projects are funded jointly by the City and the State. In some cases the City also independently funds some senior and community college related work. In this Ten-Year Capital Strategy, CUNY emphasizes critical maintenance, including the rehabilitation of electrical, mechanical, heating, ventilation and air-conditioning systems; interiors and exteriors of buildings, roofs and windows; security systems; and access for the disabled. Work is also required for early childhood and day care centers, athletic fields and capital equipment.

| | (in millions) |
|--|----------------|
| • Miscellaneous Reconstruction | \$99.7 |
| • New School Construction | 55.0 |
| • Data Processing and Other Equipment | 4.5 |
| • Energy Conservation | 1.2 |
| • Electrical, Mechanical and HVAC System Upgrading | 1.0 |
| • Federal, State and Local Mandates | 0.2 |
| TOTAL | \$161.6 |

City University

Miscellaneous Reconstruction, and Electrical, Mechanical and HVAC System Upgrading

The Ten-Year Capital Strategy provides \$1.0 million for the replacement or rehabilitation of roofs, windows, elevators, and exterior and interior renovations. Modernization projects include electrical, boiler, heating, ventilation and air conditioning upgrades. Also, most of these projects tend to be considered of critical nature.

New School Construction

The Ten-Year Capital Strategy provides \$55.0 million towards the design and construction of the Hunter College Science and Health Professions Building.

Energy Conservation

The Ten-Year Capital Strategy provides \$1.2 million for the reduction in energy consumption by replacing old devices with new energy efficient ones.

Federal, State and Local Mandates

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

Data Processing and Other Equipment

The Ten-Year Capital Strategy provides \$4.5 million for the purchase of computer, laboratory and other equipment. These projects include upgrading computer and science laboratories and equipping classrooms with distance learning and smart technology capabilities.

City University

| Project Type: HN | | (\$ in 000's) | | | | | | | | | | |
|---|--|---------------|--------|--------|-------|-------|-------|-------|-------|-------|-------|---------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| Data Processing and Other Equipment | | | | | | | | | | | | |
| City | | 4,400 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 81 | 0 | 4,481 |
| Energy Conservation Projects | | | | | | | | | | | | |
| City | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,228 | 0 | 1,228 |
| Federal, State and Local Mandates | | | | | | | | | | | | |
| City | | 0 | 0 | 200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 200 |
| Electrical, Mechanical and HVAC System Upgrading | | | | | | | | | | | | |
| City | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000 | 0 | 1,000 |
| New School Construction | | | | | | | | | | | | |
| City | | 55,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 55,000 |
| Miscellaneous Reconstruction | | | | | | | | | | | | |
| City | | 38,652 | 20,313 | 18,694 | 2,978 | 3,083 | 3,142 | 3,201 | 3,262 | 1,009 | 3,394 | 97,728 |
| Federal | | 1,519 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,519 |
| State | | 55 | 56 | 58 | 60 | 62 | 63 | 64 | 65 | 0 | 0 | 483 |
| Security Systems | | | | | | | | | | | | |
| City | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 0 | 3 |
| Project Type Total by Source of Funds | | | | | | | | | | | | |
| City | | 98,052 | 20,313 | 18,894 | 2,978 | 3,083 | 3,142 | 3,201 | 3,262 | 3,321 | 3,394 | 159,640 |
| Federal | | 1,519 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,519 |
| State | | 55 | 56 | 58 | 60 | 62 | 63 | 64 | 65 | 0 | 0 | 483 |
| Project Type Total | | | | | | | | | | | | |
| All Funds | | 99,626 | 20,369 | 18,952 | 3,038 | 3,145 | 3,205 | 3,265 | 3,327 | 3,321 | 3,394 | 161,642 |

Department of Health and Mental Hygiene

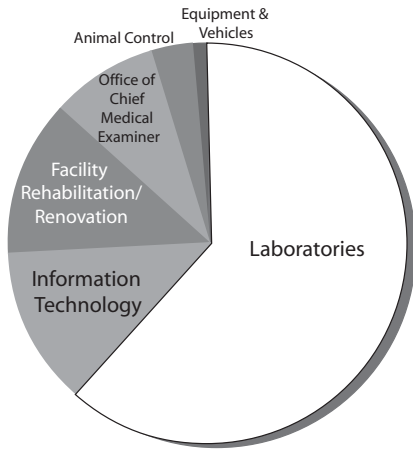
The Department of Health and Mental Hygiene (DOHMH) is an integral component of public safety by preserving core public health infrastructure and protecting New Yorkers from existing and emerging threats, both natural and human-made. DOHMH currently maintains public health facilities in all five boroughs,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

The Department's Ten-Year Capital Strategy includes funds for the Office of the Chief Medical Examiner (OCME). OCME investigates all deaths in New York City occurring from criminal violence, by accident, by suicide, suddenly when in apparent health, or in any unusual or suspicious manner. OCME performs about 5,100 autopsies annually.

Capital Program Goals

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

Department of Health and Mental Hygiene



Ten-Year Capital Strategy

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

| | (in millions) |
|--------------------------------------|----------------|
| • Laboratories | \$168.8 |
| • Information Technology | 35.3 |
| • Facility Rehabilitation/Renovation | 34.5 |
| • Office of Chief Medical Examiner | 23.6 |
| • Animal Control | 9.1 |
| • Equipment and Vehicles | 3.4 |
| TOTAL | \$274.7 |

Public Health Laboratory

The Ten-Year Capital Strategy provides \$168.8 million for the Public Health Lab.

Information Technology

The Ten-Year Capital Strategy provides \$35.3 million to purchase technology to maintain and improve services. This includes \$11.6 million to replace the agency’s vital records system.

Facility Rehabilitation and Renovation

Funding of \$34.5 million is provided for the renovation of various City-owned public health facilities. The Ten-Year Capital Strategy reflects a commitment to assessing, maintaining, and improving conditions throughout the agency’s facilities portfolio.

Office of Chief Medical Examiner

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

Sandy-related Damages

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

Department of Health and Mental Hygiene

| Project Type: HL | | (\$ in 000's) | | | | | | | | | | |
|--|-----------|---------------|--------|--------|-------|-------|-------|-------|-------|-------|-------|---------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| Animal Care | | | | | | | | | | | | |
| | City | 9,119 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 9,119 |
| OCME | | | | | | | | | | | | |
| | City | 10,946 | 1,052 | 1,810 | 1,468 | 1,519 | 1,311 | 1,336 | 1,361 | 1,388 | 1,416 | 23,607 |
| Information Technology | | | | | | | | | | | | |
| | City | 6,637 | 4,740 | 2,165 | 5,342 | 4,660 | 4,065 | 3,798 | 3,530 | 0 | 0 | 34,937 |
| | State | 400 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 400 |
| Equipment and Vehicles | | | | | | | | | | | | |
| | City | 2,716 | 400 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,116 |
| | State | 284 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 284 |
| Laboratories | | | | | | | | | | | | |
| | City | 56,252 | 56,252 | 56,252 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 168,756 |
| Clinic Renovation and Rehabilitation | | | | | | | | | | | | |
| | City | 22,387 | 0 | 250 | 1,179 | 1,037 | 325 | 500 | 500 | 4,111 | 4,193 | 34,482 |
| Project Type Total by Source of Funds | | | | | | | | | | | | |
| | City | 108,057 | 62,444 | 60,477 | 7,989 | 7,216 | 5,701 | 5,634 | 5,391 | 5,499 | 5,609 | 274,017 |
| | State | 684 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 684 |
| Project Type Total | | | | | | | | | | | | |
| | All Funds | 108,741 | 62,444 | 60,477 | 7,989 | 7,216 | 5,701 | 5,634 | 5,391 | 5,499 | 5,609 | 274,701 |

Health and Hospitals Corporation

The Health and Hospitals Corporation (HHC) was established in 1969 as the successor to the former Department of Hospitals to provide greater flexibility in the operation of the municipal hospital system. The Corporation operates eleven acute care hospitals, six Diagnostic and Treatment Centers, four long-term care facilities, a certified home health care agency, and more than 80 community health clinics, throughout the five boroughs. Through its wholly owned subsidiary, MetroPlus, HHC operates a health plan which has approximately 440,000 Medicaid, Medicare, Child Health Plus, Family Health Plus and HIV Special Needs Plan enrollees. Presuming Federal funding, this capital program includes \$410.0 million associated with Sandy storm damage, with an additional \$300.0 million in 2013.

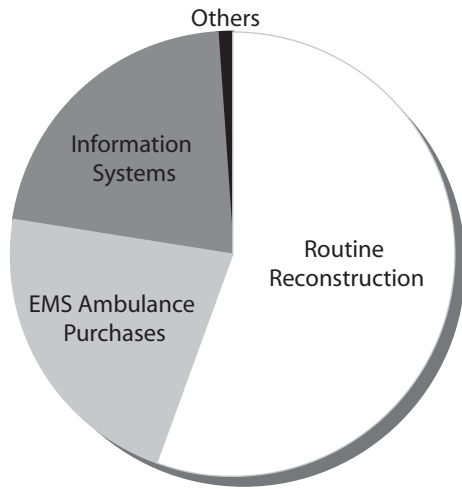
Capital Program Goals

The Health and Hospitals Corporation is continuing to modernize many of its hospitals and facilities across the City with \$894.0 million in the current capital plan. This Ten-Year Capital Strategy includes projects to address the following criteria:

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

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

Health and Hospitals Corporation



Ten-Year Capital Strategy

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

| | (in millions) |
|---------------------------|----------------|
| • Routine Reconstruction | \$497.1 |
| • EMS Ambulance Purchases | 196.4 |
| • Information Systems | 192.1 |
| • Hospital Reconstruction | 4.2 |
| • Major Medical Equipment | 4.2 |
| TOTAL | \$894.0 |

Routine Reconstruction

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

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

Emergency Medical Services Ambulance Purchases

The Ten-Year Capital Strategy provides \$196.4 million for the purchase of FDNY/EMS ambulances.

