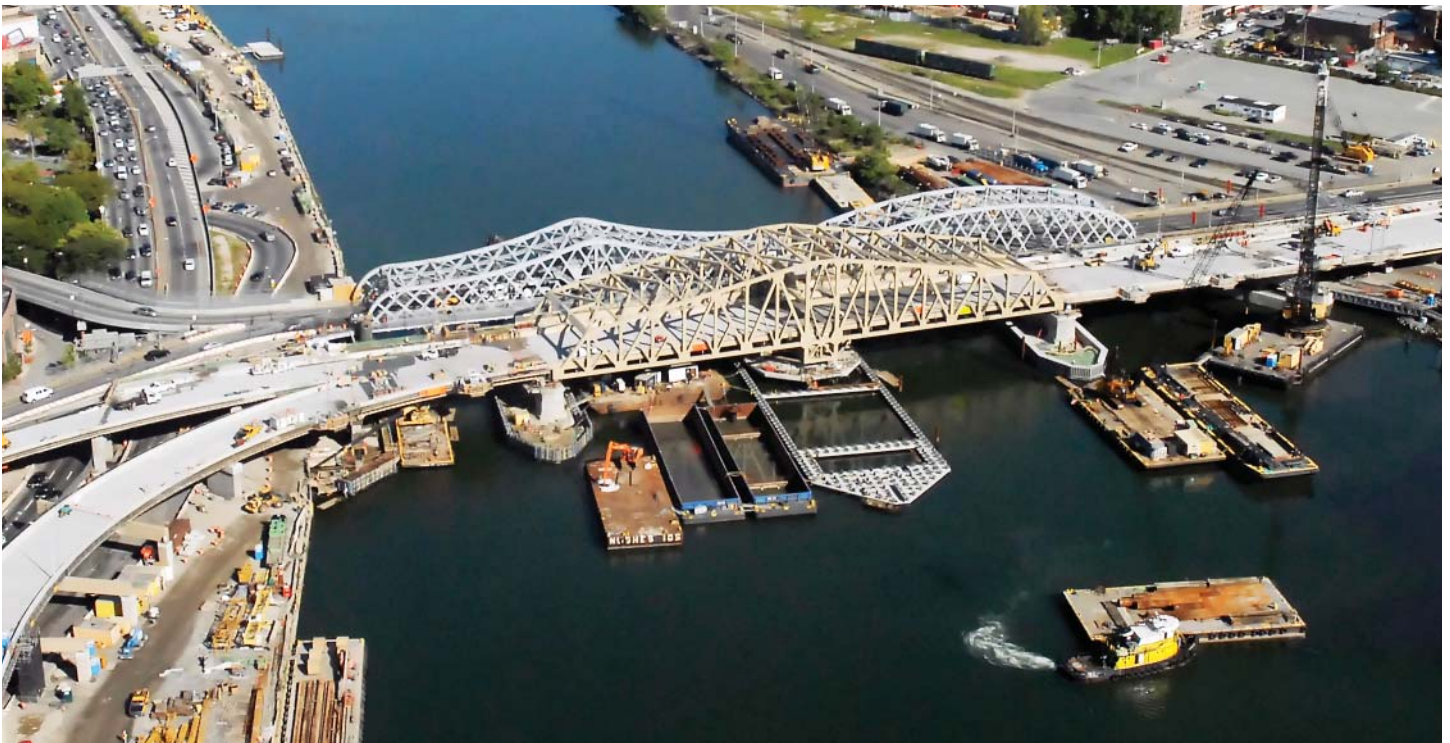

Ten-Year Capital Strategy

Fiscal Years 2012-2021



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 2011

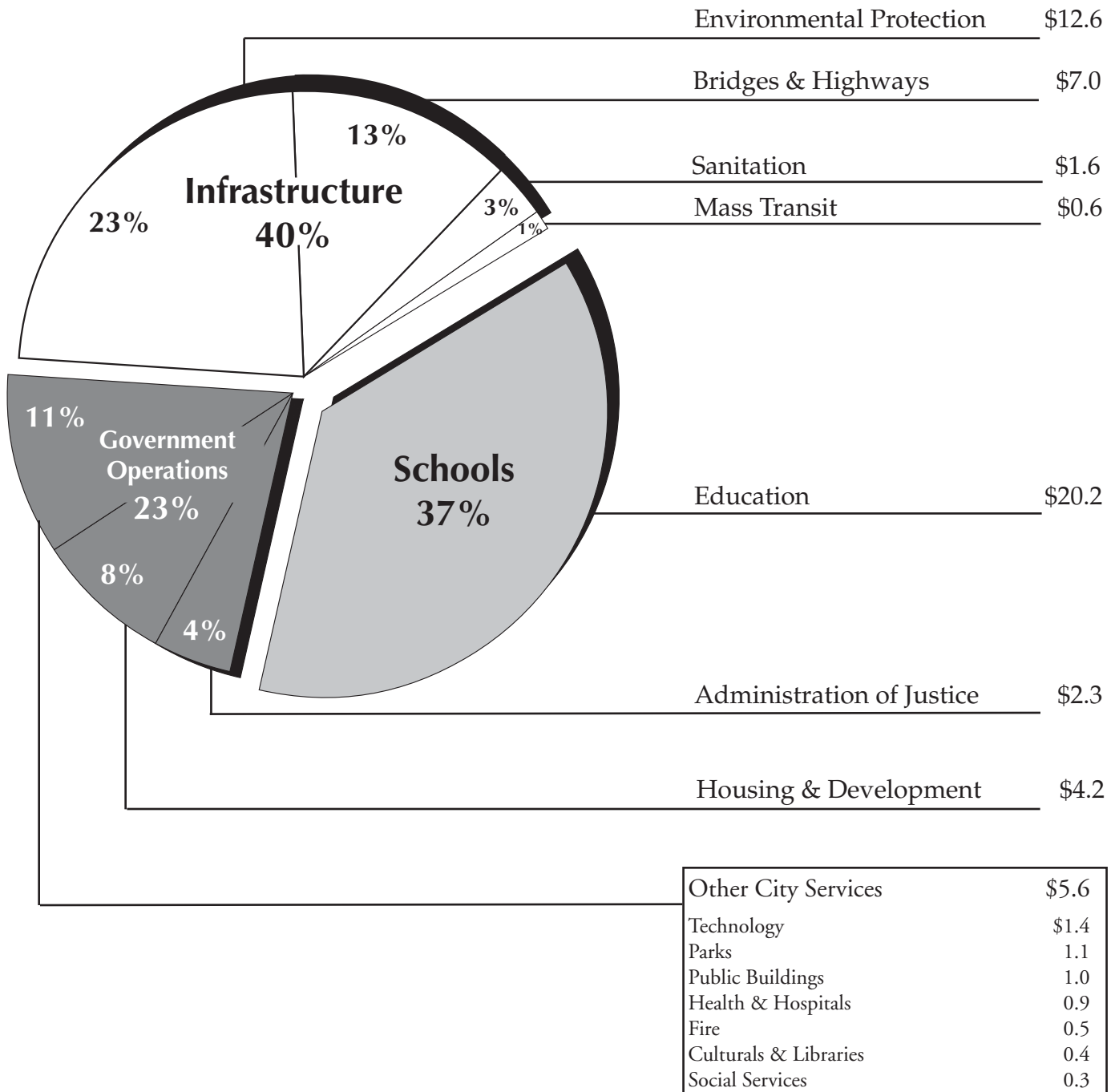
Ten-Year Capital Strategy Summary

Cover Photo: The new Willis Avenue Bridge (pictured in foreground), over the Harlem River, being constructed alongside the original Willis Avenue Bridge in September 2010.
Courtesy of Kiewit Constructors Inc. / Weeks Marine Inc., A Joint Venture

Ten-Year Capital Strategy 2012-2021

Totals \$54.1 Billion in All Funds

(\$ in billions)



Sources Financing the Ten-Year Capital Strategy 2012-2021

Total City Funds	\$40.1 Billion
-------------------------	-----------------------



General Obligation and
New York City Transitional Finance Authority \$27.8 Billion



New York City Municipal Water
Finance Authority \$12.3 Billion

Total Non-City Funds	\$14.0 Billion
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Federal \$3.0 Billion



