
Ten-Year Capital Strategy

Fiscal Years 2010-2019

The City of New York
Michael R. Bloomberg, Mayor

Office of Management and Budget
Mark Page, Director

Department of City Planning
Amanda M. Burden, Director

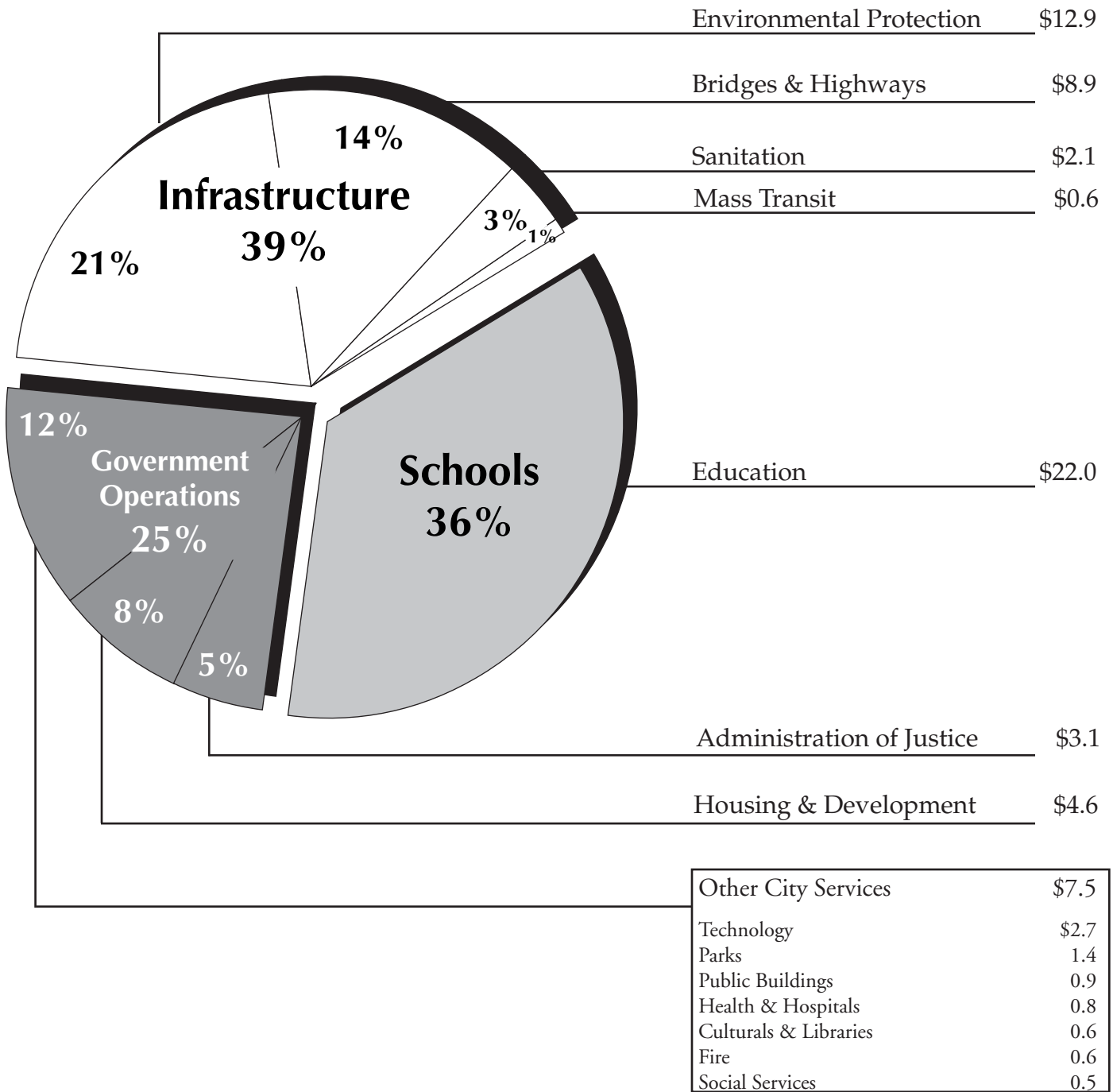
May 2009

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

Ten-Year Capital Strategy 2010-2019

Totals \$61.7 Billion in All Funds

(\$ in billions)



Sources Financing the Ten-Year Capital Strategy 2010-2019

Total City Funds	\$47.0 Billion
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General Obligation	\$32.5 Billion
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New York Water Authority	\$12.8 Billion
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Qualified School Construction Bonds(QSCBs) and Qualified Zone Academy Bonds(QZABs)	\$1.7 Billion
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Total Non-City Funds	\$14.7 Billion
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Federal	\$3.1 Billion
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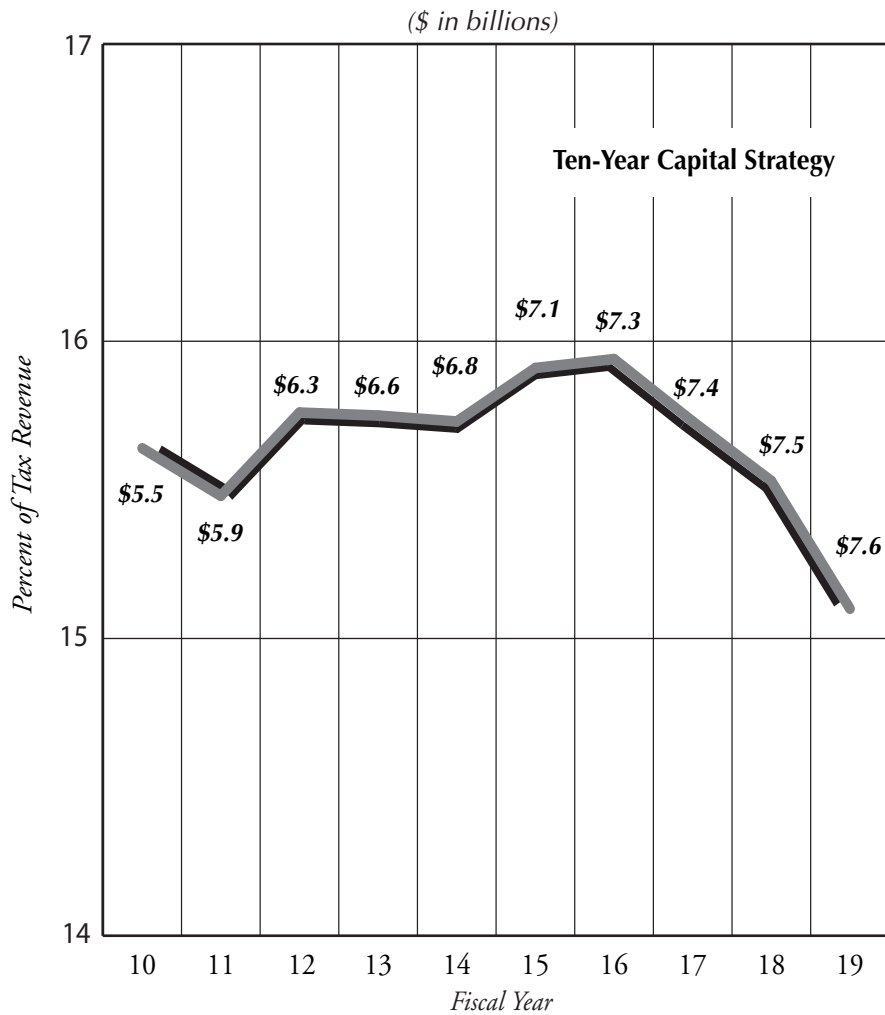
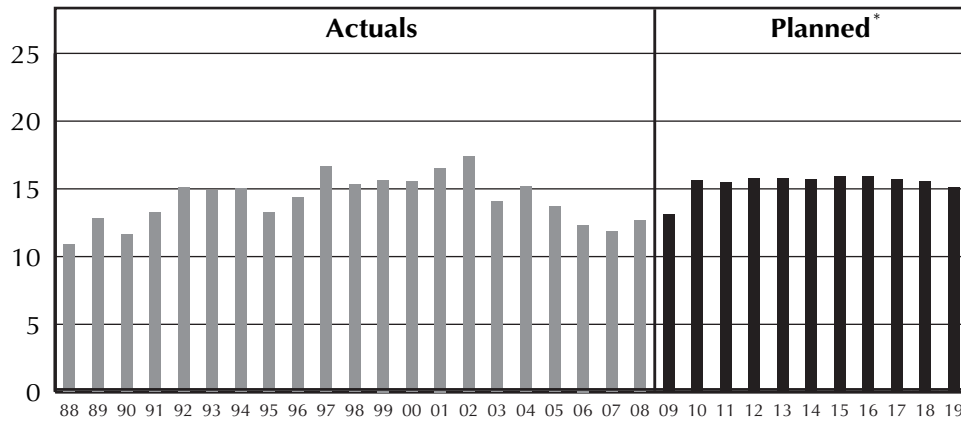
State	\$11.5 Billion
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Other Non-City Sources	\$0.1 Billion
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Total Ten-Year Capital Strategy	\$61.7 Billion
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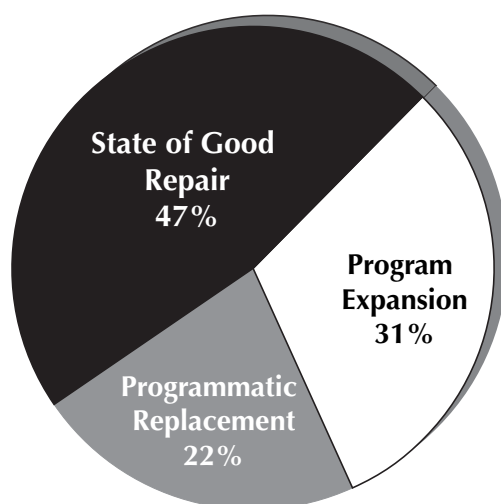
Debt Service as a Percent of Tax Revenues



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

Distribution of the All Funds

Ten-Year Capital Strategy for 2010-2019



Total Program: \$61,675
(\$ in millions)

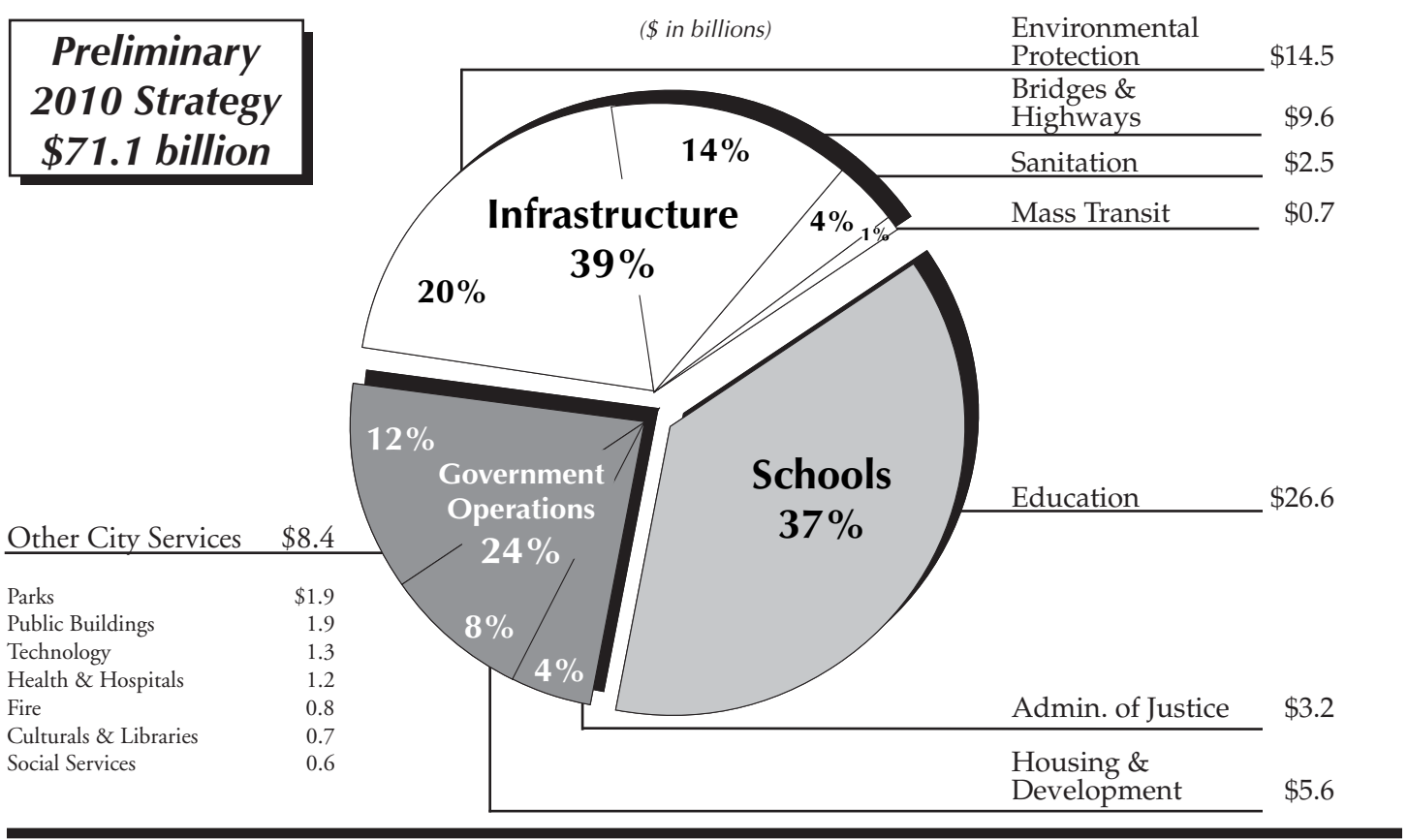
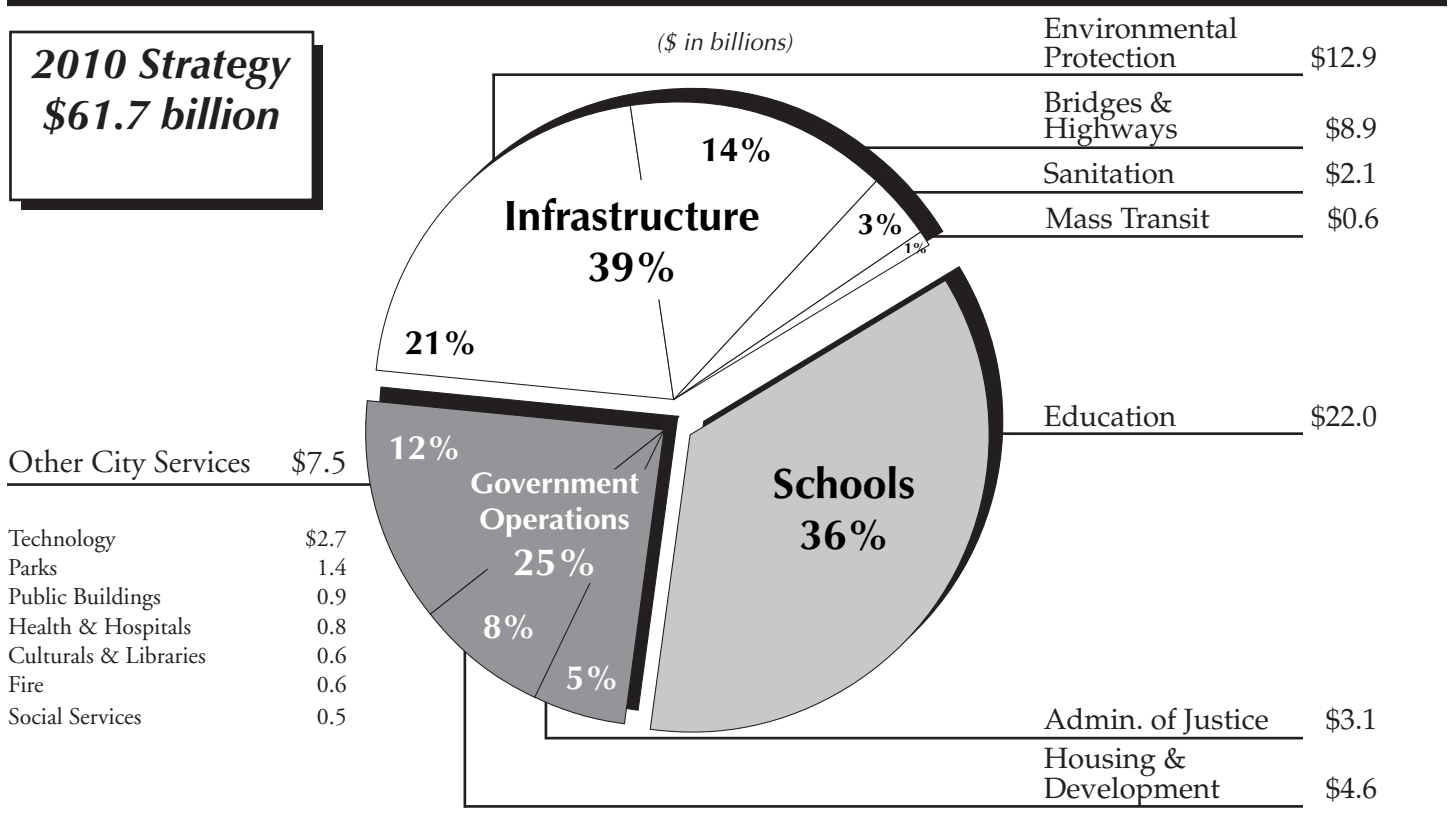
<u>State of Good Repair</u>	<u>\$28,755</u>	<u>Program Expansion</u>	<u>\$19,124</u>	<u>Programmatic Replacement</u>	<u>\$13,796</u>
• Reconstruction and Rehabilitation of Schools	\$12,340	• New School Construction	\$9,519	• Water Quality Mandates & Preservation	\$2,161
• East River and Other Bridge Reconstruction	4,642	• Construction of Water Conveyance Systems	1,963	• Upgrade of Water Pollution Control Plants	1,838
• Reconstruction & Resurfacing of Streets and Highways	3,157	• New and Special Needs Housing	1,797	• Citywide Information System & Equipment	1,820
• Housing Preservation and Rehabilitation	1,713	• Construction of the Third Water Tunnel	1,128	• Water Main Replacement and DAM Safety Program	1,748
• Reconstruction of Recreational Spaces	1,115	• New Police Academy and Precincts	970	• Purchase of Sanitation Equipment	1,132
• Energy Efficiency and Sustainability	832	• Commercial, Cultural and Industrial Development	930	• Correctional Facilities and Equipment	978
• Rehabilitation of Public Buildings and Systems	790	• Sewer Extensions to Accommodate New Development	643	• Water Consent Decree Upgrading and Construction	772
• Upgrades to Traffic Systems	744	• Solid Waste Management	511	• Transit System Rehabilitation	601
• Replacement of Failing Sewer Components	721	• Augmentation of Sewers	442	• Police Vehicles and Equipment	480
• Sanitation Garages and Facilities	465	• Improvements to Cultural and Recreational Facilities	363	• Replacement of Fire Department Vehicles and Equipment	472
• Rehabilitation of Libraries and Cultural Institutions	456	• Water Main Construction	227	• Replacement of DEP Facilities and Equipment	437
• City Water No. 1 Reconstruction	396	• Croton Filter Project	187	• Reconstruction and Renovation of Court Facilities	303
• Reconstruction of Correctional Facilities	395	• Waterfront and Port Development	135	• Major Renovation and Reconstruction of Hospitals	292
• Rehabilitation of Hospitals and Health Clinics	373	• Shelters for Homeless Individuals and Families	110	• Ferry Boats and Terminals	126
• Fire House Renovations	175	• Others	199	• Emergency Medical Equipment	117
• Others	441			• Others	519

Funding for the Ten-Year Capital Strategy by Agency Program

(\$ in 000's)

	FY10-13		FY10-19	
	City Funds	All Funds	City Funds	All Funds
Education	\$4,279,661	\$8,525,842	\$10,955,599	\$21,877,718
Bridges	1,405,827	2,689,709	2,837,488	4,643,441
Water Pollution Control	1,882,763	1,953,763	3,778,695	3,849,695
Water Supply	680,962	680,962	3,561,428	3,561,428
Housing	910,288	1,351,634	2,568,241	3,375,164
Water Mains	2,251,916	2,251,916	3,160,999	3,160,999
Highways	1,240,530	1,549,107	2,830,962	3,157,181
Technology	2,173,053	2,173,053	2,651,853	2,651,853
Sanitation	1,217,502	1,217,586	2,107,853	2,107,937
Sewers	792,219	792,343	1,910,682	1,910,806
<i>Subtotal-Major Agency Programs</i>	<i>\$16,834,721</i>	<i>\$23,185,915</i>	<i>\$36,363,800</i>	<i>\$50,296,222</i>
Police	\$1,055,878	\$1,055,878	\$1,449,695	\$1,449,695
Parks and Recreation	976,411	990,359	1,381,727	1,395,675
Corrections	947,149	947,149	1,372,872	1,372,872
Economic Development	816,026	820,326	1,066,770	1,071,070
Public Buildings	432,751	432,751	884,879	884,879
Traffic	158,243	453,379	316,293	841,429
Fire	376,835	384,835	638,880	646,880
Transit	229,803	229,803	601,234	601,234
Hospitals	307,945	307,945	546,952	546,952
Cultural Affairs	350,188	365,739	465,821	481,372
DEP Equipment	221,419	231,419	427,050	437,050
Courts	260,515	260,515	302,507	302,507
Health	225,033	225,033	277,881	277,881
Admin for Children's Services	83,837	107,162	140,984	173,044
Homeless Services	104,920	104,920	143,046	143,046
Ferries	55,605	88,629	101,871	139,648
Housing Authority	80,742	80,742	135,397	135,397
Human Resources	42,194	63,347	89,391	132,266
CUNY	62,140	80,038	84,188	122,290
Transportation Equipment	40,113	50,735	57,502	68,124
Real Estate	7,731	7,731	31,218	31,218
Queens Libraries	24,620	24,620	29,390	29,390
Aging	14,221	14,221	27,830	27,830
Brooklyn Libraries	21,079	21,079	25,698	25,698
NY Branch Libraries	16,249	16,249	22,297	22,297
Juvenile Justice	10,693	10,693	16,273	16,273
NY Research Library	2,575	2,575	2,575	2,575
<i>Total</i>	<i>\$23,759,636</i>	<i>\$30,563,787</i>	<i>\$47,004,021</i>	<i>\$61,674,814</i>

Changes in the Allocation of Resources From the 2010 Preliminary Strategy to the 2010 Strategy in All Funds



Ten-Year Capital Strategy

Fiscal Years 2010-2019

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				Citywide Equipment	126
				Citywide Total	129

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

Capital Strategy Framework

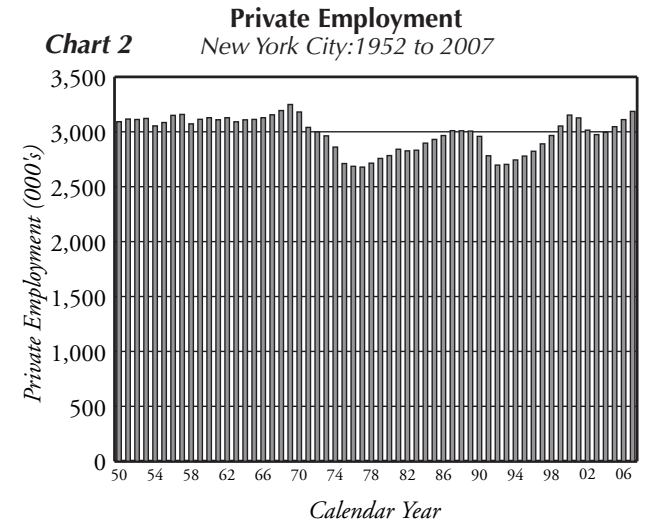
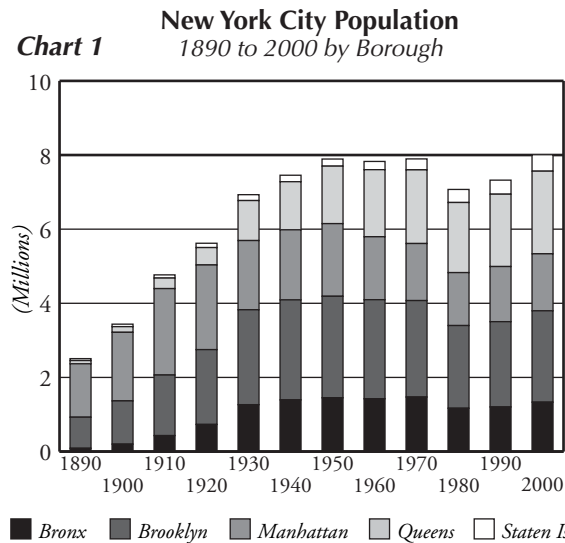
More than seven years after the tragic events of September 11th, New York City has surmounted enormous challenges in its economic recovery. The City has emerged from economic recession and fiscal austerity while maintaining and modernizing its capital infrastructure. With the economic downturn in 2008, New York City faces new challenges. 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 most 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

Like most older cities, New York's population essentially stopped growing in 1950 - New York's record population of 8,008,278 in 2000 exceeded the 1950 population by just over 100,000, or 1.5 percent. (Chart 1 shows population by borough rising through 1950 and then leveling off). The City's population declined substantially during the 1970s, but then recovered during the 1980s and 1990s. However, the City's population has continued growing, and is estimated by the Department of City Planning to be 8,310,000 as of July 1, 2007. The Department of City Planning projects that the City will gain an additional 100,000 people by 2010, and grow to a population of 9.1 million by 2030. While the City's growth is small in percentage terms, it is equivalent to adding a city the size of Yonkers, N.Y. every five years.