Information Systems

The Ten-Year Capital Strategy provides \$192.1 million for the replacement of the Electronic Medical Record system.

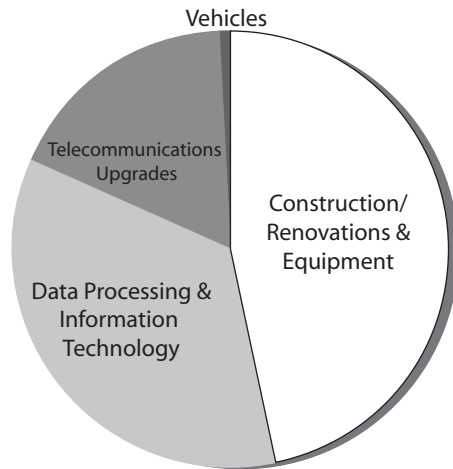
Sandy-related Damages

Presuming Federal funding, this capital program includes \$410.0 million associated with Sandy storm damage, with an additional \$302.0 million in 2013.

Health and Hospitals Corporations

| Project Type: HO | (\$ in 000's) | | | | | | | | | | |
|---|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| Information Systems | | | | | | | | | | | |
| City | 63,895 | 46,843 | 36,871 | 27,466 | 16,987 | 0 | 0 | 0 | 0 | 0 | 192,062 |
| Emergency Medical Services Equipment | | | | | | | | | | | |
| City | 7,731 | 27,871 | 7,929 | 0 | 12,762 | 26,290 | 60,312 | 9,508 | 34,278 | 9,751 | 196,432 |
| Major Medical Equipment | | | | | | | | | | | |
| City | 4,229 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,229 |
| Major or Partial Hospital Reconstruction | | | | | | | | | | | |
| City | 4,197 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,197 |
| Routine Reconstruction | | | | | | | | | | | |
| City | 121,030 | 764 | 10,528 | 7,043 | 4,513 | 8,221 | 9,024 | 9,309 | 9,495 | 9,685 | 189,612 |
| Federal | 307,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 307,500 |
| Project Type Total by Source of Funds | | | | | | | | | | | |
| City | 201,082 | 75,478 | 55,328 | 34,509 | 34,262 | 34,511 | 69,336 | 18,817 | 43,773 | 19,436 | 586,532 |
| Federal | 307,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 307,500 |
| Project Type Total | | | | | | | | | | | |
| All Funds | 508,582 | 75,478 | 55,328 | 34,509 | 34,262 | 34,511 | 69,336 | 18,817 | 43,773 | 19,436 | 894,032 |

Human Resources Administration



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

Capital Program Goals

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

Ten-Year Capital Strategy

The primary focus of the Ten-Year Capital Strategy is to improve employee productivity and the delivery of client services through implementation of the Client Services Re-engineering Project. The Strategy includes renovations and upgrades to HRA offices serving the public and other HRA sites. The Strategy also provides for routine upgrades of computer, printer and server systems, as well as information systems development to meet the needs of the Department’s many programs and services. Significant funding has also been added to consolidate HRA administrative offices from several locations into one location at 4 World Trade Center.

| | (in millions) |
|--|----------------|
| • Construction/Renovations and Equipment | \$121.7 |
| • Data Processing and Information Technology | 90.9 |
| • Telecommunications Upgrades | 46.0 |
| • Vehicles | 1.6 |
| TOTAL | \$260.2 |

Data Processing and Information Technology

The Ten-Year Capital Strategy will continue to emphasize imaging and database management of records, and the maintenance and upgrade of computer equipment and software for greater efficiency in caseload tracking, reporting, and intra- and inter-agency communications. The Ten-Year Capital Strategy provides \$46.0 million, including \$29.5 million in 2014, to begin implementation of the Agency’s Re-engineering initiative, which will redesign business processes to modernize HRA interactions with clients, realize cost efficiencies, and continue to maintain high levels of program integrity through the use of modern technology.

Human Resources Administration

Construction/Renovations and Equipment

The Ten-Year Capital Strategy provides \$121.7 million for improvements to maintain the structural integrity of HRA's 100 facilities, including compliance with building fire and safety standards, necessary improvements for HVAC, masonry, roofing, electrical and plumbing work; and to continue the consolidation of facilities, Citywide. This includes \$80.5 million for the consolidation and relocation of the majority of HRA's administrative offices to 4 World Trade Center, all of it occurring in 2014.

Telecommunications Infrastructure

The Ten-Year Capital Strategy provides \$46.0 million to improve connectivity among agency personnel and contract service providers. This includes updates to various HRA-managed data systems including Voice Over Internet Protocol (VOIP), an extensive network of servers and data storage systems, and routine replacement of workstation equipment. The telecommunications infrastructure to be implemented at 4 World Trade Center totals \$8.8 million, all of it occurring in 2014.

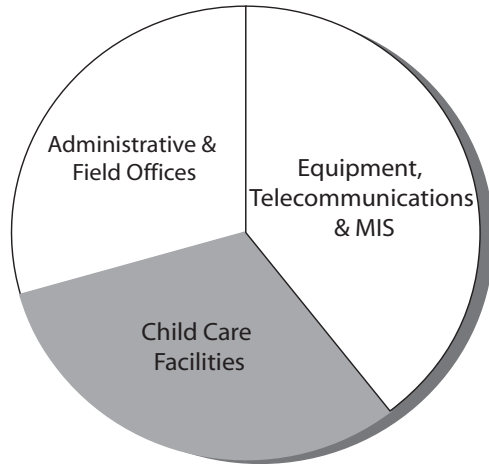
Vehicles

The Ten-Year Capital Strategy provides \$1.6 million to replace vans and trucks utilized in both programmatic support and agency internal operations.

Human Resources Administration

| Project Type: HR | | (\$ in 000's) | | | | | | | | | | |
|--|--|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| Telecommunications Equipment | | | | | | | | | | | | |
| City | | 8,429 | 2,837 | 1,916 | 1,258 | 1,283 | 1,309 | 1,334 | 1,358 | 1,385 | 1,413 | 22,522 |
| Federal | | 5,679 | 1,911 | 1,292 | 848 | 866 | 883 | 901 | 916 | 934 | 953 | 15,183 |
| State | | 3,098 | 1,043 | 706 | 463 | 473 | 482 | 492 | 501 | 511 | 520 | 8,289 |
| Data Processing Equipment | | | | | | | | | | | | |
| City | | 19,524 | 11,782 | 1,762 | 2,602 | 2,657 | 2,707 | 2,759 | 2,811 | 2,867 | 2,924 | 52,395 |
| Federal | | 10,063 | 6,190 | 1,190 | 1,753 | 1,791 | 1,824 | 1,860 | 1,894 | 1,932 | 1,971 | 30,468 |
| State | | 13 | 280 | 650 | 957 | 977 | 995 | 1,015 | 1,034 | 1,054 | 1,075 | 8,050 |
| Equipment | | | | | | | | | | | | |
| City | | 8,669 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8,669 |
| Federal | | 5,839 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,839 |
| State | | 3,185 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,185 |
| Social Services Buildings | | | | | | | | | | | | |
| City | | 76,618 | 0 | 1,957 | 2,424 | 2,564 | 2,612 | 2,662 | 2,713 | 2,768 | 2,823 | 97,141 |
| Federal | | 1,516 | 0 | 280 | 280 | 374 | 382 | 389 | 396 | 405 | 413 | 4,435 |
| State | | 827 | 0 | 153 | 153 | 204 | 208 | 212 | 216 | 221 | 225 | 2,419 |
| Automotive Equipment | | | | | | | | | | | | |
| City | | 0 | 0 | 93 | 93 | 94 | 96 | 98 | 100 | 102 | 104 | 780 |
| Federal | | 0 | 0 | 63 | 63 | 64 | 65 | 66 | 68 | 69 | 71 | 529 |
| State | | 0 | 0 | 35 | 35 | 35 | 36 | 36 | 37 | 38 | 39 | 291 |
| Project Type Total by Source of Funds | | | | | | | | | | | | |
| City | | 113,240 | 14,619 | 5,728 | 6,377 | 6,598 | 6,724 | 6,853 | 6,982 | 7,122 | 7,264 | 181,507 |
| Federal | | 23,097 | 8,101 | 2,825 | 2,944 | 3,095 | 3,154 | 3,216 | 3,274 | 3,340 | 3,408 | 56,454 |
| State | | 7,123 | 1,323 | 1,544 | 1,608 | 1,689 | 1,721 | 1,755 | 1,788 | 1,824 | 1,859 | 22,234 |
| Project Type Total | | | | | | | | | | | | |
| All Funds | | 143,460 | 24,043 | 10,097 | 10,929 | 11,382 | 11,599 | 11,824 | 12,044 | 12,286 | 12,531 | 260,195 |

Administration for Children’s Services



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

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

Capital Program Goals

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

Ten-Year Capital Strategy

The primary focus of the Ten-Year Capital Strategy is to continue to improve the infrastructure of community based field offices and to enhance and better integrate management information systems that track child welfare outcomes. Major projects include case management systems for juvenile justice and child care and an upgrade for in-house network and computer capabilities to strengthen agency-wide communications.

| | (in millions) |
|--|----------------|
| • Equipment, Telecommunications, & MIS | \$45.8 |
| • Child Care Facilities | 36.1 |
| • Administrative & Field Offices | 33.9 |
| TOTAL | \$115.8 |

Equipment, Telecommunications, & MIS

The Ten-Year Capital Strategy provides \$45.8 million for information technology. ACS is developing two case management systems for child care and juvenile justice.