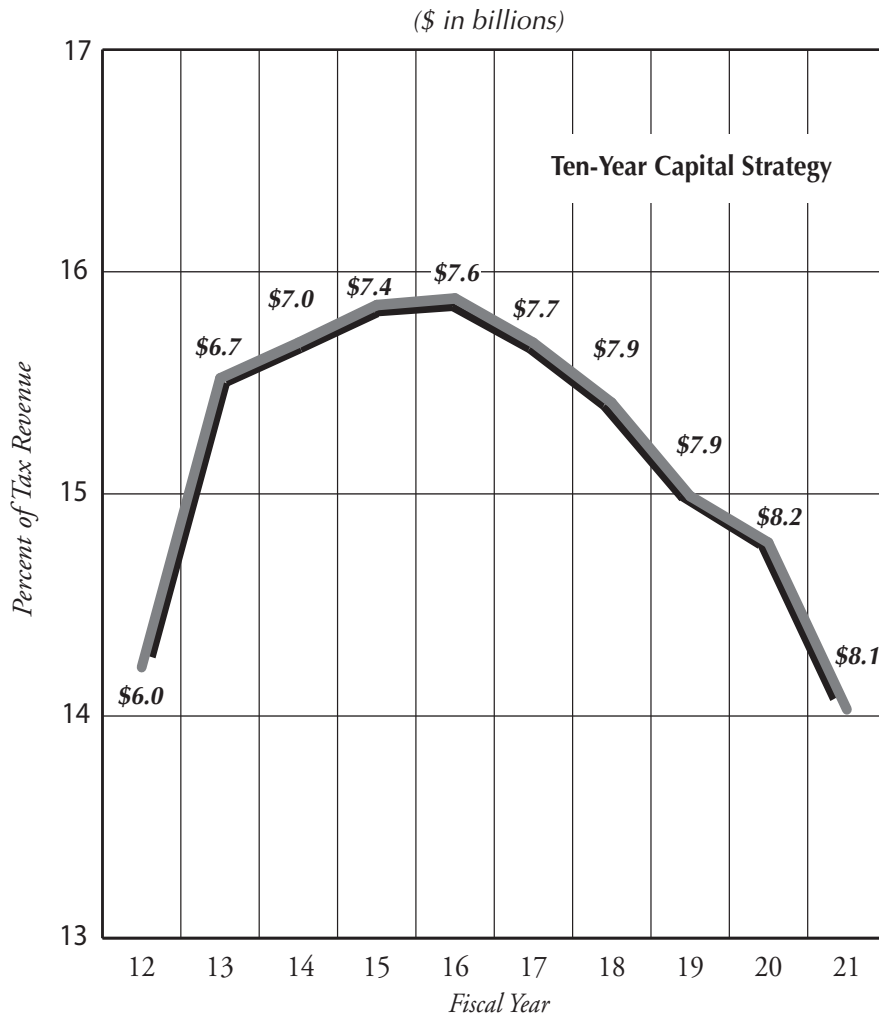
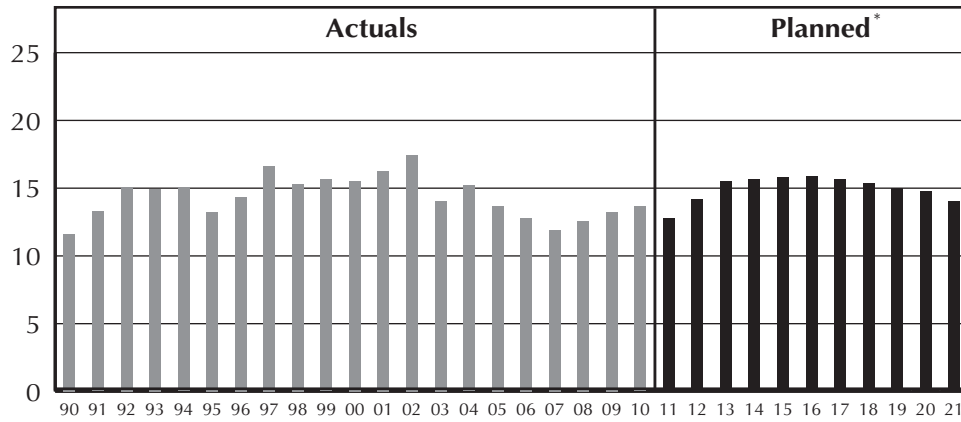
State \$10.6 Billion