As with its population, the number of private-sector jobs in the City has finally surpassed its 1969 peak. (Chart 2 shows wage and salary employment from 1950 to 2007, fluctuating in a range). In 2007, New York City's average private-sector wage and salary employment was 3,185,800, or about 65,000 below the 1969 peak of 3,250,700. However, self-employment



Capital Strategy Framework

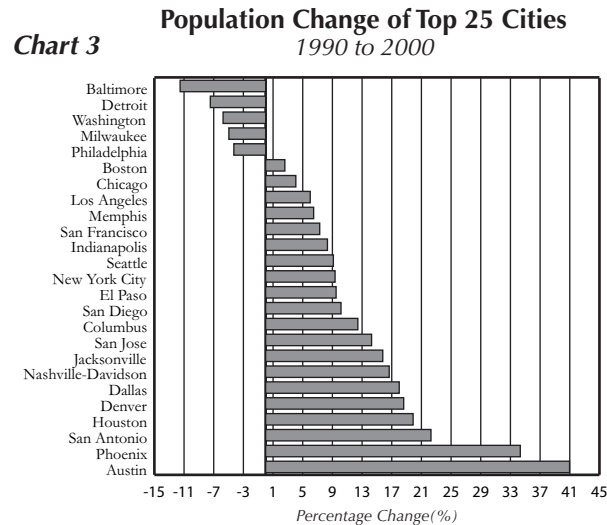
has increased dramatically in this period, from 338,501 in 1969 to 807,758 in 2006. This increase of almost 470,000 in self-employment placed the total number of people working in the City well above the 1969 level.

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 permit. And the desire to bring urban amenities to rural areas – paved roads, electric power, telephone service - provides the infrastructure for suburban spread. From 1990 to 2000, New York City’s population increased by only 9.4% as compared to other cities such as Phoenix, San Antonio and Austin, when compared gained 34.3%, 22.3% and 41.0% respectively. Among the top twenty-five cities that had the most dramatic population change, only five had declines in population totals (Baltimore -11.5%, Detroit -7.5%, Milwaukee -4.3% and Washington, D.C. -5.7%). (Chart 3 shows the Population Change of the Top 25 Cities).

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



Source: 1990 Census STF1&SFT3 & 2000 Census DP1, DP-2, DP-3, & DP-4 Profiles
Population Division - New York City Department of City Planning (June 2002)

Capital Strategy Framework

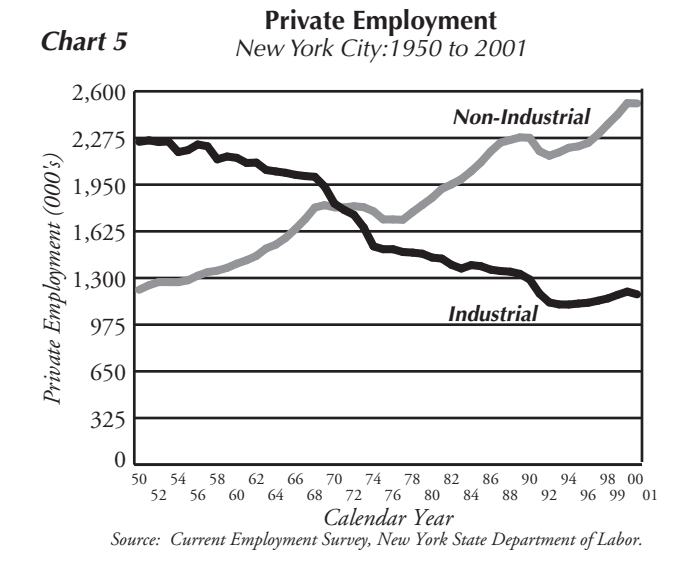
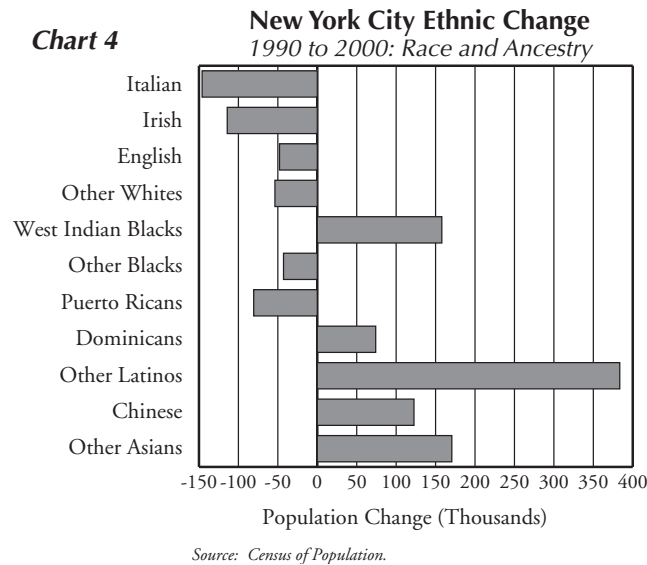
Structural Change

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

Without the arrival of over 2.8 million immigrants since 1970, the City's population would have fallen at a rate typical of most older cities. Immigrants and their children now account for over half of the City's population. In particular, immigrants have been responsible for revitalizing older, formerly blue-collar neighborhoods located between Manhattan and postwar, "suburban" areas of the City. These areas suffered devastating population losses in the 1960s and 1970s, but have since turned around.

Like its population, the City's economy has continued to evolve despite a relatively constant overall size. In the 1800s, New York was primarily a trading center, and its manufacturing included many "heavy" industries drawn by access to the seaport.

After 1900, these were replaced by light industries, such as apparel, electronics, and toys, which were drawn by New York City's low wage immigrant labor force. Since 1950, while much industrial activity has left New York and other older cities, New York has had a series of white collar growth waves. (Chart 5 shows Industrial vs. Non-Industrial Employment). From 1950 to 1970, New York City grew as a national corporate center which attracted the headquarters of the nation's largest firms, along with corporate services such as banking and advertising. During the 1980s, New York City rode the globalization of finance, and financial industry employment rose. Today, the City is generating a host of new media, arts, entertainment and communications businesses, which have been energized by the internet and the City's rising popularity as a tourist destination and film-shoot location.



Capital Strategy Framework

Qualitative Growth

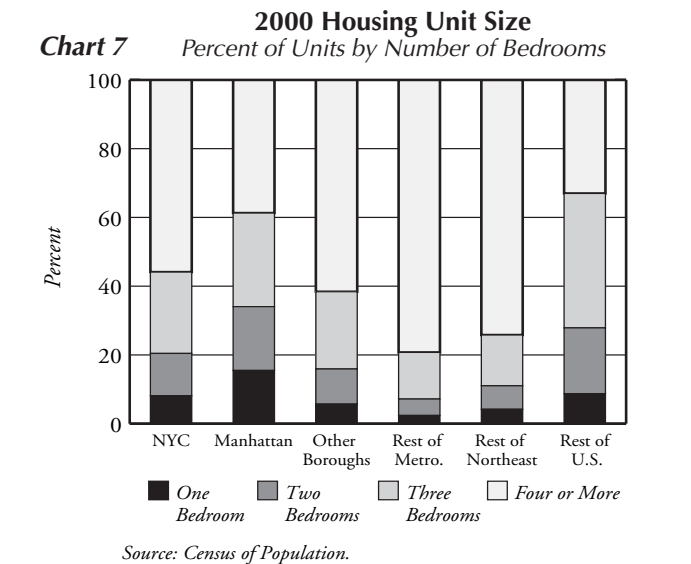
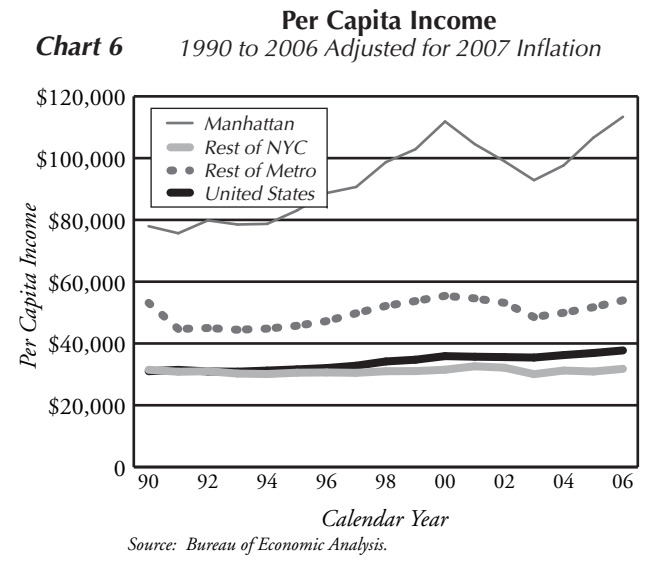
New York City residents, like those elsewhere, are more affluent and educated than in the past. (Chart 6 shows Per Capita Income). In 2006, New York City's Per Capita Personal Income was \$46,434, Manhattan's alone was \$110,292 and the National Per Capita Income was \$36,714. For the most part, however, 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 1990 to 2000, while the City's population grew by 9.4%, the number of housing units increased by only 7.0%. 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 ten years before, when New Yorkers seemed to have a disproportionate number of inadequately sized units as compared to the rest of the country, in 2000, the City seemed to gain larger-sized units. (Chart 7 shows percentage of units by number of rooms, city, metropolitan area, state and nation).

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 \$38.5 billion of long-term borrowing for the period 2009 through 2013 to support the City's current capital program. Unless bonding capacity of the New York City Transitional Finance Authority (TFA) is increased, all but a very small portion of this financing

will be implemented through General Obligation (GO) bonds of the City and bonds of the New York City Municipal Water Finance Authority (NYW or the Authority). Figures below do not include state funded financing for education capital purposes through the TFA Building Aid Revenue Bonds (BARBs):

2009–2013 Financing Program

(\$ in millions)

	2009	2010	2011	2012	2013	Total
City General Obligation Bonds (1)	\$5,291	\$6,450	\$6,000	\$5,300	\$4,720	\$27,761
TFA Bonds (2)	0	0	0	0	0	0
Water Authority Bonds (3)	2,772	2,373	2,055	1,861	1,656	10,718
Total	\$8,063	\$8,823	\$8,055	\$7,161	\$6,376	\$38,479

(1) GO Bonds include school tax credit bonds authorized under the federal stimulus bill. Bonds will be issued for education purposes in the amounts of \$1.049 billion, \$350 million, and \$295 million in fiscal years 2010, 2011, and 2012, respectively.

(2) TFA Bonds do not include State funded financing for education capital purposes as TFA Building Aid Revenue Bonds (BARBs). TFA expects to issue \$2.5 billion, \$250 million, \$800 million, \$700 million and \$750 million of BARBs in fiscal years 2009 through 2013, respectively.

(3) Includes commercial paper and revenue bonds issued for the water and sewer systems' 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.

2009–2013 Debt Outstanding

(\$ in millions at year end)

	2009	2010	2011	2012	2013
City General Obligation Bonds	\$39,882	\$44,683	\$48,646	\$51,755	\$54,210
TFA Bonds (1)	12,630	12,486	11,994	11,403	10,776
TSASC Bonds	1,274	1,264	1,254	1,243	1,231
Conduit Debt	1,738	1,676	1,610	1,541	1,469
Total	\$55,524	\$60,109	\$63,504	\$65,942	\$67,687
Water Authority Bonds (2)	\$21,365	\$23,468	\$25,174	\$26,663	\$27,945

(1) Figures above do not include BARBs.

(2) Net of economically defeased debt.

Financing Program

2009–2013 Annual Debt Service Costs

(\$ in millions, before prepayments)

	2009	2010	2011	2012	2013
City General Obligation Bonds (1)	\$3,522	\$4,066	\$4,416	\$4,848	\$5,127
TFA Bonds (2)	1,079	1,137	1,153	1,157	1,158
TSASC Bonds	89	74	74	74	74
Conduit Debt (3)	129	247	251	246	245
Total Debt Service	\$4,818	\$5,524	\$5,894	\$6,326	\$6,605
Water Authority Bonds (4)	\$1,037	\$1,293	\$1,488	\$1,616	\$1,703

(1) Includes interest on short-term obligations (RANs). Excludes impact of debt redemption and defeasances.

(2) Figures above do not include BARBs.

(3) Conduit Debt debt service includes interest on the \$2 billion Hudson Yards Infrastructure Corporation (HYIC) debt issued in December 2006. 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. Water Authority Bonds debt service is net of debt service on economically defeased debt.

2009–2013 Debt Burden

	2009	2010	2011	2012	2013
Total Debt Service (NYC GO, Lease & TFA) as % of:					
a. Total Revenue (1)	7.6%	9.0%	9.2%	9.8%	9.8%
b. Total Taxes (2)	12.5%	15.0%	15.1%	15.6%	15.6%
c. Total NYC Personal Income	1.1%	1.4%	1.4%	1.5%	1.5%
Total Debt Outstanding (NYC GO, Lease & TFA) as % of:					
a. Total NYC Personal Income	12.1%	14.2%	14.7%	14.7%	14.5%

(1) Total revenue includes amounts required to pay debt service on TFA bonds backed by the City's personal income tax (PIT Bonds) and TFA operating expenses.

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

Since the bankruptcy of Lehman Brothers on September 15, 2008, the City has compensated for the more limited ability of issuers to access the credit markets for large borrowings by increasing the frequency of bond issues, while decreasing their size. This strategy has been largely effective to date in raising the amount of capital projected in the Capital Program and Financial Plan. Borrowing costs have increased during this period, but not to an extent that exceeds amounts provided for in the City's debt service budget. Since the beginning of calendar 2009, the capital markets have stabilized and the City and its financing authorities have been able to resume borrowing in larger amounts.

Financing Program

TFA has exhausted its statutory bonding capacity for general capital purposes of \$13.5 billion (excluding refunding bonds and Recovery Bonds to pay costs related to the September 11th terrorist attacks Bonds and BARBs). TFA has been a cost-effective source of financing for the City. It has been an important source of diversification as a financing vehicle in the marketplace as well. Legislative approval is required to increase TFA's borrowing cap. If the TFA cap is not increased, the City will issue approximately \$27.7 billion of GO bonds during the plan period, which will equal 72 percent of the total program. If the TFA cap is lifted, up to half of what otherwise would be issued in the form of GO bonds would be issued by the TFA instead, significantly reducing the City's financing costs. NYW's annual bonding amount, excluding refundings, will average approximately \$2.1 billion. The aggregate NYW financing during the plan period will account for approximately 28 percent of the total financing program.

Federal Stimulus Bill Bonds

The federal American Recovery and Reinvestment Act (Stimulus Bill) includes a new program of Qualified School Construction Bonds (QSCBs) which are tax credit bonds designed to be sold at 0% interest by the issuer. The City is relying on the budget benefit of this new program, combined, if necessary, with newly reauthorized Qualified Zone Academy Bonds (QZABs) to maintain the full scope of the proposed five year capital plan for education. The financing program assumes that each of these federal programs will be reauthorized in calendar 2010.

QSCBs will have a maturity of up to 14 years and, in lieu of interest payments by the issuer, the federal government will provide tax credits to investors. In contrast to previous federal tax credit bond programs, the tax credits can benefit individual as well as corporate taxpayers. However, the tax credits will increase the taxable income of the benefitting investor. Other new features of the program include the ability to strip the bonds, making it possible to sell the principal payments and the tax credits to different investors.

The federal government has authorized \$11 billion per year of QSCBs in each of calendar years 2009 and 2010. Of this, The City of New York has received an allocation of \$699 million of QSCBs for each of these two years. Federal Treasury officials have stated that if the program is successful, the Obama administration is likely to propose a reauthorization after the initial two year period. Maintenance of the proposed level of the education five year capital plan depends on reauthorization and market acceptance of QSCBs.

In addition to the \$699 million per year of QSCBs allocated to NYC, the State of New York has been allocated tax credit bonds under the reauthorized Qualified Zone Academy Bonds (QZABs) program for education purposes in an amount of \$25.78 million for calendar 2008 and \$90 million for calendar 2009. The QZAB program has been reauthorized every two years in the ten years of the program's existence and is also designed to include a 100 percent subsidy of interest by the federal government.

The City is also examining closely the other new bonding programs included in the Stimulus Bill including the Build America Bond (BABs) program. BABs allow states and localities to issue higher cost taxable debt and receive reimbursements from the federal government for 35 percent of the annual interest on the bonds.

Bond Insurance, Bank Facilities and Floating Rate Debt

In light of bond insurers' and commercial banks' exposure to risky investments, credit rating agencies and investors have dramatically altered their views of credit and liquidity support. Investors have become less willing to hold debt supported by certain insurers and banks. In response, the City and its related entities have taken actions to address investor concerns. These actions include replacing credit and liquidity providers with more desirable providers. Despite the market events of last year, floating rate debt continues to provide lower interest costs than fixed rate debt, as discussed more fully later.

Financing Program

New York City General Obligation Bonds

Since July 1, 2008, the City has issued \$250 million in refunding bonds and approximately \$4.7 billion in bonds for

capital purposes, totaling approximately \$4.9 billion. The dates, principal amounts, and the true interest costs of the tax-exempt, fixed rate portion of these issues are as follows:

NYC GO Issuances

(\$ in millions)

<i>Series</i>	<i>New\$/ Refunding</i>	<i>Issue Date</i>	<i>Tax Exempt Amount</i>	<i>Taxable Amount</i>	<i>TIC (1)</i>	<i>Total Par Amount</i>
2009A	N	8/20/2008	800	165	4.922%	965
2009B	N	9/30/2008	800	90	4.487%*	890
2009CD	R	9/30/2008	250	0	3.660%	250
2009E	N	10/23/2008	500	50	6.181%	550
2009F	N	11/26/2008	400	25	5.361%	425
2009G	N	12/18/2008	300	8	6.059%	308
2009H	N	3/5/2009	600	120	5.127%	720
2009I	N	4/16/2009	800	33	5.305%	833
Total			\$4,450	\$491		\$4,941

(1) The TIC represents the interest cost for only the fixed rate portions of these transactions

* A portion of the Series 2009B transaction consists of floating-rate bonds.

The refunding transaction the City has completed to date in fiscal year 2009 generated approximately \$20 million of debt service savings during the financial plan period.

In addition to the financings described above, the City plans to issue \$600 million of GO bonds for capital purposes in the remainder of 2009 and \$6.4 billion, \$6 billion, \$5.3 billion and \$4.7 billion in 2010, 2011, 2012 and 2013, respectively, assuming that TFA's statutory bonding cap is not increased. A portion of the City's GO Bonds are expected to be in the form of QSCBs. The City plans to issue \$699 million of these bonds, or QZABs if necessary in calendar 2009 as well as another \$699 million in calendar 2010 and a final \$295 million later in the financial plan.

Currently the debt service for the City and its related financing entities (TFA (excluding BARBs), TSASC, and conduit debt, excluding the effect of pre-payments) is 7.6 percent of the City's total budgeted revenues in 2009. That

ratio is projected rise to 9.8 percent in 2013. As a percentage of tax revenues, the debt service ratio is 12.5 percent in 2009 and is projected to increase to 15.6 percent in 2013.

While the ratios mentioned above are primarily influenced by the cost of the City's capital program relative to tax and total revenues, the ratios are also affected by the term of the debt financing the capital program. With the overlapping constraints of federal tax law and New York State Local Finance Law, the City's debt has been amortized shorter than the life of the assets being financed. This means that earlier generations are more heavily burdened by the cost of the capital program than future generations. Although it might be viewed as prudent to pay off debt sooner rather than later, accelerated debt repayment does not distribute the burden of the costs equitably across generations. The City will continue to balance the goals of spreading the debt burden equally over time and repaying debt as quickly as possible.

Financing Program

During 2009, short-term interest rates relating to the \$6.8 billion of floating rate debt (including synthetic floating-rate debt, auction rate bonds and variable-rate demand bonds) issued by the City have been 0.52% on average for tax-exempt and 2.34% for taxable floating rate debt. As mentioned earlier, these rates have provided 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 at least 500 basis points lower than those for the City's long term fixed-rate debt, resulting in an annual savings of over \$300 million.

In 2009, 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.

New York City Related Issuers - Variable Rate Debt

As discussed above, variable rate demand bonds have been a reliable source of cost savings in 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 bonds, TSASC bonds and conduit debt. The City and its related entities have over \$9.6 billion of variable rate demand bonds and auction rate bonds currently outstanding. The TFA floating rate bonds are supported by liquidity facilities while the City's floating rate general obligation and lease appropriation bonds are supported by credit enhancement facilities and liquidity facilities.

The City has not entered into any new interest rate swaps to date in fiscal year 2009. The total notional amount of swaps outstanding as of March 31, 2009 was \$2.9 billion, on which the termination value was negative \$275 million. This is the theoretical amount which the City would pay if all of the swaps

terminated under market conditions as of March 31, 2009 and no replacement swaps were entered into.

The following table shows the City's and its related issuers' floating rate exposure. Floating rate exposure is of note because certain events can cause unexpected increased costs. Those events include rising interest rates, a change in the tax code (in the case of tax-exempt debt), and the deterioration of the City's credit. Additionally, the deterioration of the credit of a related credit or liquidity provider can also have an impact on interest cost. By contrast, the cost of outstanding fixed rate debt does not increase if any of the previously mentioned events takes place. On the other hand, fixed rate borrowing locks in a higher borrowing cost if interest rates do not change materially or if they decline. Overall, floating rate exposure benefits the City because it reduces the cost of financing. In short, interest costs on short term debt are almost always lower than long term debt. The City has assumed floating rate exposure using a variety of instruments, including tax exempt floating rate debt, taxable floating rate debt, synthetic floating rate debt through total return swaps, 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. Since an agreement to enter into a swap in the future, at the counterparty's option (a "swaption"), is a contingent liability, the swaptions which the City has entered into are not counted as floating rate exposure.

Financing Program

NYC Floating-Rate Exposure (1)

(\$ in millions)

	<i>GO</i>	<i>TFA</i>	<i>Lease</i>	<i>TSASC</i>	<i>Total</i>
VRDB & Auction Rate Bonds	\$5,863	\$2,722	\$30	\$0	\$8,615
Synthetic Fixed	201	0	31	0	233
Taxable Basis Swap	154	0	0	0	154
Total Return Swap	500	0	0	0	500
Enhanced Basis Swap	125	0	0	0	125
Total Floating-Rate	\$6,844	\$2,722	\$61	\$0	\$9,627
Total Debt Outstanding	\$39,882	\$12,630	\$1,738	\$1,274	\$55,524
%					
% of Floating-Rate / Total Debt Outstanding				17.3%	
Total Floating-Rate Less \$3.6 Billion Average Balance in General Fund (Floating-Rate Assets)				5,988	
%					
% of Net Floating Rate / Total Debt Outstanding				10.8%	

(1) Debt Outstanding as of the Executive 2010 Budget, excluding NYW, HYIC, and TFA BARBs

The 17.3 percent floating rate exposure, including the risk from the synthetic fixed rate swaps, the basis swaps, and the “total return” swaps, is even more manageable after taking into account the average \$3.6 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 10.8 percent of its outstanding debt. Moreover, the City uses conservative assumptions in budgeting expenses from floating rate instruments.

Financing Program

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 \$37.8 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, \$21.4 billion is outstanding, \$12.5 billion was refinanced with lower cost debt, \$777 million was defeased with Authority funds prior to maturity, and \$3.1 billion was retired with revenues as it matured.

In addition to this long-term debt, NYW uses tax-exempt commercial paper as a source of flexible short-term financing. In September 2008, NYW expanded its commercial paper program to \$1 billion through the issuance of \$200 million of unenhanced extendible municipal commercial paper (EMCP) notes, increasing the total amount of EMCP notes to \$400 million. In addition to EMCP notes, NYW's commercial paper program includes \$600 million of notes backed by lines of credit from six banks.

NYW maintains strong credit ratings from all three rating agencies. In July 2008, Standard & Poor's upgraded ratings on NYW's first resolution debt to AAA from AA+ and upgraded ratings on its second resolution debt to AA+ from AA.