Child Care Facilities

The Ten-Year Capital Strategy provides \$36.1 million for the construction and renovation of daycare centers throughout the City.

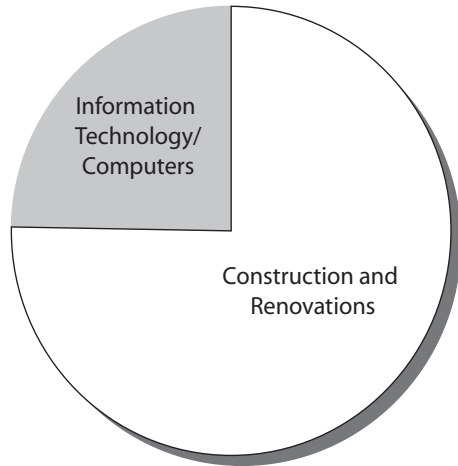
Administrative & Field Offices

The Ten-Year Capital Strategy provides \$33.9 million for furniture purchases in addition to the construction and renovation of central and field offices.

Children's Services

| Project Type: CS | | (\$ in 000's) | | | | | | | | | | |
|--|-----------|---------------|-------|-------|--------|--------|--------|-------|-------|-------|-------|---------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| Child Welfare Facilities | | | | | | | | | | | | |
| | City | 6,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,000 |
| Day Care Facilities | | | | | | | | | | | | |
| | City | 2,566 | 1,035 | 1,035 | 1,035 | 4,000 | 4,000 | 3,109 | 3,229 | 3,294 | 3,360 | 26,663 |
| | Federal | 430 | 321 | 321 | 321 | 0 | 0 | 0 | 0 | 0 | 0 | 1,393 |
| | State | 645 | 482 | 482 | 482 | 0 | 0 | 0 | 0 | 0 | 0 | 2,091 |
| Equipment | | | | | | | | | | | | |
| | City | 15,499 | 2,435 | 2,681 | 4,537 | 2,622 | 2,127 | 0 | 0 | 0 | 0 | 29,901 |
| | Federal | 2,751 | 669 | 831 | 1,362 | 266 | 240 | 0 | 0 | 0 | 0 | 6,119 |
| | State | 4,189 | 1,004 | 1,248 | 2,045 | 666 | 602 | 0 | 0 | 0 | 0 | 9,754 |
| Social Service Buildings | | | | | | | | | | | | |
| | City | 4,398 | 2,686 | 1,193 | 803 | 2,457 | 2,524 | 3,929 | 4,064 | 4,145 | 4,228 | 30,427 |
| | Federal | 496 | 131 | 143 | 54 | 200 | 200 | 0 | 0 | 0 | 0 | 1,224 |
| | State | 746 | 197 | 215 | 82 | 502 | 502 | 0 | 0 | 0 | 0 | 2,244 |
| Project Type Total by Source of Funds | | | | | | | | | | | | |
| | City | 28,463 | 6,156 | 4,909 | 6,375 | 9,079 | 8,651 | 7,038 | 7,293 | 7,439 | 7,588 | 92,991 |
| | Federal | 3,677 | 1,121 | 1,295 | 1,737 | 466 | 440 | 0 | 0 | 0 | 0 | 8,736 |
| | State | 5,580 | 1,683 | 1,945 | 2,609 | 1,168 | 1,104 | 0 | 0 | 0 | 0 | 14,089 |
| Project Type Total | | | | | | | | | | | | |
| | All Funds | 37,720 | 8,960 | 8,149 | 10,721 | 10,713 | 10,195 | 7,038 | 7,293 | 7,439 | 7,588 | 115,816 |

Department For The Aging



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

Capital Program Goals

- Rehabilitation of existing facilities that provide services for senior citizens;
- Targeted improvements to senior centers throughout the City; and
- Information technology upgrades, including the purchase of client tracking software to better evaluate programs and clients.

Ten-Year Capital Strategy

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

| | (in millions) |
|-------------------------------------|---------------|
| • Construction and Renovations | \$16.3 |
| • Information Technology/ Computers | 5.3 |
| TOTAL | \$21.6 |

Construction and Renovations

The Ten-Year Capital Strategy provides \$16.3 million to complete renovations and upgrades for the various senior centers around the City. Funds are also provided to ensure the agency’s fire and safety infrastructure meet standards, and that necessary improvements for HVAC, masonry, roofing, electrical, plumbing are completed.

Information Technology and Computers

The Ten-Year Capital Strategy provides \$5.3 million for the technology needs of the agency as well as technology improvements for the agency’s contractors and service providers.

Department for the Aging

| Project Type: AG | | (\$ in 000's) | | | | | | | | | | |
|---|--|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| <i>Data Processing and Information Technology</i> City | | 2,021 | 0 | 0 | 1,396 | 1,842 | 0 | 0 | 0 | 0 | 0 | 5,259 |
| <i>Department for the Aging Building Reconstruction</i> City | | 5,361 | 2,703 | 1,741 | 384 | 0 | 1,192 | 1,205 | 1,228 | 1,253 | 1,278 | 16,345 |
| <i>Project Type Total by Source of Funds</i> City | | 7,382 | 2,703 | 1,741 | 1,780 | 1,842 | 1,192 | 1,205 | 1,228 | 1,253 | 1,278 | 21,604 |
| <i>Project Type Total</i> All Funds | | 7,382 | 2,703 | 1,741 | 1,780 | 1,842 | 1,192 | 1,205 | 1,228 | 1,253 | 1,278 | 21,604 |

Department of Homeless Services



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

Capital Program Goals

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

Ten-Year Capital Strategy

The Ten-Year Capital Strategy totals \$151.9 million, which includes \$122.2 million for transitional housing for homeless and \$29.7 million for MIS and equipment.

| | (in millions) |
|---|----------------|
| • Transitional Housing for Homeless Individuals | \$67.8 |
| • Transitional Housing for Homeless Families | 54.4 |
| • Social Service Buildings, MIS & Equipment | 29.7 |
| TOTAL | \$151.9 |

Transitional Housing for Homeless Individuals & Families

The major focus of the Ten-Year Capital Strategy is the maintenance and development of transitional housing for homeless families and single adults. The Ten-Year Capital Strategy allocates 80 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 an upgrade of bathroom facilities at the Auburn shelter in Brooklyn. Adult projects include a major renovation at the 30th Street men's intake shelter in Manhattan.

MIS & Equipment

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

Department of Homeless Services

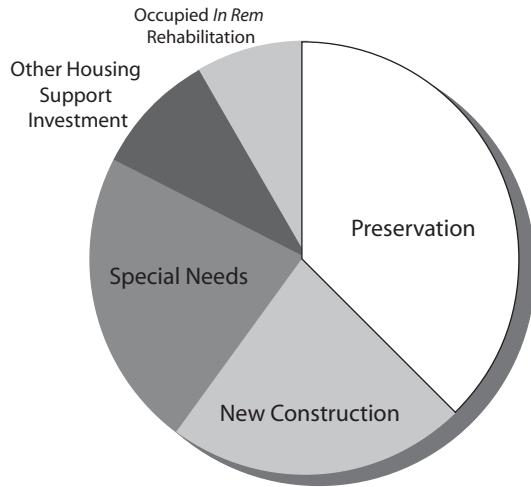
| Project Type: HH | | <i>(\$ in 000's)</i> | | | | | | | | | | |
|--|--|----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| | | <i>2014</i> | <i>2015</i> | <i>2016</i> | <i>2017</i> | <i>2018</i> | <i>2019</i> | <i>2020</i> | <i>2021</i> | <i>2022</i> | <i>2023</i> | <i>Total</i> |
| <i>Shelters for Homeless Individuals</i> | | | | | | | | | | | | |
| City | | 30,500 | 3,868 | 492 | 0 | 3,381 | 5,915 | 5,914 | 5,912 | 5,910 | 5,908 | 67,800 |
| <i>Equipment</i> | | | | | | | | | | | | |
| City | | 9,486 | 1,064 | 264 | 211 | 2,781 | 3,168 | 3,172 | 3,175 | 3,178 | 3,182 | 29,681 |
| <i>Shelters for Homeless Families</i> | | | | | | | | | | | | |
| City | | 11,230 | 10,282 | 0 | 0 | 3,381 | 5,915 | 5,914 | 5,912 | 5,910 | 5,908 | 54,452 |
| <i>Project Type Total by Source of Funds</i> | | | | | | | | | | | | |
| City | | 51,216 | 15,214 | 756 | 211 | 9,543 | 14,998 | 15,000 | 14,999 | 14,998 | 14,998 | 151,933 |
| <i>Project Type Total</i> | | | | | | | | | | | | |
| All Funds | | 51,216 | 15,214 | 756 | 211 | 9,543 | 14,998 | 15,000 | 14,999 | 14,998 | 14,998 | 151,933 |

Housing Preservation & Development

The Department of Housing Preservation and Development (HPD) preserves, upgrades, and assists in the expansion of the City's affordable housing stock. Its primary goals are: to spur the preservation and development of affordable housing through direct investment and the provision of loans; to maximize neighborhood ownership and management of housing by generating local participation in disposition and development programs; and to enforce compliance with housing quality standards. HPD's budget is structured to meet the goals of "The New Housing Marketplace Plan" (NHMP), an \$8.5 billion plan to create and preserve more than 165,000 homes Citywide that is nearing completion.

This Ten-Year Capital Strategy funds various new construction, preservation and disposition programs. The City is continuing efforts to prevent the abandonment of privately-owned buildings and avert their entry into City ownership by providing financial and technical assistance to private landlords. Furthermore, the City maintains its commitment to provide new housing opportunities, particularly through existing new construction programs.