Other Non-City Sources \$0.4 Billion

Total Ten-Year Capital Strategy	\$54.1 Billion
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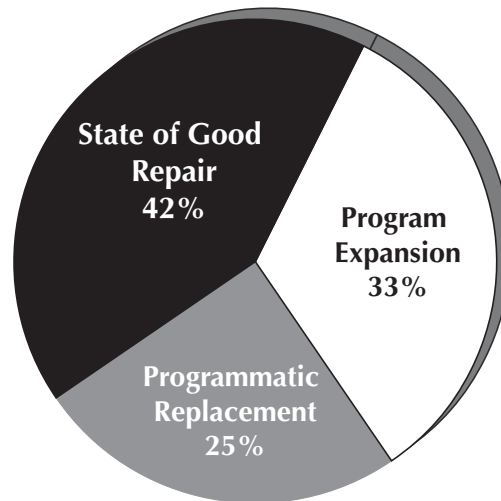
Debt Service as a Percent of Tax Revenues



* 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 2012-2021



Total Program: \$54,099
(\$ in millions)

<u>State of Good Repair</u>	<u>\$22,958</u>	<u>Program Expansion</u>	<u>\$17,719</u>	<u>Programmatic Replacement</u>	<u>\$13,422</u>
• Reconstruction and Rehabilitation of Schools	\$9,745	• New School Construction	\$10,363	• Water Quality Mandates & Preservation	\$3,020
• East River and Other Bridge Reconstruction	3,438	• Construction of Water Conveyance Systems	2,005	• Upgrade of Water Pollution Control Plants	2,225
• Reconstruction & Resurfacing of Streets and Highways	2,406	• New and Special Needs Housing	1,573	• Water Main Replacement and Dam Safety Program	1,463
• Housing Preservation and Rehabilitation	1,827	• Commercial, Cultural and Industrial Development	629	• Purchase of Sanitation Equipment	1,008
• Reconstruction of Recreational Spaces	899	• Construction of the Third Water Tunnel	488	• Correctional Facilities and Equipment	848
• Rehabilitation of Public Buildings and Systems	807	• Water Main Construction	454	• Replacement of DEP Facilities and Equipment	763
• Energy Efficiency and Sustainability	703	• Sewer Extensions to Accommodate New Development	417	• Citywide Information Systems & Equipment	756
• Replacement of Failing Sewer Components	691	• Solid Waste Management	407	• Transit System Rehabilitation	656
• Upgrades to Traffic Systems	635	• Augmentation of Sewers	402	• Police Vehicles and Equipment	450
• Rehabilitation of Hospitals and Health Clinics	390	• Improvements to Cultural and Recreational Facilities	226	• Ferry Boats and Terminals	402
• Rehabilitation of Libraries and Cultural Institutions	382	• New Police Academy and Precincts	218	• Replacement of Fire Department Vehicles and Equipment	401
• Reconstruction of Correctional Facilities	362	• Croton Filter Project	180	• Reconstruction and Renovation of Court Facilities	355
• Sanitation Garages and Facilities	144	• Biological Nutrient Removal	125	• Major Renovation and Reconstruction of Hospitals	309
• Fire House Renovations	122	• Waterfront and Port Development	122	• Sewer Components	268
• Reconstruction and Rehabilitation of CUNY Facilities	66	• Others	110	• Emergency Medical Equipment	130
• Others	341			• Others	368

Funding for the Ten-Year Capital Strategy by Agency Program

(\$ in 000's)

	FY12-15		FY12-21	
	City Funds	All Funds	City Funds	All Funds
Education	\$4,304,960	\$8,354,104	\$10,073,091	\$20,122,074
Water Pollution Control	1,698,565	1,698,565	4,234,326	4,234,326
Bridges	908,611	1,610,224	2,146,694	3,477,242
Housing	920,754	1,392,260	2,365,690	3,309,489
Water Mains	1,728,119	1,932,368	3,000,819	3,292,920
Water Supply	1,856,406	1,856,406	2,500,272	2,500,272
Highways	1,027,048	1,390,152	2,012,111	2,406,215
Sewers	1,053,049	1,053,053	1,778,924	1,778,928
Sanitation	907,808	907,808	1,559,232	1,559,232
Technology	1,069,451	1,072,380	1,456,153	1,459,082
<i>Subtotal-Major Agency Programs</i>	<i>\$15,474,771</i>	<i>\$21,267,320</i>	<i>\$31,127,312</i>	<i>\$44,139,780</i>
Corrections	\$958,267	\$958,267	\$1,209,886	\$1,209,886
Parks and Recreation	817,207	897,445	1,038,274	1,118,512
Public Buildings	606,773	607,215	925,670	926,112
DEP Equipment	484,138	497,205	749,821	762,888
Economic Development	567,600	567,600	754,968	754,968
Traffic	126,257	395,957	192,260	695,460
Police	363,528	363,528	668,470	668,470
Transit	411,733	415,966	651,733	655,966
Hospitals	475,947	475,947	607,704	607,704
Fire	273,457	273,457	522,428	522,428
Ferries	82,400	354,679	100,914	413,293
Courts	155,742	155,742	369,879	369,879
Cultural Affairs	257,228	262,602	313,170	318,544
Health	212,191	214,563	245,354	247,726
Human Resources	39,343	62,687	79,072	131,026
Admin for Children's Services	52,831	61,111	91,440	105,811
Housing Authority	44,557	44,557	90,566	90,566
Homeless Services	73,164	73,164	78,155	78,155
CUNY	51,429	52,410	69,989	71,342
Queens Libraries	27,614	35,187	31,702	39,275
Transportation Equipment	21,232	25,732	33,794	38,294
NY Branch Libraries	30,490	30,490	35,582	35,582
Real Estate	11,903	11,903	33,297	33,297
Aging	17,103	17,103	26,091	26,091
Brooklyn Libraries	20,807	20,807	24,696	24,696
Juvenile Justice	5,791	5,791	10,527	10,527
NY Research Library	2,251	2,251	2,251	2,251
<i>Total</i>	<i>\$21,665,754</i>	<i>\$28,150,686</i>	<i>\$40,085,005</i>	<i>\$54,098,529</i>