NYW Ratings

<i>Resolution</i>	<i>Fitch</i>	<i>Moody's</i>	<i>Standards and Poor's</i>
First Resolution	AA	Aa2	AAA
Second Resolution	AA	Aa3	AA+

NYW participates in the State Revolving Fund (SRF) program that is administered by the New York State Environmental Facilities Corporation (EFC). The SRF

provides a source of long-term below-market interest rate borrowing, which is subsidized from interest earnings on federal capitalization grants and state matching funds held by EFC.

EFC Ratings

<i>Resolution</i>	<i>Fitch</i>	<i>Moody's</i>	<i>Standards and Poor's</i>
Senior SRF Bonds	AAA	Aaa	AAA
Subordinated SRF Bonds	AA+	Aa1	AA+

On July 23, 2008, NYW issued \$334.1 million of Second General Resolution Revenue Bonds, Fiscal 2009 Series AA to refund \$352.2 million of its remaining auction rate bonds. In addition, during the summer of 2008, NYW closed two new money bond series, including Second General Resolution Revenue Bonds, Fiscal 2009 Series BB offered as variable rate demand bonds in two sub-subseries of \$100.4 million each, and backed by standby bond purchase agreements. Additionally,

NYW issued \$150.1 million of fixed-rate Second Resolution General Revenue Bonds, Fiscal 2009 Series CC consisting of term bonds maturing in 2029, 2030 and 2034.

On October 29, 2008, NYW closed \$536.0 million of new money fixed rate first resolution revenue bonds, Fiscal 2009 Series A. This bond issue included serial bonds maturing from 2017 to 2024 and a term bond maturing in 2040.

Financing Program

On December 11, 2008, NYW closed \$325.6 million of new money fixed rate second resolution revenue bonds, Fiscal 2009 Series DD. This bond issue included serial bonds maturing from 2023 through 2028 and a term bond maturing in 2040.

On January 29, 2009, NYW closed \$645.5 million of fixed rate second resolution revenue bonds, Fiscal 2009 Series EE. This bond issue included \$460 million of new money and \$185 million for the refunding of Fiscal Series 2003 C-1 and C-2 first resolution variable rate bonds. Fiscal 2009 Series EE included serial bonds maturing from 2014 through 2018 and term bonds maturing in 2039 and 2040.

On February 26, 2009, NYW closed \$362.8 million of fixed rate second resolution revenue bonds, Fiscal 2009 Series FF. The bond issue included \$270 million in new money and \$92.8 million for the refunding of Fiscal

Series 2003 C-3 variable rate bonds. Fiscal 2009 Series FF included serial bonds maturing from 2014 through 2018 and a term bond maturing in 2040.

On April 2, 2009, NYW issued \$448.4 million in new money fixed rate second resolution bonds to the New York State Environmental Facilities Corporation. The Fiscal 2009 Series 1 & Series 2 bonds included serial maturities from 2010 to 2038.

The eight bond series that have been closed to date in Fiscal Year 2009 are summarized in the following table. The proceeds of new money bonds were used to refinance commercial paper previously issued by NYW, to pay principal and interest on certain of the Authority's outstanding debt, to pay costs of improvements to the water and sewer system and to pay the costs of issuance. First resolution bond proceeds were also used to fund a portion of the debt service reserve fund.

NYW Issuance

<i>Series</i>	<i>(N)ew Money /(R)ef.</i>	<i>Issue Date</i>	<i>Par Amount</i>	<i>True Interest Cost (TIC)</i>	<i>Longest Maturity</i>
2009 Series AA	R	7/23/08	\$334,075,000	4.27%	2022
2009 Series BB	N	8/7/08	\$200,870,000	1.16%*	2039
2009 Series CC	N	8/7/08	\$150,100,000	4.97%	2034
2009 Series A	N	10/29/08	\$536,030,000	5.88%	2040
2009 Series DD	N	12/11/09	\$325,580,000	5.94%	2040
2009 Series EE	N/R	1/29/09	\$645,455,000	5.16%	2040
2009 Series FF	N/R	2/26/09	\$362,830,000	4.96%	2040
2009 Series 1 & 2	N	4/2/09	\$448,435,268	3.07%	2038

* Bonds issued as variable rate demand bonds; rate shown is an average from the issue date through April 14, 2009.

NYW expects to issue approximately \$200 million of new money bonds over the remainder of Fiscal 2009.

During the period from 2010 to 2013, NYW expects to sell an average of approximately \$2.0 billion of new money debt 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. All new debt in 2010 is expected to be issued as fixed rate debt; however the issuance of floating rate debt will be considered based on

Financing Program

market conditions. After 2010, approximately 80 percent of new debt per year is expected to be issued as fixed rate debt with the remainder issued as floating 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. Subsequently, the TFA received an additional \$4 billion of bonding capacity in 2000 and an additional \$2 billion of bonding capacity in 2007, increasing its overall authorization to \$13.5 billion.

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. Pursuant to that authority, the TFA issued approximately \$2 billion of long-term debt in the first half of fiscal year 2003. One billion dollars of Recovery Bond proceeds were used to pay recovery costs consisting of revenue losses associated with the September 11 event and the remaining \$1.03 billion of proceeds were used to retire the Recovery Notes issued in October 2001, which were used to fund other costs and revenue losses related to the attack. The TFA Recovery Bonds are subordinated to TFA senior debt and have a shorter maturity (20 years vs. 30 years for senior bonds).

On April 2, 2009, the TFA issued \$219 million of PIT refunding bonds. This transaction generated over \$11 million of budgetary savings in 2010. The present value savings was approximately 4.8%.

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 \$3.67 billion of BARBs to fund the capital program of the Department of Education. The financial plan now reflects \$2.5 billion, \$250 million, \$800 million, \$700 million, and \$750 million of issuance in fiscal years 2009 through 2013, respectively.

Hudson Yards Infrastructure Corporation

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. Since the initial issuance of HYIC bonds, the City has not needed to make interest support payments because revenues and earnings on bond proceeds have been sufficient to cover interest payments. In addition, HYIC expects a second and final issuance of \$1 billion of bonds in 2011.

In November 2007, the board of the MTA approved the initial tunneling contract for the No. 7 line extension for a cost of \$1.14 billion. The shafts for the two subway tunnels have been under construction since February of 2008. The

Financing Program

components of the Tunnel Boring Machine that construct the tunnels were delivered to the site in the first quarter of calendar year 2009, with construction expected to begin on the two tunnels during the second quarter.

On May 19, 2008, single-purpose entities created by The Related Companies were conditionally designated to develop a 12 million square foot mixed-use project over the Eastern and

Western sections of the MTA's West Side Rail Yard, including the construction of platforms over both Rail Yards. MTA estimated the present value of the lease payments to be made to the MTA to be \$1 billion. In addition, these entities will pay PILOT to HYIC.

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 and the MTA Bus Company; participates in traffic regulation efforts; and serves as an advocate for better transportation.

Although future demands on the transportation network will depend on a host of economic, demographic, and social trends that are difficult to predict, all indicators point to increased transportation demand. By 2030, the City's population is anticipated to grow by 12.5%. In that time, employment in the City is expected to rise approximately 20% while the daily traffic volume is expected to increase by approximately 6%. Increasing congestion on the City's highways will further exacerbate the difficulties of goods movement, as over 95% of all goods are shipped into the City via trucks. The challenge, in the face of these trends, will be to channel as much of this rising demand into mass transit as possible, while still maintaining a viable and safe local street system. At the same time, the City must maintain its aging bridge and arterial network so that vital transportation links do not become either structurally deficient or congested, or pollution-causing bottlenecks, impeding the City's economic growth.

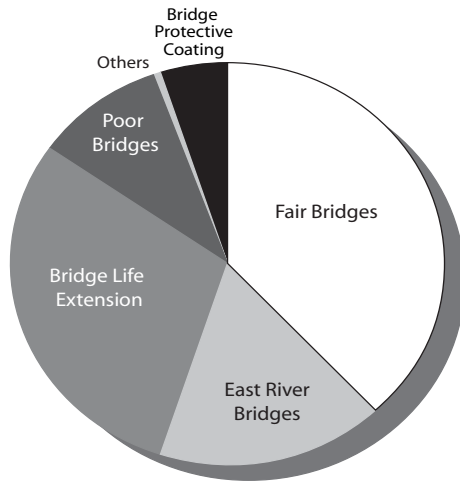
Capital Program Goals

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

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides approximately \$8.8 billion to the Department, with Bridges and Highways receiving the bulk of funding, totaling approximately \$7.8 billion (88%).

Department of Transportation - Bridges



Bridges

	(in millions)
• Fair Bridges	\$1,770.9
• Bridge Life Extension	1,380.3
• East River Bridges	794.6
• Poor Bridges	450.3
• Bridge Protective Coating	221.1
• Bridge Vehicles/Equipment	21.3
• Bridge Facilities	4.9
TOTAL	\$4,643.4

The Ten-Year Capital Strategy provides \$4.6 billion in the Bridge Program for the reconstruction and rehabilitation of New York City's bridges. The Ten-Year Capital Strategy also includes funding for work on the four East River Bridges and 123 other bridge structures. The first four years of this Ten-Year Capital Strategy allocates \$2.7 billion to the Bridge Program, of which \$1.5 billion is projected to be committed in 2010. The total commitment reflects the high priority accorded to restoring and maintaining these essential links in the City's transportation system.

East River Bridges: All remaining East River Bridge reconstruction contracts will be registered by the year 2010. By this time, the reconstruction of the Queensboro and Williamsburg Bridges will be complete and the reconstruction of the Manhattan and Brooklyn Bridges will be in their final stages. Seismic Retrofit will be the final work to be completed on the four East River Bridges, with the last registration planned for 2017. The Ten-Year Capital Strategy provides \$794.6 million for this program.

Poor Bridges: Eight structures currently or projected to be rated "poor" will be committed for reconstruction by 2013, including the Belt Parkway Bridges over Mill Basin and Fresh Creek. By 2013, all bridges currently rated "poor" will either be committed for reconstruction, under reconstruction, or demolished.

Fair Bridges: The Ten-Year Capital Strategy provides \$1.8 billion to reconstruct bridge structures currently rated "fair", including the Roosevelt Avenue Bridge over the Van Wyck Expressway in Queens and the Arthur Kill Road Bridge over Arthur Kill Stream in Staten Island. By the year 2019, a total of 61 bridge structures currently rated "fair" will either be reconstructed or committed for reconstruction.

Bridge Life Extension: The Ten-Year Capital Strategy provides for rehabilitative work on various bridge structures currently rated "fair" or "good" that require an upgrade to their current condition. In addition to component rehabilitation work on various bridges, a total of 38 bridge structures, all rated "fair," are slated for major rehabilitative work under this program through 2019. This includes the reconstruction of the Hillside Avenue Bridge over Cross Island Parkway. A total of \$1.4 billion will be spent on all programs in this category.

Bridge Protective Coating: Funding in the amount of \$221.1 million has been provided for 16 bridge protective coating treatment projects. This is in addition to the protective coating costs of the four East River Bridges which is covered in the East River Bridges section. This program includes protective coating for the bridges crossing over the Bruckner Expressway, the Brooklyn Queens Expressway, and various bridges over the Staten Island Railway.

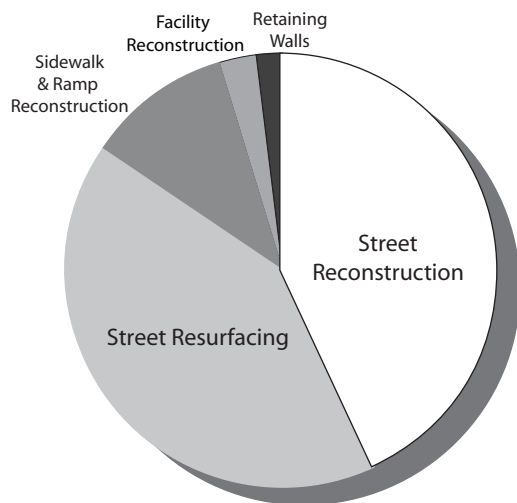
Bridge Facilities and Equipment: \$26.2 million will be allocated for the reconstruction of bridge facilities and the purchase of equipment and vehicles for field forces.

Department of Transportation - Bridges

Project Type: BR and HB

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
East River Bridges											
City	298,600	0	0	0	0	0	0	25,647	0	0	324,247
Federal	320,657	0	0	0	0	0	0	128,899	0	0	449,556
State	20,776	0	0	0	0	0	0	0	0	0	20,776
Fair Bridges											
City	186,065	57,692	58,270	148,624	125,228	63,995	30,294	173,761	21,574	164,752	1,030,255
Federal	163,025	190,001	78,364	161,564	0	0	36,237	109,105	0	0	738,296
State	0	0	0	0	557	0	0	0	0	0	557
Private	1,778	0	0	0	0	0	0	0	0	0	1,778
Bridge Life Extension and Miscellaneous Work											
City	169,485	22,251	26,281	199,473	161,679	99,685	71,900	126,800	73,443	110,513	1,061,510
Federal	67,538	0	0	0	133,420	0	0	41,956	71,897	0	314,811
State	4,000	0	0	0	0	0	0	0	0	0	4,000
Bridge Painting											
City	11,024	7,016	10,362	29,000	34,566	12,200	30,296	37,855	20,000	20,000	212,319
Federal	8,822	0	0	0	0	0	0	0	0	0	8,822
Poor Bridges											
City	104,939	60,031	631	5,700	1,967	0	0	0	0	9,866	183,134
Federal	94,231	172,946	0	0	0	0	0	0	0	0	267,177
Equipment for Bridge Maintenance											
City	2,864	1,200	1,700	1,700	6,700	1,200	1,200	1,200	1,200	1,200	20,164
Bridge Facilities											
City	490	490	490	490	490	490	490	490	490	490	4,900
Bridge Vehicles											
City	959	0	0	0	0	0	0	0	0	0	959
Federal	180	0	0	0	0	0	0	0	0	0	180
Project Type Total by Source of Funds											
City	774,426	148,680	97,734	384,987	330,630	177,570	134,180	365,753	116,707	306,821	2,837,488
Federal	654,453	362,947	78,364	161,564	133,420	0	36,237	279,960	71,897	0	1,778,842
State	24,776	0	0	0	557	0	0	0	0	0	25,333
Private	1,778	0	0	0	0	0	0	0	0	0	1,778
Project Type Total											
All Funds	1,455,433	511,627	176,098	546,551	464,607	177,570	170,417	645,713	188,604	306,821	4,643,441

Department of Transportation - Highways



Highways

	(in millions)
• Street Reconstruction	\$1,367.5
• Street Resurfacing	1,305.6
• Sidewalk & Ramp Reconstruction	343.2
• Facility Reconstruction	81.1
• Retaining Walls	59.8
TOTAL	\$3,157.2

The Ten-Year Capital Strategy provides \$3.2 billion in the Highways program for the rehabilitation of 7,534 lane miles (2,282 linear miles) of City streets.

Street Reconstruction: Total funding in the Ten-Year Capital Strategy for street reconstruction is \$1.4 billion, which provides for the reconstruction of 534 lane miles (148 linear miles) of streets Citywide, including the reconstruction of streets in the Jewel Street area in Brooklyn, East Houston Street in Manhattan, College Point Boulevard in Queens, Rockland Avenue in Staten Island, and Paulding Avenue area in the Bronx. This reconstruction work also involves safety related projects including the reconstruction of streets to provide safe routes to schools Citywide and a reconstruction of the streets in Downtown Brooklyn area to improve pedestrian and traffic flow.

Retaining Walls: A total of \$59.8 million is provided in the Ten-Year Capital Strategy for the reconstruction of retaining walls including walls along Decatur Avenue in the Bronx, and Riverside Drive in Manhattan, and Jackie Robinson Parkway in Queens.

Street Resurfacing: The Ten-Year Capital Strategy calls for the resurfacing of 7,000 lane miles (2,134 linear miles) of streets and arterial highways at a ten-year cost of \$1.3 billion.

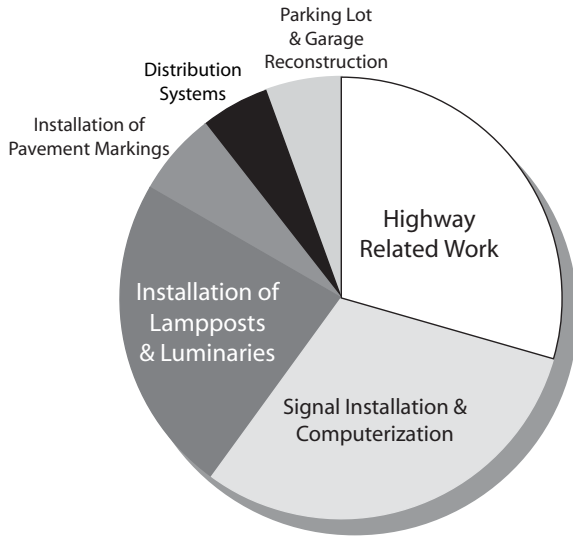
Sidewalk and Ramp Reconstruction: For the ten-year period, approximately 39.3 million square feet of sidewalks will be reconstructed throughout the City, at a cost of \$276.5 million. Additionally, pedestrian ramps will be installed at approximately 21,700 corners throughout the City, at a cost exceeding of \$66.7 million.

Facility Reconstruction: A total of \$81.1 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.

Department of Transportation - Highways

Project Type: HW											
	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>Total</i>
<i>Economic Development - Streets</i>											
City	1,500	0	0	0	0	0	0	0	0	0	1,500
<i>Facility Reconstruction</i>											
City	39,127	0	6,660	3,704	12,253	3,869	3,869	3,869	3,869	3,869	81,089
<i>Pedestrian Ramp Construction</i>											
City	20,656	15,930	15,151	1,200	4,463	1,442	489	1,632	966	1,511	63,440
Federal	1,199	199	0	0	0	1,920	0	0	0	0	3,318
Private	3	0	3	0	0	0	0	0	0	0	6
<i>Primary Street Reconstruction</i>											
City	222,601	95,423	55,825	92,974	234,550	121,971	51,992	104,606	44,237	37,252	1,061,431
Federal	108,951	50,113	0	1,920	640	0	0	4,000	6,880	0	172,504
State	26,280	12,401	0	0	4,200	0	0	0	0	0	42,881
Private	59,962	20,323	0	0	2	0	0	0	0	0	80,287
<i>Primary Street Resurfacing</i>											
City	126,584	126,359	126,299	128,199	128,874	130,862	132,978	135,157	135,157	135,157	1,305,626
<i>Reconstruction of Retaining Walls</i>											
City	43,990	12,250	0	3,545	0	0	0	0	0	0	59,785
<i>Sidewalk Reconstruction</i>											
City	23,177	28,328	21,344	23,495	34,026	30,620	21,963	25,611	22,513	20,805	251,882
Federal	20,573	0	0	0	0	0	0	0	0	0	20,573
State	2,000	2,000	0	0	0	0	0	0	0	0	4,000
<i>Reconstruction of Step Streets</i>											
City	5,525	684	0	0	0	0	0	0	0	0	6,209
Federal	1,100	1,550	0	0	0	0	0	0	0	0	2,650
<i>Project Type Total by Source of Funds</i>											
City	483,160	278,974	225,279	253,117	414,166	288,764	211,291	270,875	206,742	198,594	2,830,962
Federal	131,823	51,862	0	1,920	640	1,920	0	4,000	6,880	0	199,045
State	28,280	14,401	0	0	4,200	0	0	0	0	0	46,881
Private	59,965	20,323	3	0	2	0	0	0	0	0	80,293
<i>Project Type Total</i>											
All Funds	703,228	365,560	225,282	255,037	419,008	290,684	211,291	274,875	213,622	198,594	3,157,181

Department of Transportation - Traffic



Traffic

	(in millions)
• Highway Related Work	\$247.8
• Signal Installation and Computerization	257.1
• Installation of Lampposts and Luminaires	197.3
• Installation of Pavement Markings	51.5
• Parking Lot and Garage Reconstruction	44.8
• Distribution Systems	42.9
TOTAL	\$841.4

The Ten-Year Capital Strategy provides \$841.4 million for Traffic programs.

Signal Installation and Computerization: The Ten-Year Capital Strategy provides \$257.1 million for signal installation and computerization. Of this amount, \$153.8 million will be allocated to the installation and replacement of approximately 2,000 signals, Citywide, and \$103.3 million spent primarily on signal system modernization and computerization.

Installation of Lampposts and Luminaires: The Ten-Year Capital Strategy provides \$197.3 million for the installation of 8,000, and replacement of 56,000 lampposts and luminaires, as well as streetlight maintenance, including \$10.2 million for the replacement of incandescent light bulbs in City streetlights with more energy-efficient bulbs and reflectors.

Highway Related Work: The Ten-Year Capital Strategy provides \$247.8 million for the installation of signals, streetlights, and lane markings associated with the Highway Reconstruction Program. A total of 148 linear miles of highways will be reconstructed during this ten-year period. This street reconstruction work also involves safety and congestion mitigation related projects including Bus Rapid Transit Program and other bus initiatives.

Replacement of Electrical Distribution Systems: To reduce lighting outages, the Ten-Year Capital Strategy will replace over 90,000 linear feet of cable, 45,000 linear feet of conduit, and 140 cable boxes for the City's roadway and park lighting systems, at a total cost of \$42.9 million.

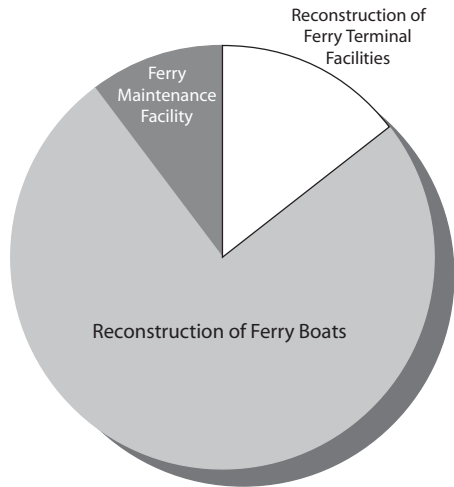
Parking Lot and Garage Reconstruction: The Ten-Year Capital Strategy provides \$44.8 million for on-street parking meters and off-street parking facilities. The Strategy also provides \$17.3 million for the installation of parking meters.

Installation of Pavement Markings: The Ten-Year Capital Strategy provides funding of \$51.5 million for the installation of over 65,000 reflective markers and 100 million linear feet of thermoplastic markings to be done in conjunction with the Department's in-house resurfacing program and other projects.

Department of Transportation - Traffic

Project Type: TF											
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
Fair											
City	1,100	0	0	0	0	0	0	0	0	0	1,100
Communications, Surveillance Equipment											
City	75	0	0	0	0	0	0	0	0	0	75
Highway Drawdown Program											
City	11,046	4,050	1,859	2,995	12,883	5,985	1,530	5,798	1,783	705	48,634
Federal	2,162	641	0	0	0	0	0	0	0	0	2,803
Installation of Lampposts and Luminaires											
City	1,347	6,530	0	710	0	0	0	0	0	0	8,587
Federal	9,747	0	0	0	0	0	0	0	0	0	9,747
State	19,992	29,429	6,500	22,000	8,000	24,000	8,000	26,000	7,500	27,500	178,921
Parking Lot and Garage Reconstruction											
City	7,596	7,702	0	1,330	1,225	1,140	1,340	800	4,500	1,840	27,473
State	1,827	8,190	5,390	1,873	0	0	0	0	0	0	17,280
Installation of Pavement Markings											
City	11,960	0	8,480	0	10,100	0	10,500	0	10,500	0	51,540
Traffic Work in Conjunction with Highway Reconstruction											
City	8,075	15,922	9,580	8,984	20,313	14,477	12,522	8,382	8,382	8,382	115,019
Federal	5,200	50,588	21,671	0	0	0	0	0	0	0	77,459
State	0	2,780	0	0	0	0	0	0	0	0	2,780
Replacement of Electrical Distribution Systems											
State	4,911	0	4,000	4,000	5,000	5,000	5,000	5,000	5,000	5,000	42,911
Signal Installation and Computerization											
City	35,397	8,984	4,521	0	4,746	0	4,984	0	5,233	0	63,865
Federal	32,008	27,971	0	0	0	0	0	0	0	0	59,979
State	1,256	17,000	500	15,500	16,000	16,000	17,000	16,500	17,000	16,500	133,256
Project Type Total by Source of Funds											
City	76,596	43,188	24,440	14,019	49,267	21,602	30,876	14,980	30,398	10,927	316,293
Federal	49,117	79,200	21,671	0	0	0	0	0	0	0	149,988
State	27,986	57,399	16,390	43,373	29,000	45,000	30,000	47,500	29,500	49,000	375,148
Project Type Total											
All Funds	153,699	179,787	62,501	57,392	78,267	66,602	60,876	62,480	59,898	59,927	841,429

Department of Transportation - Ferries



Ferries

	(in millions)
• Reconstruction of Ferry Boats	\$105.2
• Reconstruction of Ferry Terminal Facilities	20.3
• Ferry Maintenance Facility	14.1
TOTAL	\$139.6

The Ten-Year Capital Strategy for Ferries provides a total of \$139.6 million for the reconstruction and improvement of various ferry vessels and facilities.