Housing Preservation & Development



Capital Program Goals

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

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$2.9 billion for HPD in support of its capital program goals. Of this amount, \$2.3 billion represents City funding, while approximately \$570.0 million will be leveraged in Federal funds. Substantial private equity is also leveraged through HPD programs.

| | (in millions) |
|---|------------------|
| • Preservation | \$1,073.8 |
| • New Construction | 650.3 |
| • Special Needs | 638.4 |
| • Other Housing Support Investment | 261.1 |
| • Occupied <i>In Rem</i> Rehabilitation | 236.1 |
| TOTAL | \$2,859.7 |

Preservation

Activities under the Third Party Transfer, Article 7A, Article 8A, Participation Loan, Senior Citizens’ Home Assistance, Housing and Urban Development (HUD) Multifamily and LIHTC Year 15 Preservation programs are funded at \$1.1 billion during the ten-year period for the rehabilitation and preservation of approximately 12,000 units in privately owned multiple dwellings and one- to four-unit homes.

Housing Preservation & Development

New Construction

The Ten-Year Capital Strategy provides \$650.3 million to foster the new construction of over 10,000 housing units affordable to low, moderate and middle income homeowners and renters through existing programs such as Multifamily Rental – Low Income, Multifamily Rental – Mixed Income, Multifamily Rental – Mod/Mid Income, Multifamily Homeownership, and Small Homes.

Special Needs Housing

The Ten-Year Capital Strategy provides \$638.4 million for the construction and preservation of over 3,400 units of supportive housing throughout the five boroughs.

Other Housing Support Investment

The Ten-Year Capital Strategy provides \$261.1 million for a variety of projects supporting HPD's affordable housing initiatives, including the demolition of unsafe buildings, urban renewal associated costs, computer-based productivity initiatives, and other infrastructure supports.

Occupied *In Rem* Rehabilitation

The Ten-Year Capital Strategy provides \$236.1 million to fund the rehabilitation and disposition of over 1,200 City-owned housing units, through a variety of programs including the Affordable Neighborhood Cooperative (ANCP) and Multifamily Preservation Loan (MPLP) programs.

Housing Preservation & Development

| Project Type: HD | | (\$ in 000's) | | | | | | | | | | |
|--|-----------|---------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| New Housing Construction | | | | | | | | | | | | |
| | City | 56,265 | 58,210 | 72,742 | 83,000 | 64,098 | 70,282 | 70,000 | 75,000 | 38,909 | 38,727 | 627,233 |
| | Federal | 13,440 | 6,355 | 1,875 | 1,364 | 0 | 0 | 0 | 0 | 0 | 0 | 23,034 |
| Other Housing Support Investment | | | | | | | | | | | | |
| | City | 68,744 | 42,969 | 15,448 | 34,538 | 18,320 | 19,970 | 20,520 | 20,520 | 10,020 | 10,020 | 261,069 |
| Occupied In Rem Rehabilitation | | | | | | | | | | | | |
| | City | 39,159 | 19,290 | 24,134 | 25,000 | 20,299 | 20,908 | 21,535 | 22,181 | 19,181 | 19,181 | 230,868 |
| | Federal | 3,385 | 1,800 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,185 |
| Preservation | | | | | | | | | | | | |
| | City | 118,183 | 78,792 | 79,683 | 81,166 | 126,349 | 122,467 | 126,219 | 125,310 | 100,890 | 101,072 | 1,060,131 |
| | Federal | 7,440 | 3,090 | 3,183 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 13,713 |
| Special Needs Housing | | | | | | | | | | | | |
| | City | 1,000 | 7,433 | 17,900 | 18,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 110,333 |
| | Federal | 76,655 | 51,945 | 49,500 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 528,100 |
| Project Type Total by Source of Funds | | | | | | | | | | | | |
| | City | 283,351 | 206,694 | 209,907 | 241,704 | 240,066 | 244,627 | 249,274 | 254,011 | 180,000 | 180,000 | 2,289,634 |
| | Federal | 100,920 | 63,190 | 54,558 | 51,364 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 570,032 |
| Project Type Total | | | | | | | | | | | | |
| | All Funds | 384,271 | 269,884 | 264,465 | 293,068 | 290,066 | 294,627 | 299,274 | 304,011 | 230,000 | 230,000 | 2,859,666 |

Housing Authority

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

The New York City Housing Authority owns and operates the nation's largest public housing program, with 334 developments (178,914 apartments in 2,596 residential buildings), housing over 403,700 tenants throughout the City. The Authority also operates the Leased Housing (Section 8) Program, with approximately 92,560 rented apartments housing over 225,000 residents. Approximately 31,430 private landlords participate in the Section 8 program.

Managing the Housing Authority's vast physical plant and its approximately 11,500 active full-time employees is an increasingly complex challenge. In addition, the Authority's related programs have grown to include community centers, senior citizen facilities, day care programs, healthcare centers, and Head Start educational centers.

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

Capital Program Goals

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

Ten-Year Capital Strategy

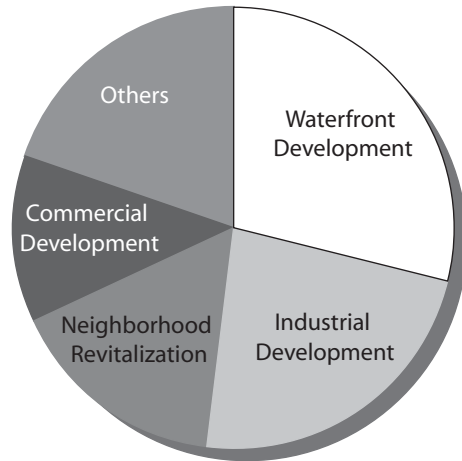
The Ten-Year Capital Strategy provides \$63.6 million primarily for building systems upgrade and replacement. Major areas of work include security systems, elevators, heating systems, general construction, and conversion to instantaneous domestic water heaters.

| | (in millions) |
|---|---------------|
| • Low to Moderate Income Public Housing Upgrade | \$63.6 |
| TOTAL | \$63.6 |

Housing Authority

| Project Type: HA | | (\$ in 000's) | | | | | | | | | | |
|---|-----------|---------------|------|------|-------|-------|-------|-------|-------|-------|-------|--------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| <i>Low to Moderate Income Public Housing Construction</i> | | | | | | | | | | | | |
| | City | 5,963 | 306 | 508 | 6,684 | 0 | 0 | 0 | 0 | 8,248 | 8,413 | 30,122 |
| <i>Low to Moderate Income Public Housing Upgrade</i> | | | | | | | | | | | | |
| | City | 1,300 | 0 | 0 | 700 | 7,642 | 7,787 | 7,935 | 8,086 | 0 | 0 | 33,450 |
| <i>Project Type Total by Source of Funds</i> | | | | | | | | | | | | |
| | City | 7,263 | 306 | 508 | 7,384 | 7,642 | 7,787 | 7,935 | 8,086 | 8,248 | 8,413 | 63,572 |
| <i>Project Type Total</i> | | | | | | | | | | | | |
| | All Funds | 7,263 | 306 | 508 | 7,384 | 7,642 | 7,787 | 7,935 | 8,086 | 8,248 | 8,413 | 63,572 |

Department of Small Business Services



The Department of Small Business Services (SBS) provides business assistance directly to the public and administers other City economic development initiatives, including capital improvements to City-owned properties. Under contract with SBS, the New York City Economic Development Corporation (EDC) coordinates the City’s commercial, industrial, market, waterfront and intermodal transportation development projects. Additionally, SBS contracts with, and the City allocates capital resources for, the Brooklyn Navy Yard Development Corporation (BNYDC) and the Trust for Governors Island (TGI) for the purposes of economic development and rehabilitating City-owned assets. Presuming Federal funding, the capital program includes \$45.3 million in FY 2013 associated with Sandy storm damage.

Capital Program Goals

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

Ten-Year Capital Strategy

| | (in millions) |
|-------------------------------|----------------|
| • Waterfront Development | \$102.4 |
| • Industrial Development | 81.9 |
| • Neighborhood Revitalization | 56.9 |
| • Commercial Development | 43.7 |
| • Miscellaneous | 39.4 |
| • Cultural Development | 17.2 |
| • Port Development | 10.0 |
| • Market Development | 2.2 |
| TOTAL | \$353.7 |

Waterfront Development

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

Industrial Development

EDC markets City-owned real estate to industrial users and works closely with firms to find sites for their expansion and relocation. In support of these efforts, the Ten-Year Capital Strategy includes pre-development infrastructure improvements and health and safety related infrastructure improvements at the Brooklyn Navy Yard, which houses over 275 small businesses generating 6,000 jobs. Other projects include upgrades to the physical plant of the City’s industrial parks and City-owned properties such as Bush Terminal and the Brooklyn Army Terminal.

Department of Small Business Services

Neighborhood Commercial Revitalization

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

Commercial Development

EDC continues its efforts to expand the City's commercial base and diversify the City's economy by fostering the growth of new industries and new retail opportunities. The Ten-Year Capital Strategy supports the City's vision of developing a new mixed-use neighborhood at Willets Point. The Willets Point redevelopment plan includes the acquisition of property and the development of off-site infrastructure to link to the eventual development. The Ten-Year Capital Strategy also invests in the redevelopment of Governors Island through rehabilitation of the seawall, renovations to historic buildings, public access improvements, and upgrades to the island's infrastructure in order to support a park and future redevelopment.