Reconstruction of Ferry Boats: The Ten-Year Capital Strategy provides \$105.2 million for various projects associated with the eight Department of Transportation-operated ferry boats for service between Saint George and Whitehall terminals. Of this amount, \$68.1 million is allocated in the Ten-Year Capital Strategy for the routine maintenance of the Staten Island Ferry vessel fleet in conjunction with U.S. Coast Guard regulations and \$14.5 million is provided for the replacement of two oil storage barges and one fuel derrick. In addition, \$10.0 million is provided for preliminary design work on two next-generation Barberi Class boats that will replace the two existing vessels nearing the end of their useful lives. The remaining amount is set aside for various other ferry boat reconstruction and security projects and upgrades.

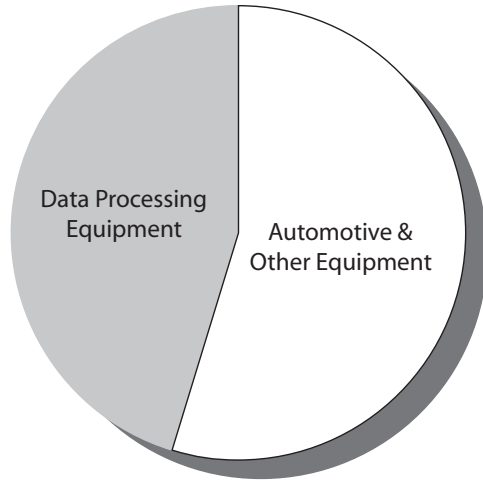
Reconstruction of Ferry Terminal Facilities: The Ten-Year Capital Strategy includes \$20.3 million for the Department's portion of the rehabilitation and renovation work to ferry terminal buildings, slips, and racks. This funding is provided for anticipated terminal improvements and related projects, including \$13.5 million for the reconstruction of ferry racks in both terminals. The renovations at St. George and Whitehall Ferry Terminals have been substantially completed at a total estimated cost of \$400.2 million, including a \$21.1 million security upgrade to the St. George Terminal which is near completion.

Reconstruction of Ferry Maintenance Facility: Funding of \$14.1 million is included for general construction work at the ferry maintenance facilities, including \$5.2 million for the reconstruction of the maintenance facility's pier.

Department of Transportation - Ferries

Project Type: FA											
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
Reconstruction of Ferry Boats											
City	7,763	6,175	6,325	20,224	5,941	3,575	8,493	6,207	15,700	1,350	81,753
Federal	17,045	0	1,015	0	0	2,200	1,136	0	0	0	21,396
State	360	0	315	0	250	525	142	500	0	0	2,092
Ferry Maintenance Facility Construction											
City	1,033	5,360	0	1,000	0	0	0	0	0	0	7,393
Federal	544	5,440	0	0	0	0	0	0	0	0	5,984
State	68	680	0	0	0	0	0	0	0	0	748
Reconstruction of Ferry Terminal Facilities											
City	2,725	0	0	5,000	5,000	0	0	0	0	0	12,725
Federal	7,209	0	0	0	0	0	0	0	0	0	7,209
State	348	0	0	0	0	0	0	0	0	0	348
Project Type Total by Source of Funds											
City	11,521	11,535	6,325	26,224	10,941	3,575	8,493	6,207	15,700	1,350	101,871
Federal	24,798	5,440	1,015	0	0	2,200	1,136	0	0	0	34,589
State	776	680	315	0	250	525	142	500	0	0	3,188
Project Type Total											
All Funds	37,095	17,655	7,655	26,224	11,191	6,300	9,771	6,707	15,700	1,350	139,648

Department of Transportation - Equipment



Equipment

(in millions)

- Automotive and Other Equipment \$37.4
- Data Processing Equipment 30.7

TOTAL \$68.1

The Ten-Year Capital Strategy provides \$68.1 million for the purchase of vehicles and equipment for DOT field forces and computer equipment for office automation, data processing, and engineering support. This is in addition to the funding provided in FY 2009 for the consolidation of DOT's data center at its new headquarters at 55 Water Street in Manhattan.

Department of Transportation - Equipment

Project Type: TD											
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
Data Processing Equipment											
City	8,594	7,239	700	700	1,400	1,400	1,050	1,050	1,050	1,050	24,233
Federal	1,500	5,000	0	0	0	0	0	0	0	0	6,500
Automotive and Other Equipment											
City	8,194	6,534	5,200	2,952	1,700	1,700	1,700	1,700	1,756	1,833	33,269
Federal	3,688	0	0	0	0	0	0	0	0	0	3,688
State	434	0	0	0	0	0	0	0	0	0	434
Project Type Total by Source of Funds											
City	16,788	13,773	5,900	3,652	3,100	3,100	2,750	2,750	2,806	2,883	57,502
Federal	5,188	5,000	0	0	0	0	0	0	0	0	10,188
State	434	0	0	0	0	0	0	0	0	0	434
Project Type Total											
All Funds	22,410	18,773	5,900	3,652	3,100	3,100	2,750	2,750	2,806	2,883	68,124
Transportation Total											
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
Total by Source of Funds											
City	1,362,491	496,150	359,678	681,999	808,104	494,611	387,590	660,565	372,353	520,575	6,144,116
Federal	865,379	504,449	101,050	163,484	134,060	4,120	37,373	283,960	78,777	0	2,172,652
State	82,252	72,480	16,705	43,373	34,007	45,525	30,142	48,000	29,500	49,000	450,984
Private	61,743	20,323	3	0	2	0	0	0	0	0	82,071
All Funds	2,371,865	1,093,402	477,436	888,856	976,173	544,256	455,105	992,525	480,630	569,575	8,849,823

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 NYCT operates the most extensive public transportation system in the country, serving over 2.4 billion subway and bus passengers each year. NYCT maintains a fleet of 6,485 subway cars and 468 passenger stations in four boroughs, in addition to a 23-station rail system on Staten Island. It operates 24 hours a day, 365 days a year. In addition, NYCT operates a fleet of 4,578 buses on 244 routes throughout the City. Through 2008, total NYCT ridership was 3.1 percent higher than 2007, with subway ridership reaching its highest level in over 30 years, as riders continued to utilize more unlimited ride and discount fare options.

NYCT's Department of Subways maintains nearly 660 miles of subway, at-grade, and elevated track in Brooklyn, Manhattan, Queens and the Bronx, extending over 238 route miles. The Staten Island Railway (SIR) operates nearly 29 miles of track. The Department of Buses operates bus service on nearly 1,700 route miles in the five boroughs. NYCT rail-car and bus maintenance is accomplished at two major car overhaul facilities, 14 car maintenance shops, 23 storage yards, and 18 bus depots.

Since 1982, NYCT has implemented five multi-year capital reconstruction programs. These plans have committed an average of \$1.7 billion per year, to restore the system to a state of good repair and normal replacement, with an emphasis on service and a well-maintained fleet. The transit system currently benefits from a twelve-month moving average subway car reliability of nearly 133,546 miles between failures. Since 1982 through the end of 2008, the MTA has committed over \$42.0 billion to NYCT capital funding. A 2005-2009 Capital Program was approved by the MTA Board and adopted by the Capital Program Review Board ("CPRB") in 2005. It included \$21.2 billion for all MTA agencies, including \$16.0 billion for

its basic infrastructure program, \$11.3 billion of which would be invested in the NYCT core system, and over \$5.0 billion for NYCT network expansion and security upgrades. The 2005-2009 Capital Program included approximately \$497.0 million to be funded with proceeds of City general obligation bonds and approximately \$2.0 billion for extension of the No. 7 subway line and other public improvements which are being funded with proceeds of bonds issued by the Hudson Yards Infrastructure Corporation ("HYIC"). The latest of a number of amendments to the 2005-2009 Capital Program was approved by the CPRB on November 7, 2008. This amendment increased overall capital funding by an additional \$1.1 billion to a revised total of \$23.7 billion, primarily reflecting additions of federal funding in the amount of approximately \$1.0 billion for the Second Avenue Subway and East Side access of the Long Island Railroad to Grand Central Terminal.

The Metropolitan Transportation Authority Bus Company (MTABC), an MTA subsidiary was established in 2004 to provide bus service in the areas previously served by seven private bus companies franchised by the City. Between January 3, 2005 and February 20, 2006, service from each of these seven companies was transferred to MTABC, which now receives operating subsidy from the City.

The MTABC provides local and express bus service to supplement the NYCT system. With a fleet of over 1,300 buses, the MTABC serves over 120 million riders per year, operating 24 hours a day, 365 days a year.

Transit Authority

Capital Program Goals

The Amended 2005-2009 MTA Capital Program for NYCT includes subway station rehabilitations, improvements in the subway's signals, communications, fare collection systems and plans for several network expansion initiatives. More specifically, the improvements will ensure safety, reliability and performance by improving infrastructure and facilities. The Amended Capital Program includes the purchase of 1,025 new subway cars for \$2.2 billion which will replace 1,002 aging B Division cars. An additional 23 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. In addition, this amendment adds a new project (\$11.0 million) for the design of 75-foot cars, to be known as the R-179 series. The Capital Program also includes the purchase of 1,357 new buses for \$928.4 million which will all use clean fuel technology. 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 Amended 2005-2009 MTA Capital Program for MTABC includes \$144.5 million for environmental remediation work at various MTA Bus depots and other depot improvements including security and equipment upgrades. Not included in the 2005-2009 MTA Capital Program for MTABC are an additional \$322.5 million previously provided by the City for NYCT's La Guardia connection project in the 2000-2004 Capital Program. These funds have been reallocated by the MTA to the MTABC as agreed to by the City for the purchase of additional vehicles and other capital investments.

Ten-Year Capital Strategy

In the Ten-Year Capital Strategy, the City will contribute \$601.2 million to NYCT, including \$400.0 million for ongoing track improvements and rehabilitation and \$201.2 million in discretionary funding for various subway and bus projects.

Transit Authority

Project Type: ST											
	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>Total</i>
<i>Staten Island Rapid Transit Operating Authority</i> City	350	350	350	350	361	370	370	384	384	391	3,660
<i>Project Type Total by Source of Funds</i> City	350	350	350	350	361	370	370	384	384	391	3,660
<i>Project Type Total</i> All Funds	350	350	350	350	361	370	370	384	384	391	3,660
Project Type: T											
	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>Total</i>
<i>Miscellaneous Transit Improvement Projects</i> City	21,550	12,032	8,777	26,044	18,422	19,932	21,493	21,479	23,420	24,425	197,574
<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	61,550	52,032	48,777	66,044	58,422	59,932	61,493	61,479	63,420	64,425	597,574
<i>Project Type Total</i> All Funds	61,550	52,032	48,777	66,044	58,422	59,932	61,493	61,479	63,420	64,425	597,574

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 6,300 miles of water mains which distribute water throughout the five boroughs, and 6,600 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

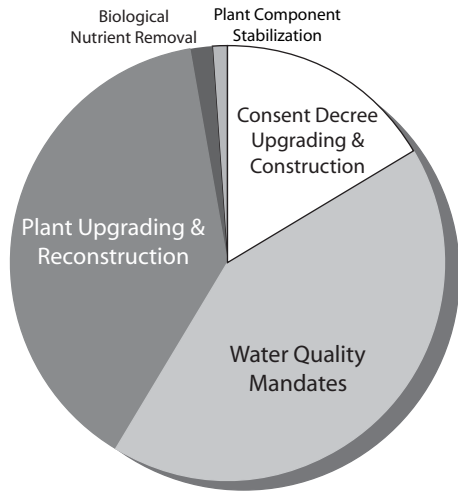
- To maintain the quality of water in the City's watersheds and, where necessary, treat or filter the supply to ensure that supplies continue to be of high quality;
- To maintain and improve the transmission and distribution capacity of the City's water supply system;
- To improve the quality of the surrounding 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 systems, is financed by the New York City Municipal Water Finance Authority (Authority) and paid for by water and sewer charges collected through the New York City Water Board. The Ten-Year Capital Strategy includes \$12.9 billion for DEP programs, of which \$12.8 billion is Authority funded.

The water and sewer system is currently facing significant costs for mandate compliance and improvements to its water supply and sewage treatment systems. 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 rate payers as can be achieved.

Department of Environmental Protection - Water Pollution Control



Water Pollution Control

To improve the quality of the City's estuaries and to comply with the mandates imposed by the Clean Water Act, the Ten-Year Capital Strategy allocates \$3.8 billion towards wastewater treatment programs.

	(in millions)
• Plant Upgrading and Reconstruction	\$1,753.8
• Water Quality Mandates	1,162.9
• Consent Decree Upgrading and Construction	772.1
• Plant Component Stabilization	84.3
• Biological Nutrient Removal	76.6
TOTAL	\$3,849.7

Water Quality Mandates: Combined Sewer Overflows (CSOs) are currently a source of pollution in New York City waters. CSO events occur during and after heavy rainstorms, when the flow of wastewater and stormwater in the sewers exceeds the treatment capacity of a wastewater treatment plant and therefore enters surrounding waterways untreated. The Ten-Year Capital Strategy includes \$1.2 billion for the reduction of CSOs. DEP is exploring a total water quality approach in water bodies that are impacted by the discharge of CSOs.

Plant Upgrading and Reconstruction: The Ten-Year Capital Strategy provides \$1.8 billion for the reconstruction or replacement of individual components at in-City wastewater treatment facilities or related-conveyance infrastructure to ensure their continuous and reliable operations.

Consent Decree Upgrading and Construction: \$772.1 million to address mandated projects including \$737.7 million allocated to the ongoing Newtown Creek Wastewater Treatment Plant (WWTP) upgrade.

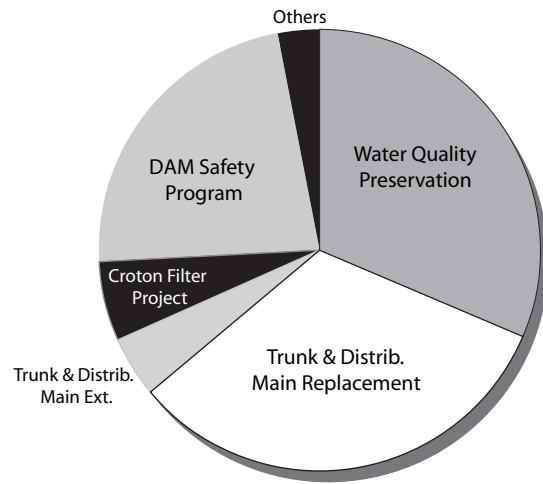
Biological Nutrient Removal: The Ten-Year Capital Strategy provides \$76.6 million for research and related pilot projects to reduce the amount of nitrogen discharged into New York Harbor, Jamaica Bay, and the Long Island Sound.

Plant Component Stabilization: \$84.3 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.

Department of Environmental Protection - Water Pollution Control

Project Type: WP											
	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>Total</i>
<i>Biological Nutrient Removal</i>											
City	16,104	15,400	15,000	0	30,095	0	0	0	0	0	76,599
<i>Consent Decree Upgrading and Construction</i>											
City	537,653	71,425	0	93,000	16,000	0	8,000	0	0	8,000	734,078
Federal	38,000	0	0	0	0	0	0	0	0	0	38,000
<i>Plant Upgrading and Reconstruction</i>											
City	169,665	128,537	93,984	134,895	207,593	249,447	252,536	175,244	197,330	141,511	1,750,742
Federal	3,000	0	0	0	0	0	0	0	0	0	3,000
<i>Plant Component Stabilization</i>											
City	14,146	24,891	0	15,300	0	0	0	0	0	0	54,337
Federal	30,000	0	0	0	0	0	0	0	0	0	30,000
<i>Water Quality Mandates</i>											
City	61,254	52,694	215,815	223,000	122,484	79,257	222,329	0	88,160	97,946	1,162,939
<i>Project Type Total by Source of Funds</i>											
City	798,822	292,947	324,799	466,195	376,172	328,704	482,865	175,244	285,490	247,457	3,778,695
Federal	71,000	0	0	0	0	0	0	0	0	0	71,000
<i>Project Type Total</i>											
All Funds	869,822	292,947	324,799	466,195	376,172	328,704	482,865	175,244	285,490	247,457	3,849,695

Department of Environmental Protection - Water Mains, Sources and Treatment



Water Mains, Sources and Treatment

The Ten-Year Capital Strategy provides approximately \$3.2 billion for the protection and upkeep of the City's source water supply and water distribution systems including the reconstruction of the Gilboa Dam at a cost of \$490.0 million and funds for the continued construction of facilities related to an ultraviolet light water disinfection facility for the Catskill and Delaware watersheds at a cost of \$401.9 million.

	(in millions)
• Trunk and Distribution Main Replacement	\$1,029.6
• Water Quality Preservation	998.2
• Dam Safety Program	718.7
• Croton Filter Project	187.4
• Trunk and Distribution Main Extension	135.4
• Augmentation of Water Supply Systems	54.1
• Brooklyn-Queens Aquifer	28.2
• Extensions to Accommodate New Development	9.4
TOTAL	\$3,161.0

Department of Environmental Protection - Water Mains, Sources and Treatment

Trunk and Distribution Main Replacement: This category includes the replacement of distribution and trunk mains at a total cost of \$1.0 billion.

Water Quality Preservation: The Ten-Year Capital Strategy calls for improvements to the upstate watershed including construction of related facilities to the ultraviolet light water disinfection facility (\$401.9 million). Funding is provided for the continuation of various Filtration Avoidance Determination (FAD) measures in the upstate watershed totaling \$318.0 million, including \$214.9 million for land acquisition.

Dam Safety Program: This category includes initiation of design and reconstruction of the dams in the Croton, Catskill and Delaware watersheds (\$718.7 million). The majority of funds is for the reconstruction of the Gilboa Dam and Intake/Outlet Chamber (\$490.0 million).

Croton Filter Project: The City is required, under a federal court consent decree, to design and construct a filtration plant for its Croton water supply. In September 2004, a notice to proceed was issued for the first phase of construction of the plant. In addition to the \$2.6 billion already committed, the total amount included for the plant and related projects in the Ten-Year Capital Strategy is \$187.4 million.

Trunk and Distribution Main Extension: This category includes the extension of distribution and trunk mains at a total cost of \$135.4 million.

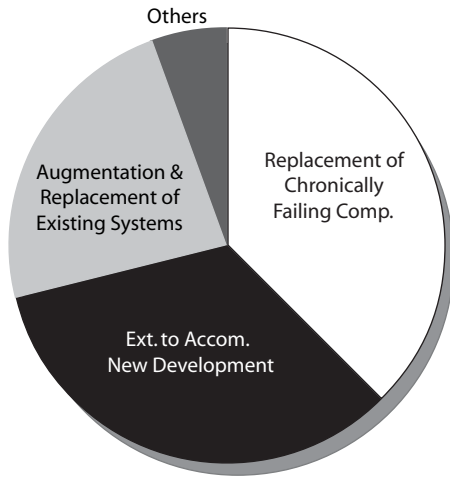
Augmentation of Water Supply Systems: This category provides \$54.1 million to increase capacity of the existing system.

Brooklyn-Queens Aquifer: This category includes the construction of a groundwater treatment facility to demonstrate that the Brooklyn-Queens Aquifer can provide quality drinking water while reducing flooding in southeast Queens (\$28.2 million).

Department of Environmental Protection - Water Mains, Sources and Treatment

Project Type: WM											
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
<i>Augmentation of Water Supply Systems</i> City	19,584	18,389	3,200	0	0	1,310	0	11,600	0	0	54,083
<i>Brooklyn-Queens Aquifer</i> City	1,100	0	0	3,104	4,000	4,000	4,000	4,000	4,000	4,000	28,204
<i>Croton Filter Project</i> City	98,989	43,386	0	0	45,000	0	0	0	0	0	187,375
<i>Dam Safety Program</i> City	0	391,133	148,817	168,771	10,000	0	0	0	0	0	718,721
<i>Extensions</i> City	3,219	860	785	0	0	0	0	0	0	4,500	9,364
<i>Trunk and Distribution Main Extension</i> City	10,268	30,284	12,833	5,879	24,300	16,090	4,000	6,963	0	24,814	135,431
<i>Trunk and Distribution Main Replacement</i> City	135,293	87,391	128,910	160,886	49,242	109,458	57,030	97,244	106,897	97,247	1,029,598
<i>Water Quality Preservation</i> City	204,191	247,792	283,857	42,995	44,086	10,011	154,709	962	9,138	482	998,223
<i>Project Type Total by Source of Funds</i> City	472,644	819,235	578,402	381,635	176,628	140,869	219,739	120,769	120,035	131,043	3,160,999
<i>Project Type Total</i> All Funds	472,644	819,235	578,402	381,635	176,628	140,869	219,739	120,769	120,035	131,043	3,160,999

Department of Environmental Protection - Sewers



Sewers

Approximately \$1.9 billion will be committed over the next ten years to replace existing sewers in areas requiring increased capacity, to extend sewers to unserved or underserved areas, and to replace failing, flawed, or collapsed sewer mains.

	(in millions)
• Replacement of Chronically Failing Components	\$720.5
• Extensions to Accommodate New Development	643.4
• Augmentation and Replacement of Existing Systems	441.9
• Programmatic Replacement and Reconstruction	74.4
• Trunk and Distribution Main Replacement	20.7
• Programmatic Response to Regulatory Mandates	9.9
TOTAL	\$1,910.8

Extensions to Accommodate New Development: \$643.4 million in this category continues 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.

Replacement of Chronically Failing Components: The Ten-Year Capital Strategy provides \$720.5 million for the replacement of malfunctioning or collapsed cement pipe combined sewers.

Augmentation and Replacement of Existing Systems: The Ten-Year Capital Strategy provides \$441.9 million to increase capacity of the existing system. This includes Bluebelt land acquisition and construction in Staten Island (\$141.2 million).

Programmatic Replacement and Reconstruction: The \$74.4 million allocated provides for storm sewers for the alleviation of flooding, the majority of which is for the Whitestone area of Queens (\$39.5 million).

Trunk and Distribution Main Replacement: The \$20.7 million allocated provides for the replacement and reconstruction of other sewers throughout the City.

Programmatic Response to Regulatory Mandates: The \$9.9 million allocated provides for the construction of sewers to address State Pollution Discharge Elimination System (SPDES) permits. SPDES permits require the City to reduce sewage discharge into surrounding waters during storms.

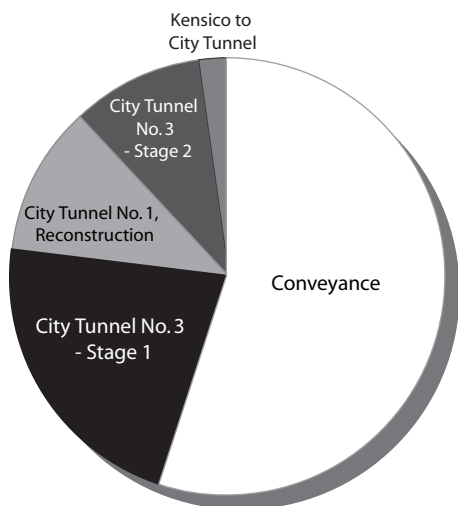
Department of Environmental Protection - Sewers

Project Type: SE		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
<i>Replacement or Augmentation of Existing Systems</i>	City	42,586	17,731	56,203	6,160	32,924	70,722	90,377	49,266	21,000	54,922	441,891
<i>Extensions to Accommodate New Development</i>	City	74,671	58,390	113,986	60,870	64,913	62,643	50,593	58,561	60,921	37,891	643,439
<i>Programmatic Response to Regulatory Mandates</i>	City	0	9,900	0	0	0	0	0	0	0	0	9,900
<i>Programmatic Replacement and Reconstruction</i>	City	3,456	23,871	0	15,002	3,500	0	0	9,856	18,712	0	74,397
<i>Replacement of Chronically Failing Components</i>	City	89,770	70,743	62,841	78,304	79,051	77,916	75,368	57,750	70,876	57,750	720,369
	Private	124	0	0	0	0	0	0	0	0	0	124
<i>Trunk and Distribution Main Replacement</i>	City	2,489	2,775	2,371	100	1,284	0	0	9,443	0	2,224	20,686
<i>Project Type Total by Source of Funds</i>												
	City	212,972	183,410	235,401	160,436	181,672	211,281	216,338	184,876	171,509	152,787	1,910,682
	Private	124	0	0	0	0	0	0	0	0	0	124
<i>Project Type Total</i>												
	All Funds	213,096	183,410	235,401	160,436	181,672	211,281	216,338	184,876	171,509	152,787	1,910,806

Department of Environmental Protection - Water Supply

Water Supply

Approximately \$3.6 billion will be provided for either a redundant tunnel or loop to the Delaware aqueduct or the development of alternate water sources, conveyance and to complete work on Stages 1 and 2 of City Water Tunnel No. 3.



	(in millions)
• Conveyance	\$1,962.6
• City Tunnel No. 3 - Stage 1	780.7
• City Tunnel No. 1, Reconstruction	396.0
• City Tunnel No. 3 - Stage 2	347.5
• Kensico to City Tunnel	74.6
TOTAL	\$3,561.4

Conveyance: DEP will commit \$2.0 billion in this Ten-Year Capital Strategy towards water conveyance. Of this total, \$1.5 billion is provided for either a redundant tunnel or loop to the Delaware aqueduct or the development of alternate water sources. This program will research and develop alternate water supplies and delivery systems for the City in order to provide more dependability within the water system. The alternate water supplies could be used during drought situations, during repairs and inspections of existing aqueducts and tunnels and to augment the City's daily water supply.

City Tunnel No. 3 - Stage 1: DEP will commit \$780.7 million in this Ten-Year Capital Strategy for construction work at the Hillview Reservoir including the modification of chambers and the construction of chlorination and monitoring buildings. Of this total, \$500.0 million is provided for the construction of a cover over the Hillview Reservoir.

City Tunnel No. 3 - Stage 2: In order to complete the construction of Stage 2, DEP will commit \$347.5 million in this Ten-Year Capital Strategy.

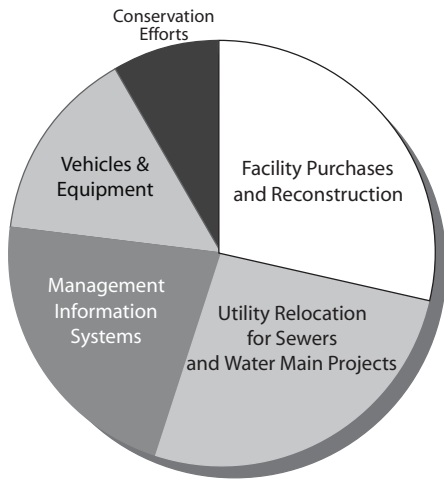
City Tunnel No. 1, Reconstruction: \$396.0 million is allocated for the beginning of inspection and design work associated with the eventual reconstruction of City Water Tunnel No. 1.

Kensico to City Tunnel: DEP will commit \$74.6 million in this Ten-Year Capital Strategy towards the investigation of the construction of a Kensico to City Tunnel. This 16 mile long tunnel would run from the Kensico Reservoir to the Van Cortlandt Park Valve Chamber, bypassing the Hillview Reservoir.

Department of Environmental Protection - Water Supply

Project Type: W											
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
Conveyance											
City	60,800	83,000	0	38,733	203,841	309,261	26,000	556,177	84,949	599,802	1,962,563
Kensico-City Tunnel											
City	0	0	0	0	0	28,217	0	24,744	0	21,676	74,637
City Tunnel No. 1, Reconstruction											
City	0	20,000	44,000	0	60,000	0	25,000	247,000	0	0	396,000
City Tunnel No. 3, Stage 1											
City	11,810	74,870	39,198	81,411	323,453	0	0	0	250,000	0	780,742
City Tunnel No. 3, Stage 2											
City	31,785	6,200	50,347	138,808	24,469	9,446	85,007	467	475	482	347,486
Project Type Total by Source of Funds											
City	104,395	184,070	133,545	258,952	611,763	346,924	136,007	828,388	335,424	621,960	3,561,428
Project Type Total											
All Funds	104,395	184,070	133,545	258,952	611,763	346,924	136,007	828,388	335,424	621,960	3,561,428

Department of Environmental Protection - Equipment



Equipment & Miscellaneous Programs:

A total of \$437.1 million is allocated for the following programs: water meter installation, automatic meter reading systems, toilet retrofit, facility purchases and reconstruction, payments for gas utility line relocation, and for equipment purchases, including laboratory instruments, vehicles, and computers.

	(in millions)
• Facility Purchases and Reconstruction	\$125.4
• Utility Relocation for Sewer and Water Main Projects	115.5
• Management Information Systems	96.1
• Vehicles and Equipment	64.1
• Conservation Efforts	36.0
TOTAL	\$437.1

Management Information Systems: \$96.1 million is allocated for agency wide improvements in DEP's management information systems, as well as equipment improvements corresponding with various facility upgrades.

Conservation Efforts: \$36.0 million is allocated for efforts to reduce consumption of water through the installation and replacement of water meters in residential and commercial properties.

Utility Relocation for Sewer and Water Main Projects: \$115.5 million is allocated 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.

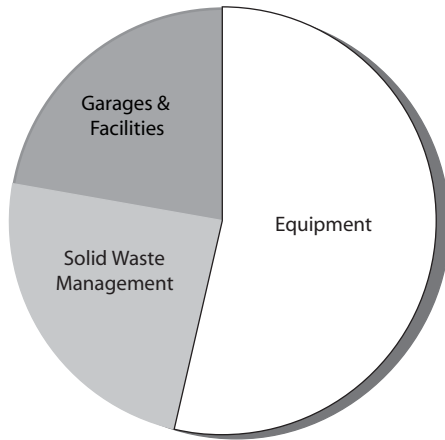
Facility Purchases and Reconstruction: \$125.4 million is allocated for the reconstruction and rehabilitation of various water and sewer field operations facilities and DEP administrative offices.

Vehicles and Equipment: \$64.1 million is allocated to the systematic replacement of vehicles and equipment used for water and sewer field operations, plant maintenance, upstate maintenance, and customer service operations.

Department of Environmental Protection - Equipment

Project Type: EP											
	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>Total</i>
<i>Conservation for Water Meter Replacements</i>											
City	22,600	64	2,605	0	0	0	5,967	3,810	113	838	35,997
<i>Management Information Systems</i>											
City	34,288	12,266	14,090	10,527	9,885	0	5,000	0	0	0	86,056
Federal	0	0	0	10,000	0	0	0	0	0	0	10,000
<i>Facility Purchases and Reconstruction</i>											
City	-6,278	35,050	0	14,640	0	0	5,000	77,000	0	0	125,412
<i>Utility Relocation for SE and WM Projects</i>											
City	16,635	10,000	10,046	10,184	10,000	18,662	15,000	15,000	0	10,000	115,527
<i>Vehicles and Equipment</i>											
City	50	15,755	8,370	10,527	12,885	11,471	5,000	0	0	0	64,058
<i>Project Type Total by Source of Funds</i>											
City	67,295	73,135	35,111	45,878	32,770	30,133	35,967	95,810	113	10,838	427,050
Federal	0	0	0	10,000	0	0	0	0	0	0	10,000
<i>Project Type Total</i>											
All Funds	67,295	73,135	35,111	55,878	32,770	30,133	35,967	95,810	113	10,838	437,050
<i>Environmental Protection Total</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>Total</i>
<i>Total by Source of Funds</i>											
City	1,656,128	1,552,797	1,307,258	1,313,096	1,379,005	1,057,911	1,090,916	1,405,087	912,571	1,164,085	12,838,854
Federal	71,000	0	0	10,000	0	0	0	0	0	0	81,000
State	0	0	0	0	0	0	0	0	0	0	0
Private	124	0	0	0	0	0	0	0	0	0	124
All Funds	1,727,252	1,552,797	1,307,258	1,323,096	1,379,005	1,057,911	1,090,916	1,405,087	912,571	1,164,085	12,919,978

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 currently disposes of, through export, approximately 11,200 tons per day of the City’s refuse. The Department requires the use of almost 6,000 vehicles for its operations and also operates 60 local sanitation garages from which it dispatches all community collection, cleaning, and recycling services.

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 three primary areas:

	(in millions)
• Equipment	\$1,131.8
• Solid Waste Management	510.7
• Garages and Facilities	465.4
TOTAL	\$2,107.9

Capital Program Goals

- To upgrade the capital plant 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.

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

An amount of \$465.4 million is allocated in the Ten-Year Capital Strategy for the construction and reconstruction of garages. Funding is provided for site acquisition and construction of new garages, for replacing existing facilities that may be undersized, sited outside their service district, or require relocating as part of other large-scale City initiatives. The Ten-Year Capital Strategy includes funding for the rehabilitation of existing facilities necessary to address safety issues and provides funding for the construction of salt sheds to cover exposed salt.

Solid Waste Management

The Ten-Year Capital Strategy provides \$510.7 million for Solid Waste Management. Major funding has been provided for the construction of marine transfer stations (\$507.7 million).

Department of Sanitation

Project Type: S											
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
Garages and Facilities											
City	435,044	0	2,264	8,156	4,750	7,371	3,750	4,059	0	0	465,394
Equipment											
City	124,651	40,000	46,759	99,913	124,571	128,888	140,559	138,623	146,303	141,477	1,131,744
Federal	84	0	0	0	0	0	0	0	0	0	84
Solid Waste Management											
City	134,741	234,074	6,622	85,278	50,000	0	0	0	0	0	510,715
Project Type Total by Source of Funds											
City	694,436	274,074	55,645	193,347	179,321	136,259	144,309	142,682	146,303	141,477	2,107,853
Federal	84	0	0	0	0	0	0	0	0	0	84
Project Type Total											
All Funds	694,520	274,074	55,645	193,347	179,321	136,259	144,309	142,682	146,303	141,477	2,107,937

Department of Correction

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

DOC manages fourteen jails, including 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 19,636 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.

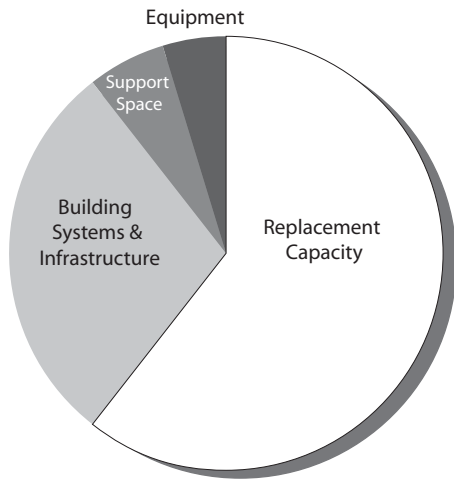
Ten-Year Capital Strategy

Over the past several years, the DOC inmate population has remained below the historical highs of the middle to late nineties. The FY 2009 population trend shows a slight decrease in the number of inmates being housed from the previous year and the year end projection is consistent with the overall low numbers experienced since FY 2002.

During the late 1980's and early 1990's, the Department expanded its capacity by adding temporary modular units and sprung. These housing areas were built to accommodate the rapid increase in inmate population during that period. Many of these housing areas are past their useful lives. Therefore, over the next ten years, DOC will replace these temporary structures with a permanent addition to the Brooklyn Detention Center (BKDC), the re-opening of the James A. Thomas Center (JATC), and the construction of a new jail complex in the Bronx. These measures will provide operational and security advantages as well as a safe and healthy environment for staff and inmates.

The improvement of Rikers Island's infrastructure continues to be a major component of the Department's capital program. Funding is allocated in this Ten-Year Capital Strategy to complete the power cogeneration system for Rikers Island, build additional classroom space, improve plumbing, replace facades, roofs and windows at various facilities, and ensure compliance with fire/life safety standards. In addition, information systems, telecommunication equipment, and security apparatus will be upgraded.

Department of Correction



	(in millions)
• Replacement Capacity	\$833.6
• Building Systems and Infrastructure	395.3
• Support Space	79.7
• Equipment	64.3
TOTAL	\$1,372.9

Replacement Capacity

The Ten-Year Capital Strategy provides \$833.6 million for capacity replacement of existing modular units and sprung. A total of 5,295 beds will be taken down by the end of the ten year period. Capacity at three existing facilities will be increased by approximately 2,320 beds with an additional 1,500 beds to be replaced through the design and construction of a new state-of-the-art facility in the Bronx.

Building Systems and Infrastructure

The Ten-Year Capital Strategy provides \$395.3 million for the refurbishment and replacement of vital building infrastructure including roofs, windows, facades and perimeter fencing. This allocation also funds the upgrade of fire/life safety systems, and mechanical and electrical permanent power upgrades.

Support Space

The Ten-Year Capital Strategy allocates \$79.7 million to improve and construct support facilities. New construction includes administration and maintenance buildings, classroom space, as well as a parking facility, all to be located on Rikers Island.

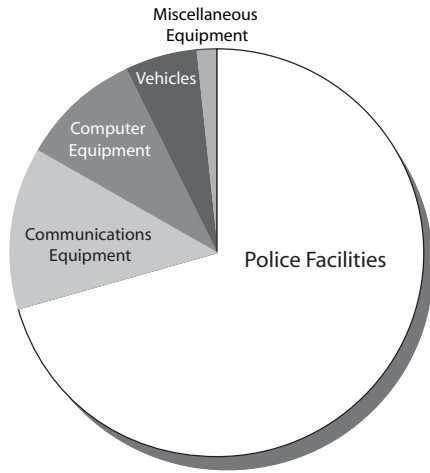
Equipment

The Ten-Year Capital Strategy includes \$64.3 million for life-cycle replacements and upgrades for vehicles, computers, security, and communication systems.

Department of Correction

Project Type: C											
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
<i>Support Space</i>											
City	75,929	2,000	0	0	0	0	0	870	0	870	79,669
<i>Equipment</i>											
City	11,759	5,853	2,750	3,750	6,000	5,700	5,000	5,850	500	17,150	64,312
<i>Replacement Capacity</i>											
City	24,384	35,009	148,000	420,095	206,135	0	0	0	0	0	833,623
<i>Building Systems and Infrastructure</i>											
City	79,238	124,588	6,044	7,750	3,500	9,870	22,500	50,041	53,465	38,272	395,268
<i>Project Type Total by Source of Funds</i>											
City	191,310	167,450	156,794	431,595	215,635	15,570	27,500	56,761	53,965	56,292	1,372,872
<i>Project Type Total</i>											
All Funds	191,310	167,450	156,794	431,595	215,635	15,570	27,500	56,761	53,965	56,292	1,372,872

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 that can be categorized as follows: precincts, housing districts, public services areas, highway units, anti-crime units, mounted troops, aviation unit, administrative buildings, training facilities, and storage facilities.

Capital Program Goals

- To maintain safe and proper replacement cycles for all equipment necessary for policing activities (vehicles, communications equipment and computers);
- To bring all facilities and building systems up to a state of good repair; and
- To enhance policing efforts by upgrading and purchasing new equipment.

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides funding to maintain the replacement cycles of buildings and equipment and to upgrade necessary systems. The five categories in this Strategy focus on the replacement and upgrade of existing facilities and equipment:

	(in millions)
• Police Facilities	\$969.6
• Communications Equipment	218.7
• Computer Equipment	146.1
• Vehicles	93.8
• Miscellaneous Equipment	21.5
TOTAL	\$1,449.7

Police Department

Police Facilities

The Ten-Year Capital Strategy includes \$668.3 million for the design and construction of a new Police Academy, as well as \$168.0 million for the design and construction of five new Precincts (40th, 66th, 70th, 110th, 121st). The Ten-Year Capital Strategy also includes \$133.2 million for the rehabilitation, relocation, and maintenance of police facilities Citywide

Communications Equipment

The Department will focus on maintaining lifecycle replacements for all communications equipment to insure that members of the Department can communicate with each other as well as other first responders efficiently and effectively. Equipment in this category includes \$56.0 million for radio systems, \$72.3 million for portable radios, \$22.2 million for mobile radios, \$31.9 million for enhancement of the MTA underground radio system, and \$29.8 million for mobile data computers.

Computer Equipment

The Department will replace and upgrade computer equipment, including \$47.7 million for critical data management systems, \$59.2 million to enhance its computer network, and \$11.5 million for the Real Time Crime Center.

Vehicles

An allocation of \$93.8 million will fund the lifecycle replacement of operational and support vehicles.

Equipment

The Ten-Year Capital Strategy also allocates \$21.5 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		<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>Total</i>
<i>Communications Equipment</i> City		69,888	16,192	13,401	6,541	18,315	18,425	18,570	18,457	20,166	18,720	218,675
<i>Computer Equipment</i> City		23,288	16,981	6,190	2,800	24,466	29,632	24,600	4,600	9,522	4,000	146,079
<i>Miscellaneous Equipment</i> City		2,698	3,776	3,031	1,439	2,296	752	2,310	1,278	2,031	1,922	21,533
<i>Police Facilities</i> City		770,250	7,712	7,713	58,332	55,166	27,408	10,563	11,075	11,370	10,000	969,589
<i>Vehicles</i> City		16,637	9,886	9,448	9,675	3,175	3,727	15,321	6,552	5,198	14,200	93,819
<i>Project Type Total by Source of Funds</i> City		882,761	54,547	39,783	78,787	103,418	79,944	71,364	41,962	48,287	48,842	1,449,695
<i>Project Type Total</i> All Funds		882,761	54,547	39,783	78,787	103,418	79,944	71,364	41,962	48,287	48,842	1,449,695

Courts

Pursuant to the Court Facilities Act, 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 reconstruct and renovate existing court facilities to ensure continued usefulness.

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$302.5 million to comply with the Court Facilities Act.

	(in millions)
• Reconstruction/Renovation and Expansion of Court Facilities	\$302.5
TOTAL	\$302.5

Reconstruction/Renovation of Court Facilities

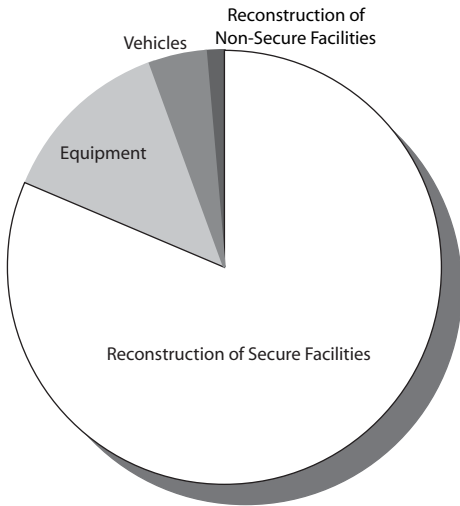
The Ten-Year Capital Strategy provides \$302.5 million for the reconstruction and renovation of various court facilities. This includes \$80.6 million for interior renovation; \$100.1 million for HVAC upgrades; \$28.0 million for exterior reconstruction; \$17.1 million for fire safety; \$8.4 million for elevator upgrades; \$46.3 million for electrical upgrades; \$2.0 million for ADA compliance; and \$20.0 million for the renovation and expansion of Midtown Community Court.

Courts

Project Type: CO

	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>Total</i>
<i>Reconstruction/Renovation of Court Facilities</i>											
City	87,109	65,601	14,315	93,490	7,403	8,813	7,059	6,057	6,270	6,390	302,507
<i>Project Type Total by Source of Funds</i>											
City	87,109	65,601	14,315	93,490	7,403	8,813	7,059	6,057	6,270	6,390	302,507
<i>Project Type Total</i>											
All Funds	87,109	65,601	14,315	93,490	7,403	8,813	7,059	6,057	6,270	6,390	302,507

Department of Juvenile Justice



The Department of Juvenile Justice’s mission is to provide detention services to juveniles remanded to its custody by the courts. In fulfilling its mission, the Department of Juvenile Justice operates secure detention facilities in Brooklyn and the Bronx; provides non-secure detention services at agency-operated and contracted group homes; transports detainees from detention facilities to the Family, Criminal, and Supreme Courts; supervises detainees held in Family Court; and provides community-based preventive and post-detention services.

The Ten-Year Capital Strategy includes funding for renovations to its detention facilities.

Capital Program Goals

- To renovate juvenile detention facilities; and
- To provide a safe and secure environment for juvenile detainees and staff.

Ten-Year Capital Strategy

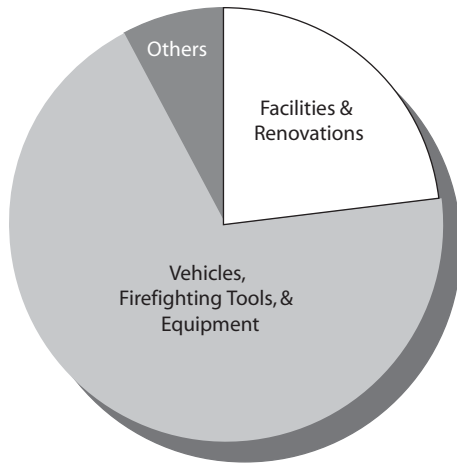
The Ten-Year Capital Strategy totals \$16.3 million, which includes \$13.3 million for renovations and improvements at the Bridges, Horizon, and Crossroads detention facilities; \$2.1 million for purchase of security and IT equipments; \$0.7 million to replace secure passenger van vehicles; and \$0.2 million for renovations and improvements at agency-operated non-secure detention facilities.

	(in millions)
• Construction and Reconstruction of Secure Detention and Non-Detention Facilities	\$13.3
• Equipment	2.1
• Vehicles	0.7
• Reconstruction of Non-Secure Detention Facilities	0.2
TOTAL	\$16.3

Department of Juvenile Justice

Project Type: JJ		<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>Total</i>
<i>Construction In Non-Detention Facilities</i> City		32	0	0	0	0	0	0	0	0	0	32
<i>Equipment Juvenile Justice</i> City		1,827	258	0	0	0	0	0	0	0	0	2,085
<i>Reconstruction of Non-Secure Detention Facilities</i> City		213	0	0	0	0	0	0	0	0	0	213
<i>Reconstruction of Secure Detention Facilities</i> City		5,491	1,342	556	873	799	847	536	816	945	1,006	13,211
<i>Vehicles</i> City		101	0	0	0	50	35	378	126	42	0	732
<i>Project Type Total by Source of Funds</i> City		7,664	1,600	556	873	849	882	914	942	987	1,006	16,273
<i>Project Type Total</i> All Funds		7,664	1,600	556	873	849	882	914	942	987	1,006	16,273

Fire Department



As first responders to fires, public safety and medical emergencies, disasters and terrorist acts, the Fire Department of New York (FDNY) protects the lives and property of New York City residents and visitors. The Department advances public safety through its fire prevention, investigation and education programs.

The Fire Department extinguishes fires, promotes fire prevention awareness, investigates suspicious fires, provides ambulance and pre-hospital emergency medical services, and inspects for building safety. The 357 units consisting of 198 Engine Companies, 143 Ladder Companies, seven Squads, five Rescue Units, three Marine Companies, and the Hazardous Materials (“Hazmat”) Unit provide fire and rescue services, while public outreach and enforcement of New York City’s fire codes promote fire prevention. The Department’s Fire Marshals investigate arson cases and apprehend perpetrators. The Bureau of Emergency Medical Services (EMS), along with the Certified First Responder - Defibrillation (CFR-D) trained personnel responding from Engine Companies, provide pre-hospital emergency medical care and ambulance transport. Fire Protection Inspectors enforce the various fire code regulations. To support these activities, the Department utilizes 219 firehouses including three marine stations and 32 EMS Stations, and support facilities including the Department’s 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 \$646.9 million for the acquisition of equipment and facilities, communication and computer systems to maintain fire-fighting capability and to provide emergency medical assistance.

	(in millions)
• Vehicles, Fire-fighting Tools, and Equipment	\$447.7
• Facilities Renovation	150.1
• Communications	24.9
• Electronics and Data Processing	24.2
TOTAL	\$646.9

Fire Department

Vehicles, Fire-fighting Tools, and Equipment

The Department's mandate to procure front-line vehicles on a predetermined replacement cycle, usually 11 years, requires that the Ten-Year Capital Strategy provide for the scheduled replacement of these vehicles. \$447.7 million is provided for both mandated and support vehicle replacement and necessary fire-fighting tools and equipment.

Facilities Renovation

The average age of the Fire Department's 219 firehouses is 77 years. Many of them were built in the 19th Century and are in need of renovations. The Ten-Year Capital Strategy includes \$23.3 million to build new EMS stations, \$97.1 million to replace building components within individual firehouses, and \$10.0 million to construct a new firehouse for the Marine 9 Company located at Homeport on Staten Island.

Communications

The Communications category contains \$24.9 million which is allocated toward radio equipment upgrades and fire alarm call box cabling.

Electronic Data Processing

The Electronics and Data Processing category contains \$24.2 million which is allocated toward computer network and applications development.

Fire Department

Project Type: F		<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>Total</i>
<i>Communications</i>												
City		1,720	2,924	1,164	9,043	5,149	1,256	1,317	1,352	280	700	24,905
<i>Electronics and Data Processing</i>												
City		9,709	10,872	300	510	510	300	300	305	400	1,000	24,206
<i>New Facilities and Renovations</i>												
City		52,642	32,200	0	14,016	22,962	0	12,165	1,977	0	14,158	150,120
<i>Vehicles, Firefighting Tools and Equipment</i>												
City		32,968	76,566	71,326	60,875	16,284	42,941	15,909	29,253	61,095	32,432	439,649
Federal		8,000	0	0	0	0	0	0	0	0	0	8,000
<i>Project Type Total by Source of Funds</i>												
City		97,039	122,562	72,790	84,444	44,905	44,497	29,691	32,887	61,775	48,290	638,880
Federal		8,000	0	0	0	0	0	0	0	0	0	8,000
<i>Project Type Total</i>												
All Funds		105,039	122,562	72,790	84,444	44,905	44,497	29,691	32,887	61,775	48,290	646,880

Department of Education

The New York City public school system, with over 1,400 school buildings and support facilities (including transportables and leased facilities), served over one million pupils in the 2008-2009 school year. This vast operation has a complex mandate: to impart basic educational skills and vocational training; to provide pupils with meals, health services and recreation; to provide special educational services to students with limited mobility and proficiency; and to function as a focal point in the City's neighborhoods.