Miscellaneous

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

Cultural Development

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

Port Development

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

Market Development

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

Department of Small Business Services

| Project Type: ED | (\$ in 000's) | | | | | | | | | | | |
|--|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total | |
| Commercial Development | | | | | | | | | | | | |
| City | 6,729 | 25,445 | 664 | 861 | 380 | 0 | 9,637 | 0 | 0 | 0 | 43,716 | |
| Cultural Development | | | | | | | | | | | | |
| City | 8,675 | 8,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 17,175 | |
| Industrial Development | | | | | | | | | | | | |
| City | 30,225 | 5,970 | 6,065 | 6,160 | 6,350 | 5,500 | 5,500 | 5,500 | 5,309 | 5,345 | 81,924 | |
| Market Development | | | | | | | | | | | | |
| City | 1,552 | 152 | 161 | 171 | 171 | 0 | 0 | 0 | 0 | 0 | 2,207 | |
| Miscellaneous | | | | | | | | | | | | |
| City | 11,383 | 6,615 | 3,457 | 8,069 | 6,907 | 0 | 0 | 0 | 0 | 0 | 36,431 | |
| Federal | 3,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,000 | |
| Neighborhood Revitalization | | | | | | | | | | | | |
| City | 4,500 | 2,000 | 434 | 7,231 | 10,097 | 6,528 | 6,690 | 6,854 | 6,198 | 6,322 | 56,854 | |
| Port Development | | | | | | | | | | | | |
| City | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10,000 | |
| Waterfront Development | | | | | | | | | | | | |
| City | 5,342 | 4,231 | 7,384 | 8,331 | 6,469 | 14,353 | 14,906 | 14,623 | 13,223 | 13,488 | 102,350 | |
| Project Type Total by Source of Funds | | | | | | | | | | | | |
| City | 78,406 | 52,913 | 18,165 | 30,823 | 30,374 | 26,381 | 36,733 | 26,977 | 24,730 | 25,155 | 350,657 | |
| Federal | 3,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,000 | |
| Project Type Total | | | | | | | | | | | | |
| All Funds | 81,406 | 52,913 | 18,165 | 30,823 | 30,374 | 26,381 | 36,733 | 26,977 | 24,730 | 25,155 | 353,657 | |

Department of Citywide Administrative Services

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

DCAS operates, maintains, and reconstructs the 55 public buildings in its real estate portfolio. This portfolio totals 15 million square feet of space, which includes 6.6 million square feet of court space. The Department acquires, manages, and leases non-residential real properties. DCAS also provides municipal supply services to agencies. The services include the acquisition, testing, and distribution of supplies and equipment as well as the administration of the citywide vehicle fleet.

Capital Program Goals

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

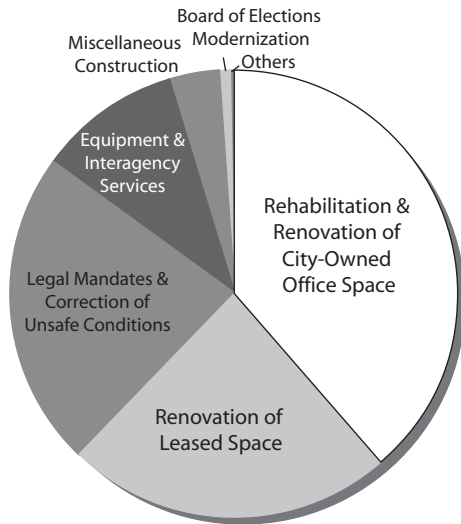
Ten-Year Capital Strategy

The Ten-Year Capital Strategy includes improvements and renovations to public buildings. This will help reduce ongoing maintenance costs as well as the City's reliance on leased space.

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

The Ten-Year Capital Strategy totals \$878.3 million and is allocated between Public Buildings and Real Property.

Department of Citywide Administrative Services - Public Buildings



Public Buildings

| | (in millions) |
|--|----------------|
| • Rehabilitation and Renovation of City-Owned Office Space | \$325.6 |
| • Renovation of Leased Space | 198.2 |
| • Legal Mandates and Correction of Unsafe Conditions | 191.1 |
| • Equipment and Interagency Services | 86.1 |
| • Miscellaneous Construction | 30.4 |
| • Board of Elections Modernization | 7.5 |
| • Communications Equipment | 0.8 |
| • Acquisition of Real Property | 0.5 |
| • Rehabilitation of Court Buildings | 0.3 |
| TOTAL | \$840.5 |

Rehabilitation and Renovation of City-Owned Office Space

The Ten-Year Capital Strategy provides \$325.6 million for the rehabilitation and renovation of public buildings. Included are major rehabilitation projects for exterior stabilization; mechanical, plumbing, and electrical systems; heating, ventilation, and air conditioning (HVAC) systems; and boiler plant replacements at selected buildings, Citywide. The Ten-Year Capital Strategy provides \$65.2 million for the renovations of the Manhattan Municipal Building, \$41.7 million for the Brooklyn Municipal Building, \$16.5 million for the Queens Borough Hall, \$3.9 million for the Staten Island Borough Hall, and \$3.4 million for the Bergen Building in the Bronx.

Renovation of Leased Space

The Ten-Year Capital Strategy provides \$198.2 million for leased space renovations. Funding is primarily for agency office consolidations and office space needs when City-owned facilities are not available. The Ten-Year Capital Strategy provides \$26.5 million for agencies relocating from 346 Broadway to leased space as a result of the Civic Center Plan. The Ten-Year Capital Strategy also provides \$10.8 million for the relocation of 40 Rector Street tenant agencies to new leased space, and \$9.6 million for renovations of warehouse space in Brooklyn used by Department of Youth and Community Development and Department of Investigation.

Department of Citywide Administrative Services - Public Buildings

Legal Mandates and Correction of Unsafe Conditions

The correction of code violations and compliance with legal mandates represents \$191.1 million of the Ten-Year Capital Strategy. Legally mandated work will include \$71.1 million for projects that ensure compliance with Local Law 5 (fire and life safety), \$58.8 million for Local Law 11 façade upgrades, \$16.1 million for Americans With Disabilities Act projects, and \$5.4 million for asbestos and lead abatement.

Equipment and Interagency Services

The Ten-Year Capital Strategy provides \$86.1 million for the DCAS information systems infrastructure, including \$22.0 million for hurricane/disaster response equipment and \$13.8 million for the development of a municipal supplies inventory management system.

Miscellaneous Construction

The Ten-Year Capital Strategy provides \$30.4 million for construction in non-City owned facilities, including \$4.0 million for renovations at space operated by On Your Mark Inc. and \$2.4 million for renovations at space operated by Legal Services of New York City.

Board of Elections Modernization

The Ten-Year Capital Strategy provides \$7.5 million for Board of Elections modernization.

Communications Equipment

The Ten-Year Capital Strategy provides \$0.8 million for communications equipment.

Acquisition of Real Property

The Ten-Year Capital Strategy provides \$0.5 million for the acquisition of property in the Bronx.

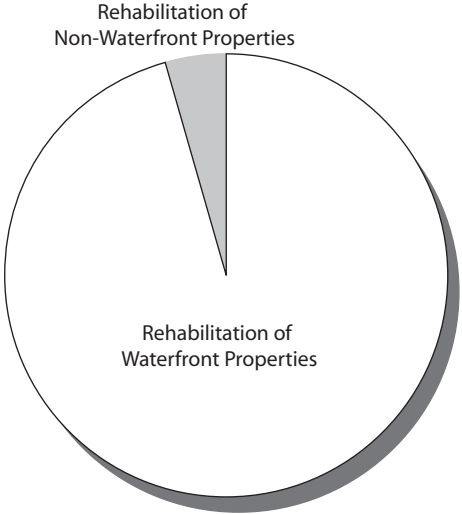
Rehabilitation of Court Buildings

The Ten-Year Capital Strategy provides \$0.3 million for rehabilitation of court buildings.

Department of Citywide Administrative Services - Public Buildings

| Project Type: PW | (\$ in 000's) | | | | | | | | | | | |
|---|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------|---------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total | |
| Acquisition of Real Property | | | | | | | | | | | | |
| City | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500 |
| Communications Equipment | | | | | | | | | | | | |
| City | 531 | 100 | 100 | 50 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 781 |
| Rehabilitation of Court Buildings | | | | | | | | | | | | |
| City | 310 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 310 |
| Board of Elections Modernization | | | | | | | | | | | | |
| City | 7,504 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7,504 |
| Equipment and Interagency Services | | | | | | | | | | | | |
| City | 56,042 | 1,312 | 2,978 | 3,284 | 3,203 | 2,349 | 3,000 | 3,000 | 5,427 | 5,536 | | 86,131 |
| Legal Mandates and Correction of Unsafe Conditions | | | | | | | | | | | | |
| City | 66,103 | 8,785 | 11,652 | 31,821 | 24,412 | 12,864 | 6,610 | 6,200 | 11,216 | 11,440 | | 191,103 |
| Miscellaneous Construction | | | | | | | | | | | | |
| City | 27,381 | 3,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 30,381 |
| Rehabilitation of City-Owned Office Space | | | | | | | | | | | | |
| City | 204,418 | 31,536 | 16,657 | 2,400 | 5,756 | 12,989 | 13,903 | 7,353 | 13,302 | 13,568 | | 321,882 |
| Private | 459 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 459 |
| Renovation of Leased Space | | | | | | | | | | | | |
| City | 115,575 | 3,238 | 6,042 | 6,154 | 6,258 | 4,450 | 10,000 | 10,000 | 18,090 | 18,452 | | 198,259 |
| Renovation of Other City-Owned Facilities | | | | | | | | | | | | |
| City | 3,156 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,156 |
| Project Type Total by Source of Funds | | | | | | | | | | | | |
| City | 481,520 | 47,971 | 37,429 | 43,709 | 39,629 | 32,652 | 33,513 | 26,553 | 48,035 | 48,996 | | 840,007 |
| Private | 459 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 459 |
| Project Type Total | | | | | | | | | | | | |
| All Funds | 481,979 | 47,971 | 37,429 | 43,709 | 39,629 | 32,652 | 33,513 | 26,553 | 48,035 | 48,996 | | 840,466 |

Department of Citywide Administrative Services - Real Property



Real Property

- Rehabilitation of Waterfront Properties \$36.2
- Rehabilitation of Non-Waterfront Properties 1.6
- TOTAL** **\$37.8**

Rehabilitation of Waterfront Properties

The Ten-Year Capital Strategy includes the reconstruction of DCAS-managed waterfront properties. DCAS has \$36.0 million allocated for pier and bulkhead reconstruction over the ten-year period, and \$0.2 million in total for the Rossville Correction Facility/Arthur Kill Site and St. George Esplanade.

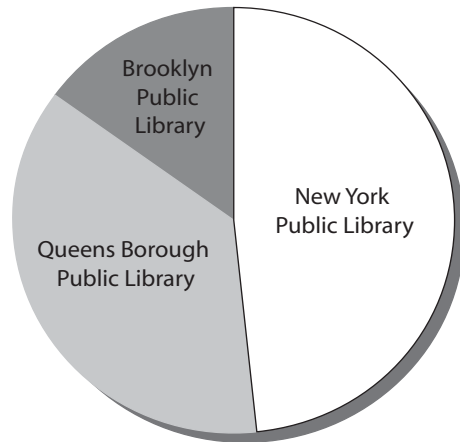
Rehabilitation of Non-Waterfront Properties

The Ten-Year Capital Strategy includes \$1.6 million for the reconstruction of DCAS-managed non-waterfront properties.

Department of Citywide Administrative Services - Real Property

| Project Type: RE | (\$ in 000's) | | | | | | | | | | |
|--|---------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| <i>Rehabilitation of Non-Waterfront Properties</i> City | 1,598 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,598 |
| <i>Rehabilitation of Waterfront Properties</i> City | 10,812 | 3,242 | 3,336 | 3,433 | 3,554 | 3,621 | 190 | 260 | 3,835 | 3,921 | 36,204 |
| <i>Project Type Total by Source of Funds</i> City | 12,410 | 3,242 | 3,336 | 3,433 | 3,554 | 3,621 | 190 | 260 | 3,835 | 3,921 | 37,802 |
| <i>Project Type Total</i> All Funds | 12,410 | 3,242 | 3,336 | 3,433 | 3,554 | 3,621 | 190 | 260 | 3,835 | 3,921 | 37,802 |
| <i>Citywide Administrative Services Total</i> | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| <i>Total by Source of Funds</i> City | 493,930 | 51,213 | 40,765 | 47,142 | 43,183 | 36,273 | 33,703 | 26,813 | 51,870 | 52,917 | 877,809 |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| State | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Private | 459 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 459 |
| All Funds | 494,389 | 51,213 | 40,765 | 47,142 | 43,183 | 36,273 | 33,703 | 26,813 | 51,870 | 52,917 | 878,268 |

Public Libraries



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

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

The New York Public Library (NYPL) manages libraries in three boroughs: the Bronx, with 35 branches; Manhattan, with 40 branches; and Staten Island, with 12 branches. In addition, the New York Research Library oversees four research libraries: the Stephen A. Schwarzman Building at 5th Avenue & 42nd Street; the Library for the Performing Arts at Lincoln Center; the Schomburg Center for Research in Black Culture; and the Science, Industry, and Business Library (SIBL).

The Queens Borough Public Library (QBPL) has a Central Library and 63 community libraries, which include six Adult Learning Centers, the International Resource Center at the Flushing Library and the Langston Hughes Community Library and Cultural Center.

Capital Program Goals

- To support service levels by maintaining, improving, and optimizing the operation of library facilities;
- To phase infrastructure improvements for full ADA-compliant access at all sites;
- To preserve unique and irreplaceable collections through improved environmental systems, security and fire protection, and increased storage capacity;

- To improve the management of data through enhancement of computerized records management systems; and
- To provide remote access to digital collections, expand personal computer stations and offer free internet service at the branch libraries by improving information technology systems.

Ten-Year Capital Strategy

Steadily increasing circulation, development of community-oriented outreach programs, and rising attendance at cultural/informational programs are favorable developments. The three library systems will focus on the protection of the growing collection of library materials, reconstruction of branch libraries, increasing accessibility for persons with disabilities, and upgrading the technology infrastructure to improve online and computer access. The Ten-Year Capital Strategy provides a total of \$208.2 million allocated as follows:

Brooklyn Public Library

| | (in millions) |
|--|---------------|
| • Essential Reconstruction of Facilities | \$30.3 |
| Subtotal | \$30.3 |

New York Public Library

| | |
|--|---------------|
| • Essential Reconstruction of Facilities | \$90.4 |
| • Improvements to Existing Facilities | 8.5 |
| • Access for the Handicapped | 0.2 |
| Subtotal | \$99.1 |

Public Libraries

Queens Borough Public Library

| | |
|---|----------------|
| • Essential Reconstruction of Facilities | \$33.2 |
| • Replacement Branches | 32.5 |
| • Reconstruction Necessary to Maintain Facilities | 9.6 |
| • Support Services Improvements | 3.5 |
| Subtotal | \$78.8 |
| TOTAL | \$208.2 |

Brooklyn Public Library

The Ten-Year Capital Strategy for the Brooklyn Public Library emphasizes the essential reconstruction of facilities, including \$12.2 million for renovations and improvements at the Central Library building in Grand Army Plaza and funding for branch libraries, which concentrates on public service enhancements, cyclical replacements of building components (roofs, HVAC, boilers) and ADA compliance.

New York Public Library

The Ten-Year Capital Strategy for the New York Public Library focuses on the essential reconstruction, expansion and improvements to existing facilities. Highlights include \$81.5 million for NYPL's Master Plan; and \$5.4 million for the construction of a replacement Westchester Square Branch in the Bronx. Additional funding for the branch libraries focuses on maintaining and upgrading facilities; roof, window and door replacement; and compliance with the Americans with Disabilities Act (ADA).

Queens Borough Public Library

The Ten-Year Capital Strategy for the Queens Borough Public Library reflects a commitment to maintain and upgrade existing facilities, and initiate construction of replacement facilities as needed, including \$17.5 million for a new replacement facility for the Far Rockaway Community Library, and funding for the community libraries for renovation and rehabilitation, systems upgrades and cyclical replacement of building components (roofs, windows and doors).

Brooklyn Public Library

Project Type: LB

(\$ in 000's)

2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 Total

Essential Reconstruction of Facilities
City

24,399 589 606 624 646 658 671 684 698 712 30,287

Project Type Total by Source of Funds
City

24,399 589 606 624 646 658 671 684 698 712 30,287

Project Type Total
All Funds

24,399 589 606 624 646 658 671 684 698 712 30,287

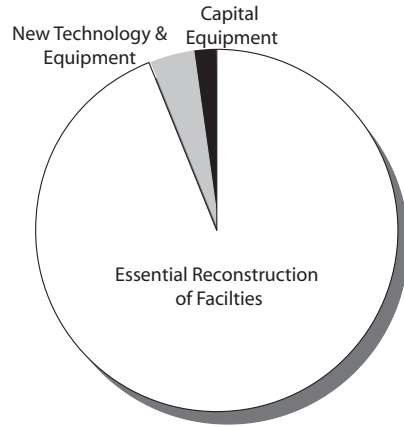
New York Public Library

| Project Type: LN | | (\$ in 000's) | | | | | | | | | | |
|---|--|---------------|--------|------|------|------|------|------|------|------|------|--------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| <i>Access for the Handicapped</i> City | | 199 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 199 |
| <i>Improvements to Existing Facilities</i> City | | 4,531 | 3,998 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8,529 |
| <i>Essential Reconstruction of Facilities</i> City | | 46,549 | 36,874 | 794 | 817 | 846 | 862 | 878 | 895 | 913 | 931 | 90,359 |
| <i>Project Type Total by Source of Funds</i> City | | 51,279 | 40,872 | 794 | 817 | 846 | 862 | 878 | 895 | 913 | 931 | 99,087 |
| <i>Project Type Total</i> All Funds | | 51,279 | 40,872 | 794 | 817 | 846 | 862 | 878 | 895 | 913 | 931 | 99,087 |

Queens Public Library

| Project Type: LQ | | (\$ in 000's) | | | | | | | | | | |
|--|--|---------------|--------|-------|-------|-------|-------|-------|-------|-------|-------|---------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| Replacement Branches | | | | | | | | | | | | |
| City | | 25,883 | 3,531 | 43 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 29,457 |
| Private | | 3,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,000 |
| Essential Reconstruction of Facilities | | | | | | | | | | | | |
| City | | 28,621 | 225 | 109 | 265 | 678 | 690 | 450 | 717 | 731 | 746 | 33,232 |
| Reconstruction Necessary to Maintain Facilities | | | | | | | | | | | | |
| City | | 8,077 | 333 | 493 | 389 | 0 | 0 | 254 | 0 | 0 | 0 | 9,546 |
| Support Services Improvements | | | | | | | | | | | | |
| City | | 3,541 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,541 |
| Project Type Total by Source of Funds | | | | | | | | | | | | |
| City | | 66,122 | 4,089 | 645 | 654 | 678 | 690 | 704 | 717 | 731 | 746 | 75,776 |
| Private | | 3,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,000 |
| Project Type Total | | | | | | | | | | | | |
| All Funds | | 69,122 | 4,089 | 645 | 654 | 678 | 690 | 704 | 717 | 731 | 746 | 78,776 |
| Public Libraries Total | | | | | | | | | | | | |
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| Total by Source of Funds | | | | | | | | | | | | |
| City | | 141,800 | 45,550 | 2,045 | 2,095 | 2,170 | 2,210 | 2,253 | 2,296 | 2,342 | 2,389 | 205,150 |
| Federal | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| State | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Private | | 3,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,000 |
| All Funds | | 144,800 | 45,550 | 2,045 | 2,095 | 2,170 | 2,210 | 2,253 | 2,296 | 2,342 | 2,389 | 208,150 |

Department of Cultural Affairs



The Department of Cultural Affairs (DCLA) is the largest cultural funder in the nation, and works to create and expand access to public programming, provide technical assistance, build audiences, and ensure that arts and culture are central to the City’s economic vitality and quality of life. DCLA is currently investing \$183.9 million in capital support for the nonprofit cultural community to increase public service, provide greater access for the disabled, enhance exhibition or performing space, better maintain and preserve historic buildings and increase protection of botanical, zoological and fine art collections.