The Fourth Five-Year Plan (2005-2009) addressed many problems ranging from capacity to repair to enhancements. 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.

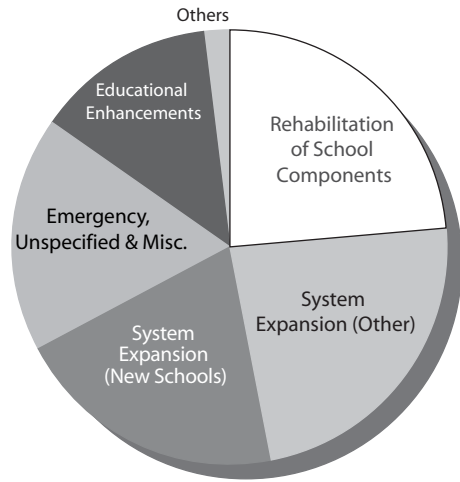
The first year of the Ten-Year Capital Strategy (2010) is also the first year of the Department of Education's proposed \$11.3 billion Fifth Five-Year Capital Plan. This plan will use funds from the American Recovery and Reinvestment Act (ARRA), consisting of Qualified School Construction Bonds (QSCBs) and Qualified Zone Academy Bonds (QZABs). The Strategy also 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 restore the system to a state of good repair and maintain facilities in a state of good repair via preventive maintenance and life cycle replacement;
- To produce a physically-modernized school system that meets all building and fire code requirements and brings the DOE into compliance with Federal, State, and local mandates;
- To create a physical plant that provides appropriate space for present educational programs and is flexible enough to meet the needs of new educational initiatives, changes in education-related technology, and fluctuating enrollments;
- To guarantee security within schools in order to provide a safe learning environment;
- To relieve overcrowding;
- To provide state-of-the-art technology; and
- To rejuvenate the City's sports programs through the rehabilitation of athletic fields.

Department of Education



Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides the Department with a lump-sum allocation of \$21.9 billion to spend at its discretion on school-related capital projects. Funding is distributed across seven broad categories of capital work in the following manner, assuming the State will continue to evenly match City funds throughout the Ten-Year Capital Strategy:

	(in millions)
• Rehabilitation of School Components	\$5,210.8
• System Expansion (Other)	5,097.0
• System Expansion (New Schools)	4,421.6
• Emergency, Unspecified and Miscellaneous	3,846.4
• Educational Enhancements	2,931.9
• Safety and Security	350.5
• Major Modernization of Schools	19.5
TOTAL	\$21,877.7

System Expansion

To address the shortage of seating in public schools, the Ten-Year Capital Strategy provides \$4.4 billion for the construction of new schools. An additional \$5.1 billion is allocated for leases, building additions, transportables, modular classrooms, and new athletic fields and playgrounds.

Rehabilitation of School Components

The Ten-Year Capital Strategy provides \$5.2 billion to rehabilitate, replace and upgrade building components. The Department will use funds to maintain roofs and parapets, resurface floors, install new windows and lighting fixtures, re-develop playgrounds, and remove asbestos and lead paint.

Department of Education

Educational Enhancements

The Department will designate \$2.9 billion to capital improvements associated with recent programmatic needs. The Department will provide desktop computers for teachers and students. Funds will also be used to purchase educational software, upgrade networks, and re-wire schools for Internet access. To further its science education program, the Department will upgrade and replace science labs citywide.

Major Major Modernizations of Schools

In order to meet high standards for entire school buildings, it is essential that existing school facilities undergo major modernizations. The Ten-Year Capital Strategy provides \$19.5 million for this purpose. Projects include major replacements of electrical, plumbing and heating systems.

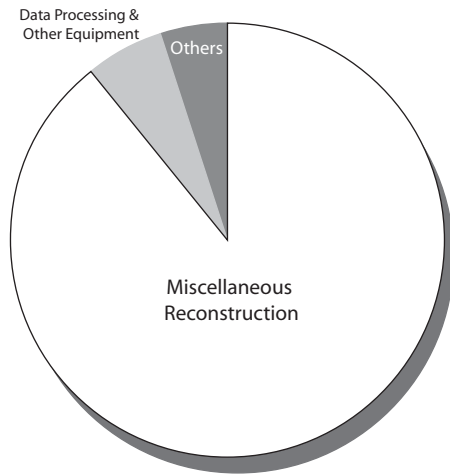
Other Funding

The Ten-Year Capital Strategy provides \$3.8 billion for other miscellaneous capital improvements, including the Mayoral/Council Program, administrative costs, emergency projects, research and development, and prior plan completion costs; another \$350.5 million is for security systems, emergency lighting and code compliance.

Department of Education

Project Type: E											
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
Ancillary Facilities (Administration)											
City	0	8,962	8,968	6,057	10,228	0	8,922	8,934	6,462	8,525	67,058
State	0	8,962	8,968	6,057	10,228	0	8,922	8,934	6,462	8,525	67,058
Emergency, Inspection and Miscellaneous											
City	316,232	231,520	173,228	146,927	104,416	262,185	230,494	172,569	144,659	87,032	1,869,262
State	301,425	231,520	173,228	135,599	104,416	262,185	230,494	172,569	144,659	87,032	1,843,127
Educational Enhancements											
City	132,253	153,120	153,961	154,631	156,071	115,036	152,441	153,375	164,963	130,087	1,465,938
State	132,253	153,120	153,961	154,631	156,071	115,036	152,441	153,375	164,963	130,087	1,465,938
Major Modernization of Schools											
City	181	2,254	2,265	190	0	157	2,243	2,257	202	0	9,749
State	181	2,254	2,265	190	0	157	2,243	2,257	202	0	9,749
Rehabilitation of School Components											
City	233,627	215,605	267,314	288,104	338,184	211,881	220,450	272,083	303,695	258,125	2,609,068
State	233,627	215,605	267,314	280,759	338,184	211,881	220,450	272,083	303,695	258,125	2,601,723
Safety and Security											
City	17,036	17,112	17,261	18,073	20,408	14,818	17,036	17,196	19,281	17,010	175,231
State	17,036	17,112	17,261	18,073	20,408	14,818	17,036	17,196	19,281	17,010	175,231
System Expansion (New Schools)											
City	220,049	178,891	180,846	155,361	414,639	191,403	178,097	180,158	165,742	345,606	2,210,792
State	220,049	178,891	180,846	155,361	414,639	191,403	178,097	180,158	165,742	345,606	2,210,792
System Expansion (Other)											
City	227,829	218,536	257,357	275,911	328,554	198,170	217,567	256,378	294,346	273,853	2,548,501
State	227,829	218,536	257,357	275,911	328,554	198,170	217,567	256,378	294,346	273,853	2,548,501
Project Type Total by Source of Funds											
City	1,147,207	1,026,000	1,061,200	1,045,254	1,372,500	993,650	1,027,250	1,062,950	1,099,350	1,120,238	10,955,599
State	1,132,400	1,026,000	1,061,200	1,026,581	1,372,500	993,650	1,027,250	1,062,950	1,099,350	1,120,238	10,922,119
Project Type Total											
All Funds	2,279,607	2,052,000	2,122,400	2,071,835	2,745,000	1,987,300	2,054,500	2,125,900	2,198,700	2,240,476	21,877,718

City University



New York City’s intellectual resources are unmatched by those of any other city in the country. The City University of New York (CUNY), with a Fiscal Year 2009 registration of estimated 243,000 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 23 institutions in the City and is comprised of eleven senior colleges, six community colleges, an honors college, a graduate school, a graduate school of journalism, a law school, a school of professional studies and a school of biomedical education.

Changes in enrollment patterns may have a significant impact on future plant use and capital needs. From Fiscal Year 2004 to 2009, degree enrollment at New York City colleges and universities grew 6.6% from 452,179 to 481,902. During this period, degree enrollment at CUNY went up 9.5% from 212,711 to 233,010 and non-degree enrollment also increased from 208,000 to 247,000. Undergraduate degree enrollment at CUNY increased by 11.4% and graduate and professional degree programs enrollment decreased by 1.5%.

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 \$122.3 million. An additional \$393.8 million is in Fiscal Year 2009 and this amount is not included in the ten-year plan total. These funds include the full City funding of Fiterman Hall at Borough of Manhattan Community College. Of the \$393.8 million, a significant portion will be rolled over to the next fiscal year. 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 which will now include Medgar Evers College. 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 the renovation and reconstruction of existing buildings; purchase of computer, laboratory and other equipment; rehabilitation of electrical, mechanical, heating, ventilation and air-conditioning systems; interiors and exteriors of buildings, roofs and windows; and health and building safety programs.

	(in millions)
• Miscellaneous Reconstruction	\$109.2
• Data Processing and Other Equipment	7.3
• Electrical, Mechanical and HVAC System Upgrading	3.0
• Athletic Fields, Gymnasiums and Equipment	2.0
• Federal, State and Local Mandates, and New School Construction	0.8
TOTAL	\$122.3

City University

Miscellaneous Reconstruction, and Electrical, Mechanical and HVAC System Upgrading

The Ten-Year Capital Strategy provides for the replacement or rehabilitation of roofs, windows, elevators, and exterior and interior renovations. Modernization projects include electrical, drainage, heating, ventilation and air conditioning upgrades.

Data Processing and Other Equipment

The Ten-Year Capital Strategy provides for the purchase of computer, laboratory and other equipment. These projects include upgrading computer and multimedia centers, science laboratories, a virtual library, and technological improvements.

New School Construction

The Ten-Year Capital Strategy provides contingency funding for the site acquisition, design and construction of new buildings.

Federal, State and Local Mandates

The Ten-Year Capital Strategy further provides for mandated programs. These programs include the removal of health and building safety hazards to meet the local law requirements.

Athletic Fields, Gymnasiums and Other Equipment

The Ten-Year Capital Strategy provides for the upgrading of gymnasiums.

City University

Project Type: HN

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
Data Processing and Other Equipment											
City	1,530	0	0	5,746	0	0	0	0	0	0	7,276
Athletic Fields, Gymnasiums and Equipment											
City	0	0	0	2,030	0	0	0	0	0	0	2,030
Federal, State and Local Mandates											
City	339	0	0	0	0	0	200	0	0	0	539
State	0	0	0	0	0	0	200	0	0	0	200
Electrical, Mechanical and HVAC System Upgrading											
City	0	0	0	2,015	0	0	0	0	0	0	2,015
State	0	0	0	1,015	0	0	0	0	0	0	1,015
New School Construction											
City	0	0	0	40	0	0	0	0	0	0	40
Miscellaneous Reconstruction											
City	9,001	2,464	0	38,975	3,410	3,516	3,418	3,723	3,854	3,927	72,288
State	2,319	0	0	14,564	3,410	3,516	3,418	1,879	3,854	3,927	36,887
Project Type Total by Source of Funds											
City	10,870	2,464	0	48,806	3,410	3,516	3,618	3,723	3,854	3,927	84,188
State	2,319	0	0	15,579	3,410	3,516	3,618	1,879	3,854	3,927	38,102
Project Type Total											
All Funds	13,189	2,464	0	64,385	6,820	7,032	7,236	5,602	7,708	7,854	122,290

Department of Health and Mental Hygiene

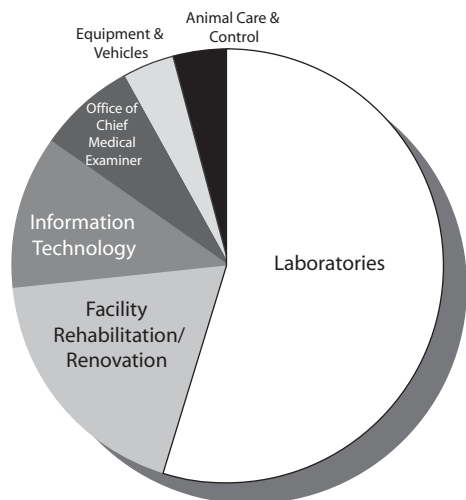
The Department of Health and Mental Hygiene (DOHMH) serves as an integral component of public safety by preserving core public health infrastructure and services, thereby protecting all New Yorkers from existing and emerging threats, both natural and human-made. DOHMH currently maintains twenty-two public health facilities and a Public Health Laboratory. Community-based services include three District Public Health Offices, seven immunization walk-in clinics, nine tuberculosis test centers, and ten sexually transmitted disease clinics. DOHMH provides HIV/AIDS prevention and support services; health services at more than 850 schools; mental health, mental retardation, developmental disability services, 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). DOHMH also plays an important role in all NYC animal care and control facilities – specifically in funding their capital improvement needs (vans, shelters, etc.).

DOHMH's Ten-Year Capital Strategy includes funds for the Office of the Chief Medical Examiner's (OCME) new Bronx Mortuary Medical Facility to be constructed on the campus of the Health and Hospitals Corporation (HHC) Jacobi Medical Center.

Capital Program Goals

- To ensure that DOHMH 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 2010 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	\$152.8
• Facility Rehabilitation/Renovation	51.6
• Information Technology	31.3
• Office of Chief Medical Examiner	19.9
• Equipment and Vehicles	11.4
• Animal Care and Control	10.9
TOTAL	\$277.9

Laboratories

A total of \$133.9 million has been budgeted for the construction of a new Public Health Laboratory over 2010-2019. DOHMH is currently involved in identifying a suitable site for this new lab. DOHMH has also allocated \$18.8 million over 2010-2019 for the final phase of the existing Public Health Laboratory rehabilitation and generator replacement.

Facility Rehabilitation and Renovation

Funding of \$51.6 million is committed for the renovation of various public health facilities within the City. The Ten-Year Capital Strategy reflects a commitment to assessing, maintaining, and improving conditions throughout the agency's facilities portfolio.

Information Technology

DOHMH has committed \$31.1 million to purchase critical technology to maintain and improve services.

Office of Chief Medical Examiner

A new Bronx Mortuary will be constructed on HHC's Jacobi Medical Center Campus. A total of \$5.1 million is allocated for this project over 2010-2019. The Preliminary Design for this project has been completed and construction is expected to be completed by 2013. Also, \$14.8 million will be utilized to upgrade facilities to comply with code standards, network/IT infrastructure and vehicle purchases.

Equipment and Vehicles

DOHMH will also fund \$11.4 million for furniture and equipment at its health centers, tuberculosis clinics and administrative offices.

Animal Care and Control

DOHMH is legally mandated to provide animal care and control services in each of the five boroughs. A total of \$10.9 million is provided for the construction of two new animal shelters in the Bronx and Queens.

Department of Health and Mental Hygiene

Project Type: HL											
	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>Total</i>
<i>Animal Care</i>											
City	0	10,947	0	0	0	0	0	0	0	0	10,947
<i>OCME</i>											
City	882	2,426	671	6,067	899	1,315	2,262	1,835	1,899	1,639	19,895
<i>Information Technology</i>											
City	2,342	4,511	2,538	96	2,434	2,569	2,200	6,513	4,695	3,400	31,298
<i>Equipment and Vehicles</i>											
City	5,283	2,815	0	2,805	0	400	0	100	0	0	11,403
<i>Laboratories</i>											
City	13,532	57,113	31,887	49,711	527	0	0	0	0	0	152,770
<i>Clinic Renovation and Rehabilitation</i>											
City	15,561	10,097	1,172	4,577	1,462	4,078	4,450	5,551	1,895	2,725	51,568
<i>Project Type Total by Source of Funds</i>											
City	37,600	87,909	36,268	63,256	5,322	8,362	8,912	13,999	8,489	7,764	277,881
<i>Project Type Total</i>											
All Funds	37,600	87,909	36,268	63,256	5,322	8,362	8,912	13,999	8,489	7,764	277,881

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. HHC operates eleven acute care hospitals, five Diagnostic and Treatment Centers, four long-term care facilities, a certified home health care agency, and more than 80 community health clinics, including Communicare Centers and Child Health Clinics, throughout the five boroughs. Through its wholly-owned subsidiary, MetroPlus, HHC operates a health plan which has approximately 350,000 Medicaid, Child Health Plus, Family Health Plus and HIV Special Needs Plan enrollees. HHC facilities treat nearly one-fifth of all general hospital discharges and more than one-third of the emergency room and hospital-based clinic visits in NYC.

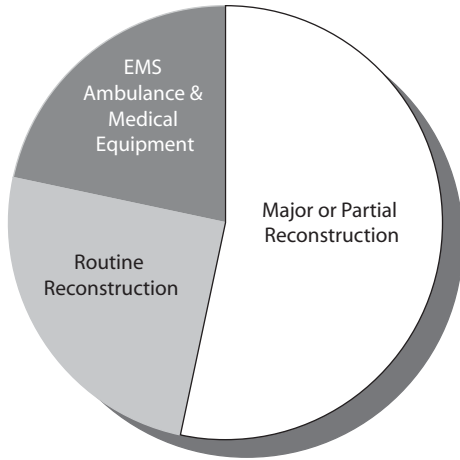
Capital Program Goals

HHC is in the midst of a \$547.0 million capital program to modernize many of its hospitals and facilities across the City. This plan 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;
- Replacement of medical equipment; and
- Replace aging ambulance fleet for the FDNY/EMS.

The funding of HHC's capital plan is accomplished through a combination of City General Obligation bonds, HHC bonds and Dormitory Authority of the State of New York (DASNY) financed bonds.

Health and Hospitals Corporation



Ten-Year Capital Strategy

The Ten-Year Capital Strategy for HHC 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)
• Major or Partial Hospital Reconstruction	\$292.2
• Routine Reconstruction	137.5
• EMS Ambulance Purchases	116.1
• Major Medical Equipment	1.2
TOTAL	\$547.0

Major or Partial Hospital Reconstruction

HHC is in the midst of major or partial reconstruction at many of its facilities. The City is funding a \$194.0 million major campus-wide modernization of the Harlem Hospital Campus over 2010-2019. This Ten-Year Capital Strategy will include the construction of a new Diagnostic, Treatment, Emergency and Critical Care Pavilion of approximately 195,000 square feet. Excavation and foundation work is in progress for the new Pavilion. The Martin Luther King pavilion infrastructure and infrastructure work are in the design development phase.

Gouverneur Healthcare Services is embarking on \$188.0 million major modernization and expansion project, which 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 for long-term care services. The construction for this project is scheduled to end in 2012.

Other major reconstruction and modernization projects include \$93.2 million for Corporate-wide construction projects associated with ongoing construction projects and equipment purchases, \$3.4 million for the upgrade and expansion of existing emergency power systems throughout the corporation, and \$2.6 million for Local Law 11 compliance.

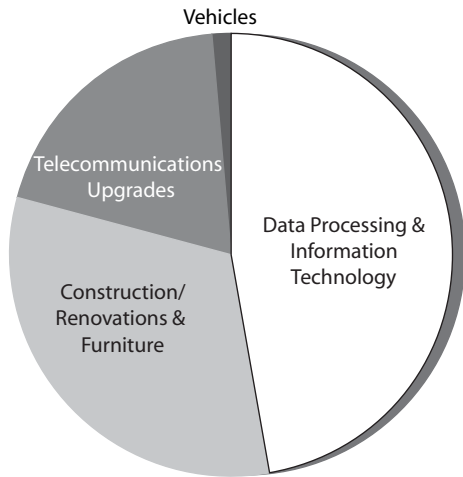
Emergency Medical Services Ambulance Purchases

The City will also provide \$116.1 million for the purchase of FDNY/EMS ambulances through 2019.

Health and Hospitals Corporations

Project Type: HO											
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
<i>Emergency Medical Services Equipment</i> City	5,600	7,700	7,700	8,400	10,776	16,831	24,576	11,385	11,519	11,657	116,144
<i>Major Medical Equipment</i> City	0	0	0	1,204	0	0	0	0	0	0	1,204
<i>Major or Partial Hospital Reconstruction</i> City	38,176	48,082	38,954	91,404	10,658	22,269	3,011	9,449	15,567	14,593	292,163
<i>Routine Reconstruction</i> City	13,064	20,550	11,023	16,088	25,932	7,878	19,691	11,166	5,299	6,750	137,441
<i>Project Type Total by Source of Funds</i> City	56,840	76,332	57,677	117,096	47,366	46,978	47,278	32,000	32,385	33,000	546,952
<i>Project Type Total</i> All Funds	56,840	76,332	57,677	117,096	47,366	46,978	47,278	32,000	32,385	33,000	546,952

Human Resources Administration



The Human Resources Administration (HRA)/ the Department of Social Services (DSS) provides a range of programs and services that help families and individuals achieve self-sufficiency. Eligible participants receive Cash Assistance, Medical Assistance, food stamps, employment and support services. HRA/DSS also provides shelter, housing, homecare, and other support services to victims of domestic violence, people with AIDS and HIV-illness, and frail and/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 HRA/DSS 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 customer services through renovations and upgrades to HRA/DSS sites, including converting Job Centers to Model Offices. The Strategy also provides for acquisition and upgrade of computer technology, including Wide and Local Area Networks; and information systems development to meet the needs of the Department’s many programs and social services.

(in millions)

• Data Processing and Information Technology	\$62.6
• Construction/Renovations and Equipment	42.3
• Telecommunications Upgrades	25.7
• Vehicles	1.7
TOTAL	\$132.3

Data Processing and Information Technology

The Ten-Year Capital Strategy will continue to emphasize the maintenance and upgrade of computer equipment and software for greater efficiency in caseload tracking, reporting, and intra- and inter-agency communications.

Construction/Renovations and Equipment

The Ten-Year Capital Strategy provides funding to complete the renovation and upgrade of Model Offices, which streamline service delivery in client centers; to continue the consolidation of leased spaces agency-wide; and for improvements to maintain the structural integrity of HRA/DSS facilities. Funds are also provided to assure the agency’s fire and safety infrastructure meet standards, and that necessary improvements for HVAC, masonry, roofing, electrical, plumbing are completed.

Telecommunications Infrastructure

The Department will continue to enhance productivity and create a Wide Area Network to provide greater connectivity among agency personnel and contract service providers. This will strengthen operations management and maximize the efficient allocation of resources using the latest technology including Voice Over Internet Protocol (VOIP) and an Interactive Voice Response System (IVRS). In addition HRA/DSS will establish a secondary data storage warehouse to insure vital caseload data is adequately protected from corruption or loss.

Vehicles

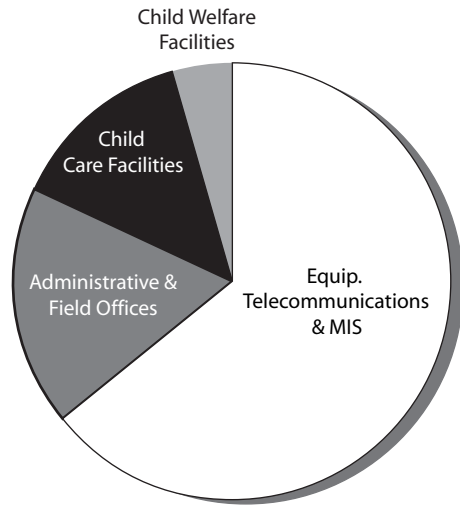
The Ten-Year Capital Strategy allocates funding for the replacement of aging cars, vans, and trucks that are utilized for both administrative and programmatic operations.

Human Resources Administration

Project Type: HR

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
Telecommunications Equipment											
City	1,532	1,776	1,140	1,200	1,650	1,660	1,670	1,572	1,604	1,636	15,440
Federal	1,021	1,183	760	800	1,101	1,107	1,114	1,049	1,070	1,092	10,297
Data Processing Equipment											
City	7,830	2,305	4,711	3,468	3,511	2,837	2,928	3,253	3,321	3,384	37,548
Federal	5,220	1,537	3,142	2,314	2,342	1,891	1,953	2,169	2,214	2,256	25,038
Equipment											
City	0	156	0	709	0	0	0	0	0	0	865
Federal	0	104	0	436	0	0	0	0	0	0	540
Social Services Buildings											
City	6,248	2,830	1,568	6,173	2,140	3,030	3,030	3,030	3,205	3,266	34,520
Federal	2,500	763	0	1,015	78	346	346	346	463	472	6,329
Automotive Equipment											
City	0	281	132	135	0	0	116	116	118	120	1,018
Federal	0	187	88	83	0	0	77	77	79	80	671
Project Type Total by Source of Funds											
City	15,610	7,348	7,551	11,685	7,301	7,527	7,744	7,971	8,248	8,406	89,391
Federal	8,741	3,774	3,990	4,648	3,521	3,344	3,490	3,641	3,826	3,900	42,875
Project Type Total											
All Funds	24,351	11,122	11,541	16,333	10,822	10,871	11,234	11,612	12,074	12,306	132,266

Administration for Children’s Services



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

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

Capital Program Goals

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

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 the development of a new child care information system to monitor the City’s early children educational services and the development of a system to unify the agency’s various child welfare data systems through a single portal.

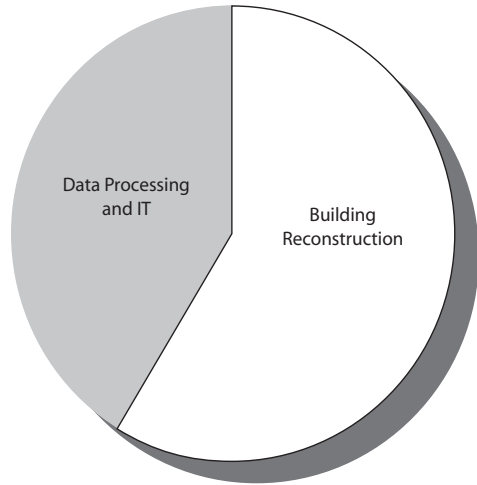
	(in millions)
• Equipment, Telecommunications, & MIS	\$111.3
• Administrative & Field Offices	30.9
• Child Care Facilities	23.4
• Child Welfare Facilities	7.4
TOTAL	\$173.0

Children's Services

Project Type: CS

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
Child Welfare Facilities											
City	2,500	2,101	0	2,850	0	0	0	0	0	0	7,451
Day Care Facilities											
City	1,458	3,732	1,897	4,654	1,807	1,838	0	0	4,000	4,000	23,386
Equipment											
City	30,043	8,701	3,347	7,936	4,516	4,322	8,433	10,744	5,733	5,941	89,716
Federal	2,714	827	352	773	147	160	364	263	266	293	6,159
State	6,805	2,075	883	1,935	368	401	910	660	666	736	15,439
Social Service Buildings											
City	3,903	1,518	572	8,625	847	937	290	311	1,709	1,719	20,431
Federal	980	376	144	486	212	235	73	78	200	200	2,984
State	2,455	942	360	1,218	532	589	183	195	502	502	7,478
Project Type Total by Source of Funds											
City	37,904	16,052	5,816	24,065	7,170	7,097	8,723	11,055	11,442	11,660	140,984
Federal	3,694	1,203	496	1,259	359	395	437	341	466	493	9,143
State	9,260	3,017	1,243	3,153	900	990	1,093	855	1,168	1,238	22,917
Project Type Total											
All Funds	50,858	20,272	7,555	28,477	8,429	8,482	10,253	12,251	13,076	13,391	173,044

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; and
- Information technology upgrades to enhance the ability of older New Yorkers to access services and benefits electronically.

Ten-Year Capital Strategy

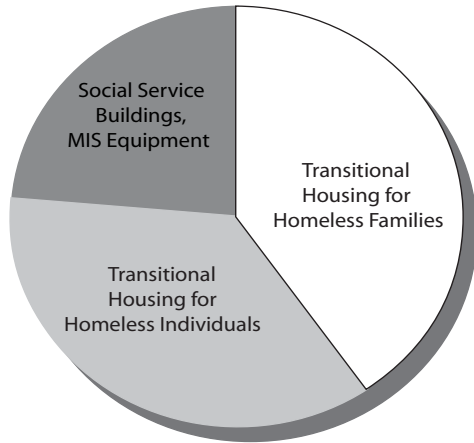
The Department’s primary objectives for senior center improvements include: fire suppression systems, heat and hot water systems, and renovations for handicapped accessibility. The Department is bridging the digital divide by ensuring high-speed Internet connections are available at all DFTA-funded senior centers.

	(in millions)
• Building Reconstruction	\$18.9
• Data Processing and Information Technology	8.9
TOTAL	\$27.8

Department for the Aging

Project Type: AG		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
<i>Data Processing and Information Technology</i>												
City		785	1,545	500	1,918	0	0	0	1,841	2,303	0	8,892
<i>Department for the Aging Building Reconstruction</i>												
City		3,558	1,247	736	3,932	2,429	2,129	2,176	384	0	2,347	18,938
<i>Project Type Total by Source of Funds</i>												
City		4,343	2,792	1,236	5,850	2,429	2,129	2,176	2,225	2,303	2,347	27,830
<i>Project Type Total</i>												
All Funds		4,343	2,792	1,236	5,850	2,429	2,129	2,176	2,225	2,303	2,347	27,830

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 outreach services to people living in public places, rental assistance programs, and homelessness prevention services. 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

	(in millions)
• Transitional Housing for Homeless Families	\$57.7
• Transitional Housing for Homeless Individuals	51.8
• Social Service Buildings, MIS & Equipment	33.5
TOTAL	\$143.0

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 77% 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 the exterior building upgrades at Catherine Street, Dean Street, Nelson Avenue, and the HELP 1 Family residence buildings. Adult projects include building upgrades at Fort Washington Armory, Bedford Atlantic Armory, Charles Gay - Schwartz, New Providence Residence, Borden Avenue, Kingsboro, and the Barbara Kleiman Men's Residence.

MIS & Equipment

The Department's primary information technology initiative is the development of a new client tracking and census management system for families and adults.

Department of Homeless Services

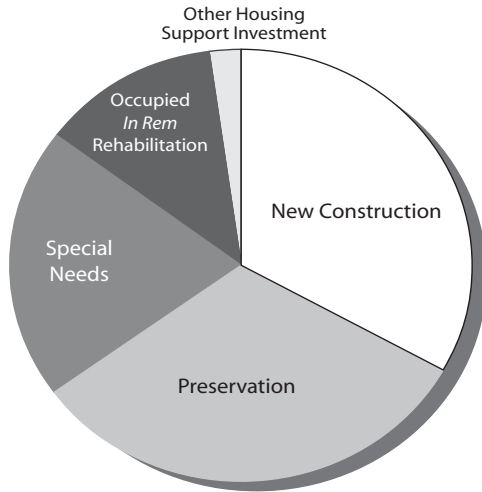
Project Type: HH											
	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>Total</i>
<i>Shelters for Homeless Individuals</i> City	14,010	7,927	4,126	6,334	9,219	7,030	3,160	0	0	0	51,806
<i>Equipment</i> City	17,654	2,100	2,750	6,350	656	1,864	264	264	1,364	264	33,530
<i>Shelters for Homeless Families</i> City	27,610	5,998	3,826	6,235	3,632	10,028	381	0	0	0	57,710
<i>Project Type Total by Source of Funds</i> City	59,274	16,025	10,702	18,919	13,507	18,922	3,805	264	1,364	264	143,046
<i>Project Type Total</i> All Funds	59,274	16,025	10,702	18,919	13,507	18,922	3,805	264	1,364	264	143,046

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. Using City capital to encourage new investment by private residential lenders and owners, HPD has attracted residents back to the City's lower and moderate income neighborhoods. HPD's budget is structured to meet the goals of "The New Housing Marketplace" initiative (NHMI), a plan to create and preserve more than 165,000 homes, Citywide.

This Ten-Year Capital Strategy funds effective agency preservation and new construction 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 will continue to provide new housing opportunities through its existing new construction programs. Funding is also included to rehabilitate and newly construct housing for homeless, very low-income, and special needs populations.

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 owner-occupied 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 allocates \$3.4 billion for HPD to achieve the goals of the New Housing Marketplace Plan. Of this amount, \$2,568.2 million represents City funding, while approximately \$806.9 million will be leveraged in Federal funds. Substantial private equity is also leveraged through HPD programs.

	(in millions)
• New Construction	\$ 1,118.6
• Preservation	1,081.0
• Special Needs	678.8
• Occupied <i>In Rem</i> Rehabilitation	430.7
• Other Housing Support Investment	66.0
TOTAL	\$3,375.1

New Construction

The Ten-Year Capital Strategy allocates \$1.1 billion to foster the new construction of approximately 33,000 housing units affordable to low, moderate and middle income homeowners and renters through existing programs such as Multifamily Rental – Low Income, Multifamily Rental – Mixed Income, Multifamily Rental – Mod/Mid Income, Multifamily Homeownership, Small Homes – Scattered Site, and Small Homes – Large Scale.

Housing Preservation & Development

Preservation

Activities under the Third Party Transfer, Article 7A, Article 8A, Participation Loan, Home Improvement, Senior Citizens' Home Assistance, Housing and Urban Development (HUD) Multifamily, LIHTC Year 15 Preservation and Primary Prevention lead abatement loan programs are funded at \$1.1 billion during the ten-year period for the rehabilitation and preservation of approximately 26,000 units in privately owned multiple dwellings.

Occupied *In Rem* Rehabilitation

The Ten-Year Capital Strategy allocates \$430.7 million to fund the rehabilitation and disposition of approximately 2,000 City-owned housing units between FY 2010 and FY 2019 through a variety of programs including the Tenant Interim Lease (TIL), Neighborhood Redevelopment (NRP), and Neighborhood Entrepreneurs (NEP) programs. Buildings are sold to: low-income tenant cooperatives through TIL; community-based not-for-profit owners/managers through NRP; and local for-profit property managers through NEP.

Special Needs Housing

The Ten-Year Capital Strategy allocates \$678.8 million for the construction and preservation of approximately 6,000 units of supportive and other special needs housing throughout the five boroughs. Production by these programs is crucial to the NY/NYIII agreement.

Other Housing Support Investment

Funds totaling \$66.0 million are provided for a variety of projects supporting HPD's affordable housing initiatives, including the demolition of unsafe buildings, urban renewal associated costs, computer-based productivity initiatives, and other infrastructure supports.

Housing Preservation & Development

Project Type: HD

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
<i>New Housing Construction</i>											
City	109,059	42,741	32,900	107,946	46,214	55,402	103,058	67,957	88,378	90,980	744,635
Federal	54,196	49,019	42,318	45,104	44,522	48,786	11,069	78,976	0	0	373,990
<i>Other Housing Support Investment</i>											
City	5,253	5,410	4,410	5,180	4,998	5,098	5,200	9,950	10,139	10,333	65,971
<i>Occupied In Rem Rehabilitation</i>											
City	45,747	47,807	46,645	41,737	48,739	55,040	47,816	39,021	25,287	25,286	423,125
Federal	2,787	4,801	0	0	0	0	0	0	0	0	7,588
<i>Preservation</i>											
City	83,931	86,293	79,183	94,227	105,133	80,818	90,197	131,390	133,830	135,887	1,020,889
Federal	10,899	6,071	4,543	6,819	11,323	8,107	12,394	0	0	0	60,156
<i>Special Needs Housing</i>											
City	13,592	17,617	18,879	21,731	41,446	38,002	34,993	41,616	42,448	43,297	313,621
Federal	61,935	49,939	51,573	51,342	43,300	43,300	63,800	0	0	0	365,189
<i>Project Type Total by Source of Funds</i>											
City	257,582	199,868	182,017	270,821	246,530	234,360	281,264	289,934	300,082	305,783	2,568,241
Federal	129,817	109,830	98,434	103,265	99,145	100,193	87,263	78,976	0	0	806,923
<i>Project Type Total</i>											
All Funds	387,399	309,698	280,451	374,086	345,675	334,553	368,527	368,910	300,082	305,783	3,375,164

Housing Authority

The New York City Housing Authority (NYCHA) operates and maintains affordable housing for low-income New Yorkers. The mandate of the Housing Authority, created in 1934, is to provide decent, safe and affordable housing for low-income families. NYCHA owns and operates the nation's largest public housing program, with 340 developments (177,976 apartments in 2,618 buildings), housing over 402,370 tenants throughout the City. The Authority also operates the largest Leased Housing (Section 8) Program in the nation, with approximately 91,569 occupied apartments. Approximately 32,404 private landlords participate in the Section 8 program.

NYCHA continues to implement its Plan to Preserve Public Housing which began on June 28, 2006. Increased energy costs and rising non-discretionary costs associated with the management of public housing have placed the onus on the Authority to improve efficiency. As such, the Ten-Year Capital Strategy focuses agency resources on technological and energy initiatives that will increase operational efficiency within the agency.

Capital Program Goals

- To preserve and modernize existing City-aided public housing developments as well as several State and Federal sponsored developments;
- To implement various energy conservation initiatives, including conversion to instantaneous hot water heaters at various developments to improve operational efficiency and reduce maintenance costs;
- To upgrade and modernize elevators at multiple developments; and
- To make necessary repairs and upgrades of building interiors and exteriors, including bathrooms, kitchens, and roofing.

Ten-Year Capital Strategy

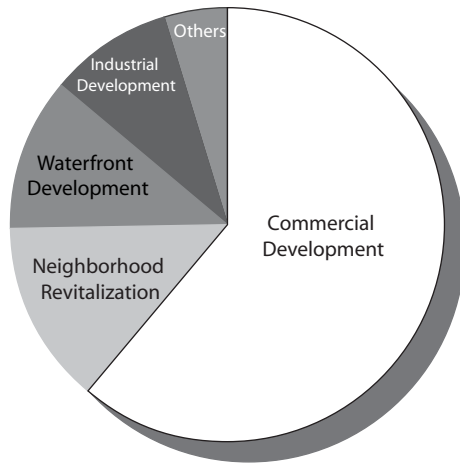
The Ten-Year Capital Strategy provides \$135.4 million primarily for the upgrade of existing City-aided public housing units. In addition, some of these funds will be used to upgrade Federal and State developments. These funds cover a wide range of projects including, but not limited to, building systems and equipment upgrade and/or replacement; entrance door, roof and window replacements; improvements of community facilities; and grounds improvements.

	(in millions)
• Low to Moderate Income Public Housing Upgrade	\$135.4
TOTAL	\$135.4

Housing Authority

Project Type: HA		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
<i>Low to Moderate Income Public Housing Upgrade</i>												
	City	18,809	25,994	6,573	29,366	8,454	8,716	8,969	9,230	9,552	9,734	135,397
<i>Project Type Total by Source of Funds</i>												
	City	18,809	25,994	6,573	29,366	8,454	8,716	8,969	9,230	9,552	9,734	135,397
<i>Project Type Total</i>												
	All Funds	18,809	25,994	6,573	29,366	8,454	8,716	8,969	9,230	9,552	9,734	135,397

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 Economic Development Corporation (EDC) coordinates the City’s commercial, industrial, market, waterfront and intermodal transportation development projects.

Capital Program Goals

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

Ten-Year Capital Strategy

	(in millions)
• Commercial Development	\$656.9
• Neighborhood Revitalization	145.2
• Waterfront Development	120.3
• Industrial Development	98.9
• Port Development	15.0
• Community Development	13.6
• Cultural Development	10.5
• Market Development	6.2
• Miscellaneous	4.5
TOTAL	\$1,071.1

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 central business districts such as Downtown Brooklyn and overall redevelopment projects such as Coney Island and Governors Island. The Ten-Year Capital Strategy supports the development of Downtown Brooklyn by facilitating the creation of commercial and cultural uses. The Willets Point redevelopment plan includes the acquisition of property and the development of off-site infrastructure to link to the eventual development. The Coney Island strategic plan includes the revitalization of the area’s commercial and recreational assets, streetscape improvements and the reconstruction of the landmark parachute jump. The Governors Island redevelopment will rehabilitate the seawall, renovate historic buildings, improve existing access points, and upgrade the island’s infrastructure to support redevelopment.

Department of Small Business Services

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 200 small businesses and 4,500 jobs. Other projects include upgrades to the physical plant of the City's industrial parks and City-owned properties such as the Bush Terminal and the Brooklyn Army Terminal.

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 major improvements to the piers and bulkheads at the New York Cruise Terminal along with similar improvements along the waterfront and the Brooklyn Cruise Terminal. Together, these terminals will increase the City's ability to serve a growing number of passengers and retain and expand tourism-related business.

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.

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. Major

projects in this category include the Jamaica Center project in Queens, which includes pedestrian and intermodal improvements in the mixed-use district; the South Bronx Greenway in Hunts Point, which includes a waterfront recreational area; and construction of the Bedford-Stuyvesant Gateway encompassing parts of Fulton Street and Nostrand Avenue in Brooklyn.

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 Brooklyn Wholesale Meat Market, the Essex Street Market in Manhattan, and various components of the Hunts Point markets in the Bronx as well as other locations Citywide.

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 various projects, including the BAM Cultural District.

Department of Small Business Services

Project Type: ED											
	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>Total</i>
Commercial Development City	265,615	14,136	61,542	191,765	33,703	23,035	10,370	10,380	10,400	35,936	656,882
Community Development City	11,857	500	0	1,250	0	0	0	0	0	0	13,607
Cultural Development City	5,085	0	0	5,415	0	0	0	0	0	0	10,500
Industrial Development City	15,086	29,016	13,437	18,090	4,260	4,440	4,620	4,810	5,090	0	98,849
Market Development City	0	140	150	3,700	1,560	160	170	180	180	0	6,240
Miscellaneous City	200	0	0	4,250	0	0	0	0	0	0	4,450
Neighborhood Revitalization City	33,814	48,020	5,103	10,940	0	0	10,009	9,774	12,621	10,660	140,941
Federal	490	0	0	0	0	0	0	0	0	0	490
State	3,810	0	0	0	0	0	0	0	0	0	3,810
Port Development City	0	0	0	5,000	10,000	0	0	0	0	0	15,000
Waterfront Development City	25,300	13,561	10,300	22,754	5,455	4,454	7,789	8,770	6,810	15,108	120,301
Project Type Total by Source of Funds City	356,957	105,373	90,532	263,164	54,978	32,089	32,958	33,914	35,101	61,704	1,066,770
Federal	490	0	0	0	0	0	0	0	0	0	490
State	3,810	0	0	0	0	0	0	0	0	0	3,810
Project Type Total All Funds	361,257	105,373	90,532	263,164	54,978	32,089	32,958	33,914	35,101	61,704	1,071,070

Department of Citywide Administrative Services

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

DCAS operates, maintains, and reconstructs the 54 public buildings in its real estate portfolio. This portfolio totals nearly 14.5 million square feet of space, which includes 6.5 million square feet of court space. The Department acquires, manages, and leases nonresidential 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.

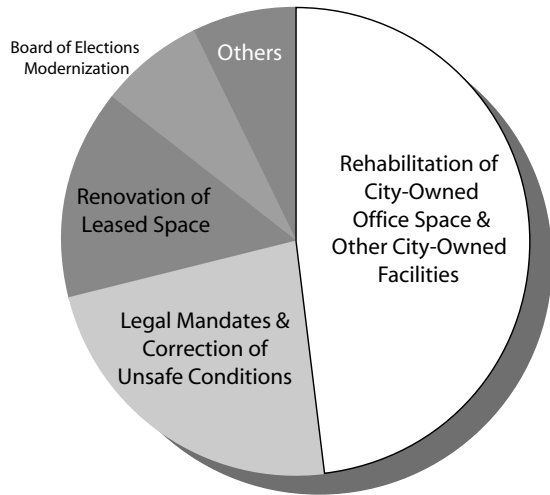
Ten-Year Capital Strategy

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 \$1.7 billion and is allocated between Public Buildings, Real Property, and Energy Efficiency and Sustainability.

Department of Citywide Administrative Services - Public Buildings



Public Buildings

(in millions)

• Rehabilitation of City-Owned Office Space and Other City-Owned Facilities	\$427.7
• Legal Mandates and Correction of Unsafe Conditions	202.8
• Renovation of Leased Space	128.7
• Board of Elections Modernization	62.6
• Equipment and Interagency Services	48.2
• Miscellaneous Construction	14.9
TOTAL	\$884.9

Rehabilitation of City-Owned Office Space and Facilities

The Ten-Year Capital Strategy allocates \$427.7 million for the management of non-court 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 non-court buildings, Citywide. The Ten-Year Capital Strategy includes the interior and exterior renovations of the Brooklyn Municipal Building (\$32.2 million) and the Manhattan Municipal Building (\$21.5 million).

Legal Mandates and Correction of Unsafe Conditions

The correction of code violations and compliance with legal mandates is a capital focus of the Department, representing \$202.8 million of the Ten-Year Capital Strategy. Legally mandated work will include Local Law 5 of 1973 fire and safety upgrades (\$84.3 million) and Local Law 11 of 1998 façade renovations (\$80.0 million).

Renovation of Leased Space

The Ten-Year Capital Strategy allocates \$128.7 million for leased space renovations over the ten-year period. Funding is primarily for agency office consolidations and office space needs when City-owned facilities are not available. The Ten-Year Capital Strategy provides for the relocation and consolidation of the Queens District Attorney's Office (\$24.3 million), and the relocation of nine City agencies from 40 Rector Street (\$15.0 million).

Board of Elections Modernization

The modernization of the Board of Elections represents \$62.6 million of the Ten-Year Capital Strategy. This funding includes the purchase of electronic voting machines as required by the Help America Vote Act (HAVA) (\$50.0 million) and renovation of warehouse and office facilities (\$12.6 million).

Equipment and Interagency Services

The Ten-Year Capital Strategy provides \$48.2 million over the ten-year period for this category to fund equipment purchases, including the purchase of an inventory management system (\$13.8 million).

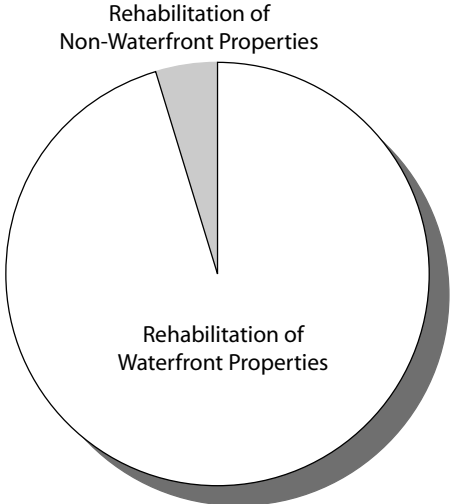
Miscellaneous Construction

The Ten-Year Capital Strategy provides \$14.9 million for construction in non-City owned facilities.

Department of Citywide Administrative Services - Public Buildings

Project Type: PW											
	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>Total</i>
<i>Communications Equipment</i> City	190	0	0	0	0	0	0	0	0	0	190
<i>Rehabilitation of Court Buildings</i> City	0	0	0	200	0	0	0	0	0	0	200
<i>Board of Elections Modernization</i> City	62,591	0	0	0	0	0	0	0	0	0	62,591
<i>Equipment and Interagency Services</i> City	19,898	1,188	238	4,344	4,054	3,573	3,847	3,928	4,004	2,936	48,010
<i>Legal Mandates and Correction of Unsafe Conditions</i> City	16,355	9,125	3,500	7,234	23,368	28,113	29,358	30,458	31,868	23,397	202,776
<i>Miscellaneous Construction</i> City	3,000	0	0	11,874	0	0	0	0	0	0	14,874
<i>Rehabilitation of City-Owned Office Space</i> City	73,744	17,287	34,447	75,057	66,517	31,131	31,721	32,822	34,220	24,797	421,743
<i>Renovation of Leased Space</i> City	20,254	26,139	1,800	38,531	5,933	7,453	7,553	7,693	7,822	5,562	128,740
<i>Renovation of Other City-Owned Facilities</i> City	3,035	1,500	0	1,220	0	0	0	0	0	0	5,755
<i>Project Type Total by Source of Funds</i> City	199,067	55,239	39,985	138,460	99,872	70,270	72,479	74,901	77,914	56,692	884,879
<i>Project Type Total</i> All Funds	199,067	55,239	39,985	138,460	99,872	70,270	72,479	74,901	77,914	56,692	884,879

Department of Citywide Administrative Services - Real Property



Real Property

	(in millions)
• Rehabilitation of Waterfront Properties	\$29.8
• Rehabilitation of Non-Waterfront Properties	1.4
TOTAL	\$31.2

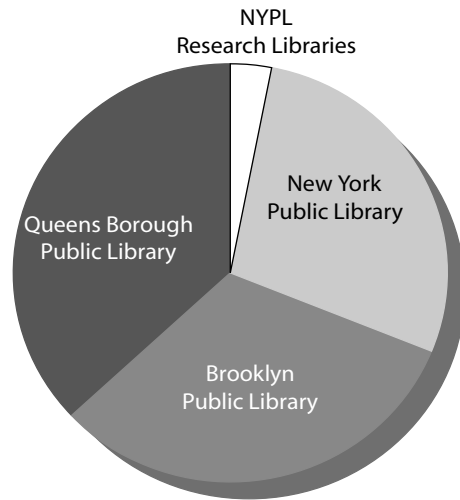
Rehabilitation of Waterfront and Non-Waterfront Properties

The Ten-Year Capital Strategy includes the reconstruction of DCAS-managed waterfront properties and non-waterfront properties. DCAS has \$31.2 million allocated for pier and bulkhead reconstruction, and non-waterfront properties over the ten-year period.