DCLA’s funding program also includes programming grants for 880 cultural organizations through the Cultural Development Fund, and annual operating and energy support for the 33 members of the Cultural Institutions Group (CIG) which operate on City-owned property. DCLA commissions public artworks through the Percent for Art program, and provides resources to more than 1,800 non-profit organizations and public schools annually through the Materials for the Arts program.

The CIG buildings under DCLA’s jurisdiction, many of which are landmarks, comprise over 9.8 million gross square feet. Currently, the agency is managing 450 capital projects at approximately 200 arts organizations that are leading the way in sustainable architecture and design excellence.

Capital Program Goals

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

Ten-Year Capital Strategy

The City’s cultural institutions have benefited from sizable levels of City capital investment. Approximately \$2.7 billion of City funds were committed from 1992 through 2012 for the reconstruction, modernization, and expansion of these facilities, in addition to \$648.1 million planned in 2013. The Ten-Year Capital Strategy for cultural institutions and organizations, which reflects DCLA’s focus on facility reconstruction and programmatic enhancement, provides a total of \$183.7 million allocated as follows:

| | (in millions) |
|--|----------------|
| • Essential Reconstruction of Facilities | \$173.1 |
| • New Technology and Equipment | 7.1 |
| • Capital Equipment | 3.5 |
| TOTAL | \$183.7 |

Department of Cultural Affairs

Highlights of the Ten-Year Capital Strategy include:

- New York Aquarium in Brooklyn: \$27.8 million for a new Shark Exhibit and Ocean Wonders Ecology Walk, in addition to \$140.6 million in 2013, which includes \$60.0 million for damages related to Hurricane Sandy.
- Irish Arts Center: \$18.3 million in addition to \$10.3 million in 2013 for the construction of a new cultural center.
- Brooklyn Botanical Garden: \$8.0 million for construction of a Water Garden.
- St. Ann's Warehouse in Brooklyn: \$5.7 million for the renovation of a new space and new equipment.
- P.S. 1 Art Institute in Queens: \$1.6 million in addition to \$2.0 million in 2013 for HVAC improvements.
- Brooklyn Children's Museum: \$7.6 million in addition to \$13.2 million in 2013 for renovations, as well as construction of an auditorium.
- Staten Island Historical Society: \$7.1 million in addition to \$3.2 million in 2013 for reconstruction of Tysen Court, the restoration of Britton Cottage and a new carriage barn.
- Cooper Hewitt in Manhattan: \$5.0 million for renovation of the building.
- Bronx Council on the Arts: \$3.0 million for renovation of the facility.
- Poppenhusen Institute in Queens: \$4.5 million for building improvements.

Department of Cultural Affairs

| Project Type: PV | | (\$ in 000's) | | | | | | | | | | |
|---|--|---------------|--------|--------|-------|-------|-------|------|------|------|------|---------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| Capital Equipment | | | | | | | | | | | | |
| City | | 975 | 1,240 | 0 | 0 | 1,300 | 0 | 0 | 0 | 0 | 0 | 3,515 |
| Essential Reconstruction of Facilities | | | | | | | | | | | | |
| City | | 118,711 | 20,155 | 11,085 | 9,443 | 2,969 | 3,639 | 375 | 0 | 0 | 0 | 166,377 |
| Federal | | 6,590 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,590 |
| State | | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100 |
| New Technology and Construction | | | | | | | | | | | | |
| City | | 2,800 | 0 | 0 | 0 | 4,312 | 0 | 0 | 0 | 0 | 0 | 7,112 |
| Project Type Total by Source of Funds | | | | | | | | | | | | |
| City | | 122,486 | 21,395 | 11,085 | 9,443 | 8,581 | 3,639 | 375 | 0 | 0 | 0 | 177,004 |
| Federal | | 6,590 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,590 |
| State | | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100 |
| Project Type Total | | | | | | | | | | | | |
| All Funds | | 129,176 | 21,395 | 11,085 | 9,443 | 8,581 | 3,639 | 375 | 0 | 0 | 0 | 183,694 |

Department of Parks & Recreation

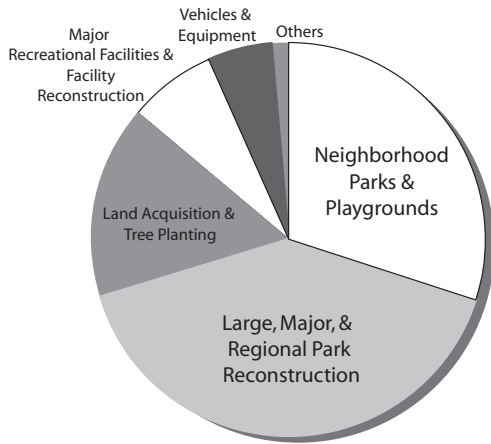
The Department of Parks and Recreation (DPR) is the steward of more than 29,000 acres of land, including nearly 5,000 individual properties ranging from Coney Island and Central Park to community gardens and Greenstreets. The Department maintains and operates more than 800 athletic fields, nearly 1,000 playgrounds, 550 tennis courts, 67 pools, 50 recreational facilities, 17 nature centers, 14 miles of beaches, and 13 golf courses. The Department is also responsible for more than 800 monuments and 23 historic house museums and the care and maintenance of street and park trees, including the more than 662,000 new trees planted to date as part of the MillionTreesNYC initiative.

The Ten-Year Capital Strategy provides \$1.0 billion for capital construction and reconstruction projects. This capital program includes \$385.8 million associated with Sandy storm damage in 2014-2015; an additional \$327.7 million for storm reconstruction is included in 2013.

Capital Program Goals

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

Department of Parks & Recreation



Ten-Year Capital Strategy

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

| | (in millions) |
|---|------------------|
| • Large, Major, and Regional Park Reconstruction | \$412.9 |
| • Neighborhood Parks and Playgrounds | 311.2 |
| • Land Acquisition and Tree Planting | 163.2 |
| • Major Recreational Facilities and Facility Reconstruction | 75.8 |
| • Vehicles and Equipment | 53.8 |
| • Beaches and Boardwalks | 9.3 |
| • Zoos | 3.3 |
| TOTAL | \$1,029.5 |

Large, Major, and Regional Park Reconstruction

The Ten-Year Capital Strategy provides \$412.9 million for work at numerous sites, Citywide. This includes \$131.7 million for costs associated with Sandy storm damage; \$60.0 million for park improvements at Central Park in Manhattan; \$48.6 million for the acquisition of the Bayside site at Bushwick Inlet Park in Brooklyn; \$36.0 million for the rehabilitation of pedestrian bridges, Citywide; \$21.0 million for the reconstruction of pools, Citywide; \$96.8 million for other large, major and regional park reconstruction projects, Citywide; \$9.4 million for the construction of North Park at Fresh Kills in Staten Island; and \$9.4 million for the reconstruction of play equipment and safety surfaces, Citywide.

Neighborhood Parks and Playgrounds

The Ten-Year Capital Strategy provides funding of \$311.2 million for the reconstruction of neighborhood parks and playgrounds. This includes \$221.2 million for costs associated with Sandy storm damage.

Department of Parks & Recreation

Major Recreational Facilities and Facility Reconstruction

The Ten-Year Capital Strategy provides \$75.8 million for the rehabilitation of specialized and youth-oriented major recreational facilities, such as indoor recreation centers, pools, tennis courts, and playing fields. This includes \$32.9 million for citywide buildings and system reconstruction projects associated with Sandy storm damage; \$13.0 million for citywide buildings requirements contracts; \$12.5 million for the reconstruction of boilers, Citywide; \$11.6 million for citywide roofing reconstruction projects; \$3.4 million for the construction of the Bronx Children's Museum, \$2.0 million for citywide asbestos abatement projects; and \$450,000 for the construction of an annex at the Olmsted Center in Queens.

Beaches and Boardwalks

The Ten-Year Capital Strategy provides \$9.3 million for continued reconstruction of boardwalks, Citywide. Reconstruction of boardwalks damaged by Hurricane Sandy is included in projects in the Large, Major, and Regional Park Reconstruction and the Neighborhood Parks and Playgrounds categories.

Zoos

The Ten-Year Capital Strategy provides \$3.3 million for infrastructure rehabilitation at the Central Park Zoo, the Prospect Park Zoo and the Queens Zoo.

Vehicles and Equipment

The Ten-Year Capital Strategy provides \$53.8 million to support infrastructure improvements and equipment purchases. This allocation includes \$41.0 million for the replacement of vehicles; \$11.3 million for improvements to computer and communications systems; and \$1.5 million for other infrastructure improvements and equipment purchases, Citywide.