Department of Citywide Administrative Services - Real Property

Project Type: RE	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>Total</i>
<i>Rehabilitation of Non-Waterfront Properties</i> City	1,407	0	0	0	0	0	0	0	0	0	1,407
<i>Rehabilitation of Waterfront Properties</i> City	1,663	1,400	1,400	1,861	2,006	4,052	4,170	4,291	4,442	4,526	29,811
<i>Project Type Total by Source of Funds</i> City	3,070	1,400	1,400	1,861	2,006	4,052	4,170	4,291	4,442	4,526	31,218
<i>Project Type Total</i> All Funds	3,070	1,400	1,400	1,861	2,006	4,052	4,170	4,291	4,442	4,526	31,218

Public Libraries



New York City’s public library services are provided by three individually operated library systems - the Brooklyn Public Library, the New York Public Library, and the Queens Borough Public Library. Each of these entities receives funds from the City as well as State, Federal, and private contributions. The branch libraries provide circulating collections, reference 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 the libraries in three boroughs: the Bronx, with 35 branches; Manhattan, with 38 branches; and Staten Island, with 12 branches. In addition, the New York Public Library oversees four research libraries: the Steven A. Schwarzman Building (formerly the Humanities and Social Sciences Library at 42nd Street); the Library for the Performing Arts; 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 61 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, and increasing accessibility for persons with disabilities. The Ten-Year Capital Strategy provides a total of \$80.0 million (100 percent in City funds), in addition to the \$270.9 million in funding for FY 2009 (98 percent in City funds), allocated as follows:

Brooklyn Public Library

	(in millions)
• Essential Reconstruction of Facilities	\$24.4
• Reconstruction Necessary to Maintain Facilities	1.3
Subtotal	\$25.7

New York Public Library

• Essential Reconstruction of Facilities	\$13.3
• Expansion and Construction of Facilities	6.2
• Improvements to Existing Facilities	2.8
Subtotal	\$22.3

Public Libraries

NYPL Research Libraries

• Improvements to Existing Facilities	\$1.1
• Expansion and Construction of Research Libraries	1.0
• Essential Reconstruction of Facilities	0.5
Subtotal	\$2.6

Queens Borough Public Library

• Replacement Branches	\$12.3
• Reconstruction Necessary to Maintain Facilities	9.3
• Essential Reconstruction of Facilities	4.7
• Support Services Improvements	3.1
Subtotal	\$29.4
TOTAL	\$80.0

Brooklyn Public Library

The Ten-Year Capital Strategy for the Brooklyn Public Library emphasizes the essential reconstruction of facilities, the rehabilitation and relocation of branch libraries, and a commitment to maintain existing facilities. Highlights include: \$9.1 million for upgrades and repairs of the emergency and safety systems at the Central Library, with an additional \$11.5 million funded in FY 2009; \$11.0 million for various system-wide projects, including construction, renovation, rehabilitation, life safety, and initial outfitting, added to \$1.8 million funded in FY 2009; \$1.2 million for boiler and HVAC replacement, and a new technology system for the Red Hook Branch Library; and \$1.1 million for the rehabilitation of the Ryder Branch Library. Additional funding for the branch libraries 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 necessary to maintain existing facilities. Highlights include: \$7.8 million for the site acquisition and construction of the new Rossville Branch Library in Staten Island; \$4.0 million, added to \$30.0 million in FY 2009, for the construction of the new Library Services Center, which will serve all branch and research libraries in the Bronx, Manhattan, and Staten Island; \$6.7 million for various system-wide reconstruction and infrastructure improvement projects in the three boroughs; and \$797,000 for the new Macomb's Bridge Branch Library in Manhattan. 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).

Public Libraries

NYPL Research Libraries

The Ten-Year Capital Strategy for the Research Libraries of the New York Public Library includes \$2.6 million for upgrades to the mechanical penthouse at the Steven A. Schwarzman Building at 5th Avenue and 42nd Street, in addition to the \$32.4 million funded in FY 2009 for the façade restoration project.

Queens Borough Public Library

The Ten-Year Capital Strategy for the Queens Borough Public Library reflects a continued commitment to maintain and upgrade existing facilities, support essential reconstruction of existing facilities, and initiate construction of replacement facilities as needed. Highlights include: \$7.7 million, in addition to \$14.8 million funded in FY 2009, for the new Children's Library Discovery Center at the Central Library; \$4.7 million, added to \$14.5 million in FY 2009, for the new Far Rockaway Community Library replacement facility; \$3.0 million for improvements and a parking lot at the Langston Hughes Community Library; \$2.0 million for the expansion of the East Elmhurst Community Library, in addition to \$3.3 million funded in FY 2009; \$1.5 million for the system-wide implementation of the Self-Check Units, added to \$9.9 million funded in FY 2009; and \$1.2 million for the expansion of the Jackson Heights Community Library. Additional funding for the community libraries focuses on renovation and rehabilitation, systems upgrades and cyclical replacement of building components (roofs, windows and doors).

Brooklyn Public Library

Project Type: LB

	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>Total</i>
<i>Essential Reconstruction of Facilities</i> City	7,775	4,735	500	6,819	715	736	758	780	807	823	24,448
<i>Reconstruction Necessary to Maintain Facilities</i> City	581	242	56	371	0	0	0	0	0	0	1,250
<i>Project Type Total by Source of Funds</i> City	8,356	4,977	556	7,190	715	736	758	780	807	823	25,698
<i>Project Type Total</i> All Funds	8,356	4,977	556	7,190	715	736	758	780	807	823	25,698

New York Public Library

Project Type: LN

	2010	2011	2012	2013	2014	2015	2016	2017	2018:NYP	2019	Total
<i>Expansion and Construction of Facilities</i> City	0	417	0	5,851	0	0	0	0	0	0	6,268
<i>Improvements to Existing Facilities</i> City	0	2	0	2,750	0	0	0	0	0	0	2,752
<i>Essential Reconstruction of Facilities</i> City	4,732	140	727	1,630	935	965	993	1,021	1,057	1,077	13,277
<i>Project Type Total by Source of Funds</i> City	4,732	559	727	10,231	935	965	993	1,021	1,057	1,077	22,297
<i>Project Type Total</i> All Funds	4,732	559	727	10,231	935	965	993	1,021	1,057	1,077	22,297

NYPL Research Libraries

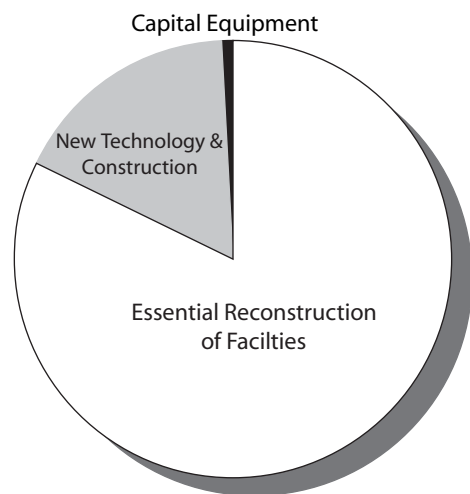
Project Type: L		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
<i>Expansion and Construction of Research Libraries</i>												
	City	0	0	0	1,027	0	0	0	0	0	0	1,027
<i>Improvements to Existing Facilities</i>												
	City	0	0	0	1,064	0	0	0	0	0	0	1,064
<i>Essential Reconstruction of Facilities</i>												
	City	0	27	0	457	0	0	0	0	0	0	484
<i>Project Type Total by Source of Funds</i>												
	City	0	27	0	2,548	0	0	0	0	0	0	2,575
<i>Project Type Total</i>												
	All Funds	0	27	0	2,548	0	0	0	0	0	0	2,575

Queens Borough Public Library

Project Type: LQ

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
<i>Replacement Branches</i> City	3,000	2,000	0	7,297	0	0	43	0	0	0	12,340
<i>Essential Reconstruction of Facilities</i> City	0	0	583	1,022	450	364	259	265	847	863	4,653
<i>Reconstruction Necessary to Maintain Facilities</i> City	472	2,051	0	5,120	300	333	493	553	0	0	9,322
<i>Support Services Improvements</i> City	1,600	0	0	1,475	0	0	0	0	0	0	3,075
<i>Project Type Total by Source of Funds</i> City	5,072	4,051	583	14,914	750	697	795	818	847	863	29,390
<i>Project Type Total</i> All Funds	5,072	4,051	583	14,914	750	697	795	818	847	863	29,390

Department of Cultural Affairs



The Department of Cultural Affairs (DCLA) is the largest public funder of the arts in the United States and is currently investing over \$1.0 billion in New York City’s cultural life and ensuring the City’s artistic preeminence. DCLA funds and provides support services to more than 1,400 nonprofit cultural organizations in the five boroughs, including 375 off-Broadway theater companies, 330 dance companies, 150 museums, 96 orchestras, 24 performing arts centers, seven botanical gardens, five zoos and one aquarium.

DCLA’s mission of fostering dynamic public partnerships with private cultural organizations has its most prominent expression in its relationship with the Cultural Institutions Group (CIG). The 33 CIG members are each located on City-owned property, and receive significant capital and operating support from the City to help meet basic security, maintenance, administration, and energy costs. In return for this support, the CIGs provide programming that is accessible to as broad a public as possible. In 2008, the CIGs welcomed over 19 million visitors, including both New Yorkers and tourists, and two million visits by school children.

DCLA is responsible for monitoring and maintaining facilities occupied by 60 nonprofit cultural organizations housed in City-owned buildings. The buildings under DCLA’s jurisdiction, many of which are iconic landmark facilities, comprise over 9.8 million gross square feet. Furthermore, DCLA’s capital projects range from reconstruction and renovations, to equipment purchases, expansions and new construction, including a new visitors’ center at the Brooklyn Botanic Garden; the renovation of the Brooklyn Children’s Museum; expansion of the Museum of the City of New York; a new visitors’ kiosk at PS 1 Contemporary Art Center; the renovation and expansion of the Queens Museum of Art; the renovation of the Staten Island Zoo Children’s Farmstead; making Wave Hill fully ADA-compliant; and the renovation and expansion of the Whitney Museum of American Art.

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, enjoyment and education;
- To provide the technical assistance necessary for smaller and emerging organizations to participate in the City’s capital process;
- 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 significantly benefited from high levels of City capital investment. Approximately \$1.8 billion of City funds were committed from 1990 through 2008 for the reconstruction, modernization, and expansion of these facilities. 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 \$481.4 million, in addition to \$820.9 million in FY 2009, allocated as follows:

	(in millions)
• Essential Reconstruction of Facilities	\$397.0
• New Technology and Construction	81.6
• Capital Equipment	2.8
TOTAL	\$481.4

This Ten-Year Capital Strategy reflects the City’s commitment toward maintaining the infrastructure of the facilities, thus allowing the nonprofit cultural organizations to concentrate more on operational and programmatic areas.

Department of Cultural Affairs

Highlights of the Ten-Year Capital Strategy include:

- Lincoln Center redevelopment: \$75.2 million, with an additional \$145.7 million in FY 2009.
- Whitney Museum of American Art renovation and expansion: \$51.5 million, added to \$3.5 million in FY 2009.
- New York Aquarium/Wildlife Conservation Society Master Plan: \$41.1 million, with an additional \$21.5 million in FY 2009 including \$16.7 million towards the new shark exhibit.
- Carnegie Hall Master Plan and renovation of non-performance spaces: \$35.0 million, in addition to \$8.4 million in FY 2009 for the reconstruction of the Stern Auditorium.
- Staten Island Museum interior reconstruction of Buildings A and B and Building H archival storage: \$15.2 million, added to \$2.4 million in FY 2009.
- Queens Museum of Art renovation and expansion: \$15.0 million, with an additional \$39.4 million in FY 2009.
- Brooklyn Academy of Music renovation: \$12.5 million, in addition to \$35.3 million in FY 2009, including \$13.7 million for the Strand Theatre redevelopment and \$11.1 million for infrastructure improvements.
- Brooklyn Botanic Garden Water Garden construction and café renovation: \$8.0 million, added to \$28.7 million in FY 2009.
- New York Hall of Science reconstruction and stabilization projects: \$7.3 million, added to \$4.6 million in FY 2009.
- Staten Island Zoo renovation of the Children's Farmstead and the purchase of vehicles: \$7.1 million, added to \$3.0 million in FY 2009.
- Snug Harbor Cultural Center site-wide improvements: \$6.8 million, in addition to \$9.4 million in FY 2009.
- Bronx River Art Center renovation: \$6.4 million, added to \$408,000 in FY 2009.
- Wave Hill ADA compliance work: \$5.7 million.
- Louis Armstrong House Visitors' Center construction: \$5.0 million, added to \$2.5 million in FY 2009.
- PS 1 Contemporary Art Center HVAC replacement: \$3.9 million, added to \$2.1 million in FY 2009 for the construction of a new visitors' kiosk.
- Billie Holiday Theater renovation: \$2.9 million.
- Staten Island Children's Museum West Terrace expansion: \$2.2 million.
- Ghetto Film School digital sound equipment: \$750,000, in addition to \$880,000 in FY 2009.
- Mind Builders Creative Arts Center renovation: \$482,000, in addition to \$4.4 million in FY 2009.

Department of Cultural Affairs

Project Type: PV

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
Capital Equipment											
City	2,735	0	0	50	0	0	0	0	0	0	2,785
Essential Reconstruction of Facilities											
City	89,582	57,507	13,935	125,828	18,060	18,441	15,842	18,655	17,250	6,904	382,004
Private	15,000	0	0	0	0	0	0	0	0	0	15,000
New Technology and Construction											
City	22,042	10,532	0	27,977	0	0	0	1,211	4,312	14,958	81,032
Federal	551	0	0	0	0	0	0	0	0	0	551
Project Type Total by Source of Funds											
City	114,359	68,039	13,935	153,855	18,060	18,441	15,842	19,866	21,562	21,862	465,821
Federal	551	0	0	0	0	0	0	0	0	0	551
Private	15,000	0	0	0	0	0	0	0	0	0	15,000
Project Type Total											
All Funds	129,910	68,039	13,935	153,855	18,060	18,441	15,842	19,866	21,562	21,862	481,372

Department of Parks & Recreation

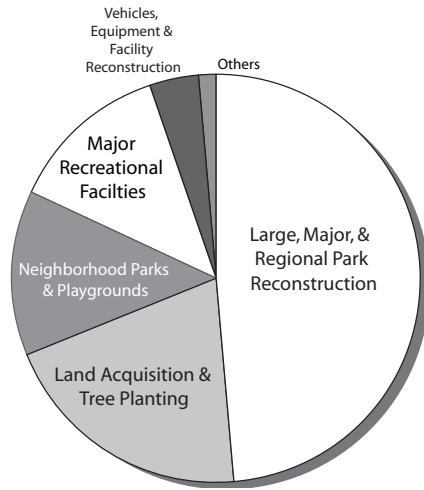
The Department of Parks and Recreation (DPR) is the steward of more than 29,000 acres of land, including more than 5,000 individual properties ranging from Coney Island and Central Park to community gardens and Greenstreets. The Department maintains and operates more than 800 athletic fields, nearly 1,000 playgrounds, 550 tennis courts, 66 public pools, 49 recreational facilities, 17 nature centers, 14 miles of beaches, and 13 golf courses. The Department is also responsible for 1,200 monuments and 22 historic house museums and the care and maintenance of over 600,000 street trees and two million trees in parks. The Department is New York City's principal provider of athletic facilities, and hosts concerts, world-class sports events, and cultural festivals.

The Ten-Year Capital Strategy provides \$1.4 billion for capital construction and reconstruction projects.

Capital Program Goals

- To provide an adequate amount and equitable distribution of open space and recreational facilities in the City;
- To maintain these facilities in a clean and usable condition;
- To ensure public safety in parks;
- To protect natural landscapes, unique environmental features, and wildlife;
- To conserve historic structures and statues;
- To provide and coordinate public recreational programs; and
- To plant and care for street trees.

Department of Parks & Recreation



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	\$681.3
• Land Acquisition and Tree Planting	281.1
• Neighborhood Parks and Playgrounds	183.0
• Major Recreational Facilities	178.5
• Vehicles, Equipment, and Facility Reconstruction	53.8
• Beaches and Boardwalks	11.5
• Zoos	6.5
TOTAL	\$1,395.7

Large, Major, and Regional Park Reconstruction

The Ten-Year Capital Strategy allocates \$681.3 million for work at numerous large, major and regional park sites, Citywide. This includes \$27.4 million for the construction of a new lakeside ice skating facility in Prospect Park, \$78.1 million for the development of a new regional park at the former Fresh Kills landfill, \$29.0 million for new sections of Hudson River Park in Manhattan, \$38.3 million for the construction of Brooklyn Bridge Park, \$27.3 million to construct a golf course and waterfront park at Ferry Point in the Bronx, and \$19.8 million for the renovation of pools Citywide.

Neighborhood Parks and Playgrounds

The Ten-Year Capital Strategy provides funding of \$183.0 million for the reconstruction of neighborhood parks and playgrounds. Within this allocation, \$121.8 million is directed toward requirements contracts for the reconstruction and replacement of safety surfaces, play equipment and paths Citywide, \$9.8 million is provided for the creation of neighborhood parks in the Greenpoint/Williamsburg area of Brooklyn, and \$3.9 million for Melrose Commons in the Bronx.

Department of Parks & Recreation

Major Recreational Facilities

The Ten-Year Capital Strategy provides \$178.5 million for the rehabilitation of specialized and youth-oriented major recreational facilities, such as indoor recreation centers, pools, tennis courts, and playing fields. The Ten-Year Capital Strategy allocates \$53.6 million for replacement parkland necessitated by the new Yankee Stadium construction in the Bronx. Also included is \$48.4 million for building reconstruction Citywide, \$45.2 million for the renovation of the McCarren Park Pool and Bathhouse in Brooklyn, and \$4.0 million for the repair of retaining walls in parks throughout the City.

Beaches and Boardwalks

The Ten-Year Capital Strategy includes \$11.5 million for continued reconstruction of boardwalks and beaches, as needed, at such locations as Coney Island Beach in Brooklyn, Rockaway Beach in Queens, Orchard Beach in the Bronx, and South Beach in Staten Island. This allocation includes \$10.0 million for contracts to perform required reconstruction to beaches and boardwalks Citywide.

Zoos

The Ten-Year Capital Strategy includes \$6.5 million for rehabilitation and exhibit expansion of the zoo system. This allocation includes \$1.5 million for the construction of a new Jaguar exhibit at the Queens Zoo and \$5.0 million for infrastructure rehabilitation at all three zoos.

Vehicles, Equipment, and Facility Reconstruction

The Ten-Year Capital Strategy includes \$53.8 million to support infrastructure improvements and equipment purchases. This allocation includes \$12.4 million for improvements to computer and communications systems and \$40.0 million for the replacement of vehicles.

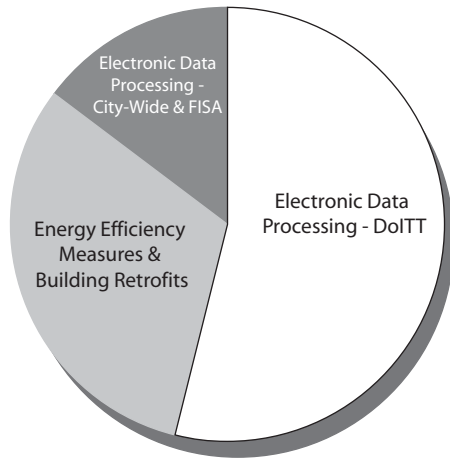
Land Acquisition and Tree Planting

The Ten-Year Capital Strategy provides \$281.1 million for the acquisition of new parkland and tree planting. With \$258.8 million of this allocation directed toward tree planting and the Greenstreets program, the Parks Department will plant, on average, just over 17,000 trees per year and continue to transform concrete traffic triangles and malls into green spaces. Tree planting and the Greenstreets program contribute visibly to an improved quality of life, helping to stabilize neighborhoods at a relatively low cost. Acquisitions will include the Socrates Sculpture Park in Queens for \$2.0 million.

Department of Parks & Recreation

Project Type: P											
	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>Total</i>
<i>Beaches and Boardwalks</i>											
City	2,253	1,000	1,000	1,245	1,000	1,000	1,000	1,000	1,000	1,000	11,498
<i>Land Acquisition and Tree Planting</i>											
City	36,838	25,967	22,620	40,351	27,895	25,041	37,749	27,895	20,000	8,000	272,356
Private	0	8,750	0	0	0	0	0	0	0	0	8,750
<i>Major Recreational Facilities</i>											
City	126,187	6,212	5,130	8,252	5,750	5,750	5,750	5,820	4,820	4,820	178,491
<i>Neighborhood Parks and Playgrounds</i>											
City	38,624	19,210	13,089	42,635	11,843	12,065	13,000	13,000	10,000	9,500	182,966
<i>Vehicles, Equipment and Facility Reconstruction</i>											
City	4,950	5,343	5,700	5,628	5,200	5,200	5,200	5,200	6,200	5,200	53,821
<i>Large, Major and Regional Park Reconstruction</i>											
City	240,081	90,462	27,585	202,594	71,168	32,750	3,250	3,750	2,250	2,250	676,140
Federal	1,950	0	0	0	0	0	0	0	0	0	1,950
State	3,248	0	0	0	0	0	0	0	0	0	3,248
<i>Zoos</i>											
City	2,090	590	275	500	500	500	500	500	500	500	6,455
<i>Project Type Total by Source of Funds</i>											
City	451,023	148,784	75,399	301,205	123,356	82,306	66,449	57,165	44,770	31,270	1,381,727
Federal	1,950	0	0	0	0	0	0	0	0	0	1,950
State	3,248	0	0	0	0	0	0	0	0	0	3,248
Private	0	8,750	0	0	0	0	0	0	0	0	8,750
<i>Project Type Total</i>											
All Funds	456,221	157,534	75,399	301,205	123,356	82,306	66,449	57,165	44,770	31,270	1,395,675

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 data center of the Financial Information Services Agency supports Citywide applications, which are key to the City's financial integrity, such as the Financial Management System (FMS), 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. Among the services provided by DoITT are the Computer Service Center (CSC), state-of-the-art host computer facilities supporting City agencies' systems which are critical to the City's operations; application development for the consolidation and coordination of City IT resources; the City's website (NYC.GOV); telecommunication services; NYC-TV; and CityNet, the Citywide data communication networks.

DoITT has responsibility for the New York City 3-1-1 Center, which provides a centralized source for information about non-emergency City services and is also coordinating the development of the new e911 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.

Ten-Year Capital Strategy

	(in millions)
• Electronic Data Processing - DoITT	\$1,434.6
• Energy Efficiency Measures & Building Retrofits	832.1
• Electronic Data Processing - City-Wide & FISA	385.1
TOTAL	\$2,651.8

911/Emergency Communications Transformation Project

The Ten-Year Capital Strategy provides \$1.4 billion, including \$143.4 million in FY 2009, to update and integrate the City's computer aided dispatch facilities, software, and equipment.

Energy Efficiency and Sustainability

The Ten-Year Capital Strategy includes \$832.1 million for energy efficiency projects.

Citywide Equipment

Project Type: DP											
	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>Total</i>
<i>Electronic Data Processing Equipment for DoITT, CityNet</i> City	785,795	220,872	201,451	226,525	0	0	0	0	0	0	1,434,643
<i>Project Type Total by Source of Funds</i> City	785,795	220,872	201,451	226,525	0	0	0	0	0	0	1,434,643
<i>Project Type Total</i> All Funds	785,795	220,872	201,451	226,525	0	0	0	0	0	0	1,434,643
Project Type: PU											
	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>Total</i>
<i>Building Construction, Reconstruction or Retrofit</i> City	2,091	0	0	0	0	0	0	0	0	0	2,091
<i>Electronic Data Processing Equipment - FISA</i> City	4,400	6,380	5,500	9,560	0	0	0	0	0	0	25,840
<i>Electronic Data Processing Equipment - City-Wide</i> City	194,346	84,540	35,830	44,543	0	0	0	0	0	0	359,259
<i>Miscellaneous Energy Efficiency and Sustainability</i> City	111,820	79,800	79,800	79,800	79,800	79,800	79,800	79,800	79,800	79,800	830,020
<i>Project Type Total by Source of Funds</i> City	312,657	170,720	121,130	133,903	79,800	79,800	79,800	79,800	79,800	79,800	1,217,210
<i>Project Type Total</i> All Funds	312,657	170,720	121,130	133,903	79,800	79,800	79,800	79,800	79,800	79,800	1,217,210

Citywide Summary

Project Type: CW

2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 Total

Citywide Total by Source of Funds

City	8,927,965	5,027,988	3,970,684	5,832,999	4,891,884	3,519,402	3,495,189	4,114,713	3,409,684	3,813,513	47,004,021
Federal	1,089,706	619,256	203,970	282,656	237,085	108,052	128,563	366,918	83,069	4,393	3,123,668
State	1,233,289	1,101,497	1,079,148	1,088,686	1,410,817	1,043,681	1,062,103	1,113,684	1,133,872	1,174,403	11,441,180
Private	76,867	29,073	3	0	2	0	0	0	0	0	105,945

All Funds	11,327,827	6,777,814	5,253,805	7,204,341	6,539,788	4,671,135	4,685,855	5,595,315	4,626,625	4,992,309	61,674,814
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