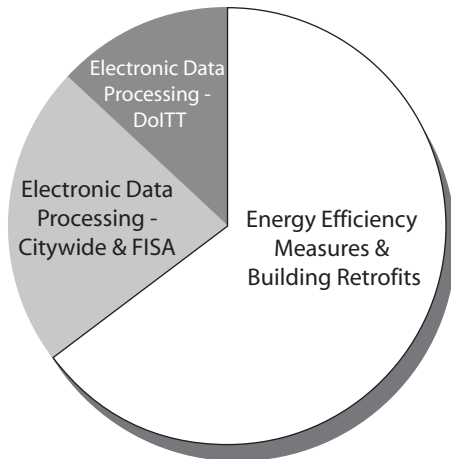
Land Acquisition and Tree Planting

The Ten-Year Capital Strategy provides \$163.2 million for tree planting, reforestation, land acquisition, and related projects. This allocation includes \$83.9 million provided as part of PlaNYC 2030, as well as \$78.7 million for other tree planting, reforestation, and related projects.

Department of Parks & Recreation

| Project Type: P | | (\$ in 000's) | | | | | | | | | | |
|--|-----------|---------------|---------|--------|--------|--------|--------|--------|--------|--------|--------|-----------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| Beaches and Boardwalks | | | | | | | | | | | | |
| | City | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 815 | 831 | 848 | 865 | 9,359 |
| Land Acquisition and Tree Planting | | | | | | | | | | | | |
| | City | 27,495 | 24,041 | 29,549 | 26,895 | 20,000 | 8,000 | 6,645 | 6,645 | 6,778 | 6,913 | 162,961 |
| | Private | 220 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 220 |
| Major Recreational Facilities | | | | | | | | | | | | |
| | City | 13,857 | 4,550 | 4,550 | 4,606 | 3,706 | 3,706 | 3,930 | 4,004 | 4,084 | 4,166 | 51,159 |
| | Federal | 24,675 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 24,675 |
| Neighborhood Parks and Playgrounds | | | | | | | | | | | | |
| | City | 60,055 | 38,221 | 11,000 | 9,266 | 756 | 0 | 1,817 | 7,891 | 8,050 | 8,208 | 145,264 |
| | Federal | 82,950 | 82,950 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 165,900 |
| Vehicles, Equipment and Facility Reconstruction | | | | | | | | | | | | |
| | City | 9,300 | 5,217 | 5,200 | 5,200 | 6,200 | 5,200 | 4,239 | 4,320 | 4,406 | 4,495 | 53,777 |
| Large, Major and Regional Park Reconstruction | | | | | | | | | | | | |
| | City | 151,766 | 80,903 | 18,250 | 13,519 | 8,250 | 8,250 | 7,834 | 7,869 | 7,906 | 7,945 | 312,492 |
| | Federal | 85,230 | 14,578 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 99,808 |
| | State | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500 |
| | Private | 75 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 75 |
| Zoos | | | | | | | | | | | | |
| | City | 0 | 331 | 500 | 500 | 300 | 0 | 408 | 416 | 424 | 433 | 3,312 |
| Project Type Total by Source of Funds | | | | | | | | | | | | |
| | City | 263,473 | 154,263 | 70,049 | 60,986 | 40,212 | 26,156 | 25,688 | 31,976 | 32,496 | 33,025 | 738,324 |
| | Federal | 192,855 | 97,528 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 290,383 |
| | State | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500 |
| | Private | 295 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 295 |
| Project Type Total | | | | | | | | | | | | |
| | All Funds | 457,123 | 251,791 | 70,049 | 60,986 | 40,212 | 26,156 | 25,688 | 31,976 | 32,496 | 33,025 | 1,029,502 |

Citywide Equipment



Electronic Data Processing

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

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

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

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

Capital Program Goals

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

Ten-Year Capital Strategy

(in millions)

| | |
|---|------------------|
| • Energy Efficiency Measures & Building Retrofits | \$744.0 |
| • Electronic Data Processing - Citywide & FISA | 254.5 |
| • Electronic Data Processing - DoITT | 148.8 |
| • Judgements and Settlements | 0.7 |
| TOTAL | \$1,148.0 |

Energy Efficiency and Sustainability

The Ten-Year Capital Strategy provides \$744.0 million over the ten-year period to fund energy efficiency projects, and \$3.3 million for energy system upgrades at the NY Hall of Science and the Central Park Zoo.

Electronic Data Processing - Citywide & FISA

The Ten-Year Capital Strategy provides \$254.5 million for Electronic Data Processing - Citywide & FISA.

Electronic Data Processing - DoITT

The Ten-Year Capital Strategy provides \$148.8 million for Electronic Data Processing - DoITT.

Judgements and Settlements

The Ten-Year Capital Strategy provides \$0.7 million for Judgements and Settlements.

Citywide Equipment

| Project Type: DP | | (\$ in 000's) | | | | | | | | | | |
|--|-----------|---------------|--------|--------|------|------|------|------|------|------|------|---------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| <i>Electronic Data Processing Equipment for DoITT, Citynet</i> | | | | | | | | | | | | |
| | City | 90,118 | 33,523 | 25,142 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 148,783 |
| <i>Project Type Total by Source of Funds</i> | | | | | | | | | | | | |
| | City | 90,118 | 33,523 | 25,142 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 148,783 |
| <i>Project Type Total</i> | | | | | | | | | | | | |
| | All Funds | 90,118 | 33,523 | 25,142 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 148,783 |

Citywide Equipment

| Project Type: PU | | (\$ in 000's) | | | | | | | | | | |
|---|--|---------------|---------|---------|--------|--------|--------|--------|--------|--------|--------|-----------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| Building Construction, Reconstruction or Retrofit | | | | | | | | | | | | |
| City | | 182,313 | 14,529 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 196,842 |
| Electronic Data Processing Equipment - FISA | | | | | | | | | | | | |
| City | | 15,286 | 11,758 | 8,818 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 35,862 |
| Electronic Data Processing Equipment - City-Wide | | | | | | | | | | | | |
| City | | 100,660 | 67,427 | 50,570 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 218,657 |
| Judgements and Settlements | | | | | | | | | | | | |
| City | | 720 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 720 |
| Miscellaneous Energy Efficiency and Sustainability | | | | | | | | | | | | |
| City | | 20,008 | 49,311 | 63,840 | 63,840 | 63,840 | 63,840 | 65,053 | 20,000 | 67,615 | 68,967 | 546,314 |
| Vehicle Purchase or Retrofit | | | | | | | | | | | | |
| City | | 837 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 837 |
| Project Type Total by Source of Funds | | | | | | | | | | | | |
| City | | 319,824 | 143,025 | 123,228 | 63,840 | 63,840 | 63,840 | 65,053 | 20,000 | 67,615 | 68,967 | 999,232 |
| Project Type Total | | | | | | | | | | | | |
| All Funds | | 319,824 | 143,025 | 123,228 | 63,840 | 63,840 | 63,840 | 65,053 | 20,000 | 67,615 | 68,967 | 999,232 |
| Citywide Equipment Total | | | | | | | | | | | | |
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| Total by Source of Funds | | | | | | | | | | | | |
| City | | 409,942 | 176,548 | 148,370 | 63,840 | 63,840 | 63,840 | 65,053 | 20,000 | 67,615 | 68,967 | 1,148,015 |
| Federal | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| State | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Private | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| All Funds | | 409,942 | 176,548 | 148,370 | 63,840 | 63,840 | 63,840 | 65,053 | 20,000 | 67,615 | 68,967 | 1,148,015 |

Citywide Summary

Project Type: CW

(\$ in 000's)

2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 Total

Citywide Total by Source of Funds

| | | | | | | | | | | | |
|---------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| City | 9,038,162 | 4,827,878 | 3,795,899 | 3,356,357 | 3,120,992 | 3,479,015 | 3,392,323 | 2,849,628 | 2,917,652 | 2,899,462 | 39,677,368 |
| Federal | 1,763,090 | 326,719 | 189,827 | 562,261 | 131,961 | 55,594 | 135,792 | 334,052 | 53,340 | 53,408 | 3,606,044 |
| State | 1,315,241 | 844,848 | 860,897 | 929,047 | 900,699 | 935,829 | 1,246,899 | 1,267,833 | 985,370 | 1,026,506 | 10,313,169 |
| Private | 86,681 | 4,500 | 5,500 | 4,500 | 4,500 | 4,500 | 4,500 | 4,500 | 1,778 | 0 | 120,959 |

| | | | | | | | | | | | |
|-----------|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| All Funds | 12,203,174 | 6,003,945 | 4,852,123 | 4,852,165 | 4,158,152 | 4,474,938 | 4,779,514 | 4,456,013 | 3,958,140 | 3,979,376 | 53,717,540 |
|-----------|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|

Appendix A

Presuming Federal funding, the FY 2013 - 2023 Capital Program includes \$3.0 Billion associated with Sandy storm damage

| Agency | <i>(\$ in 000's)</i> |
|---|---------------------------|
| Brooklyn Public Library | \$6,953 |
| Children's Services | 273 |
| City University of New York | 3,398 |
| Correction | 81,495 |
| Courts | 250 |
| Cultural Affairs | 75,550 |
| Department of Information Technology & Telecommunications | 5,266 |
| Economic Development | 45,264 |
| Education | 400,000 |
| Environmental Protection | 50,875 |
| Fire Department | 38,539 |
| Health | 3,100 |
| Health and Hospitals Corporation | 711,962 |
| Homeless Services | 1,298 |
| Human Resources | 2,516 |
| New York Public Library | 30 |
| Parks and Recreation | 784,731 |
| Police | 19,779 |
| Public Buildings | 108 |
| Queens Public Library | 5,266 |
| Sanitation | 8,652 |
| Transportation | 775,289 |
| <i>Total</i> | <i>\$3,020,594</i> |