Ten-Year Capital Strategy

Fiscal Years 2012-2021

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		Juvenile Justice	62	Culturals & Recreation	
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**Ten-Year
Capital Strategy Framework &
Financing Program**

Capital Strategy Framework

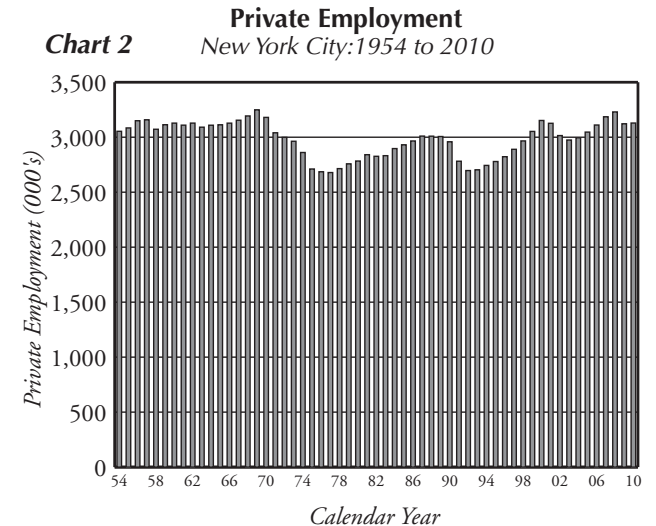
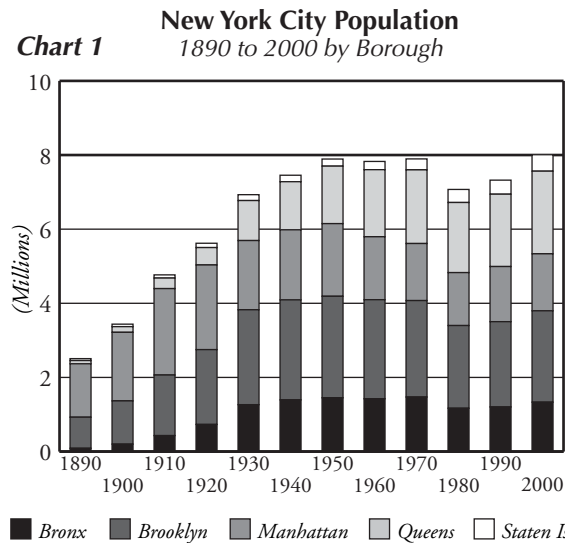
More than nine years after the tragic events of September 11th, New York City has surmounted enormous challenges in its economic recovery. The City has emerged from economic recession and fiscal austerity while maintaining and modernizing its capital infrastructure. With the economic downturn beginning 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 U.S. Census Bureau to be 8,392,000 as of July 1, 2009. The Department of City Planning projects that the city will grow to a population of 9.1 million by 2030. While the City's annual rate of growth is small in percentage terms, it is equivalent to adding a city 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 1954 to 2010, fluctuating in a range). In 2010, New York City's average private sector wage and salary employment was 3,128,700, or 122,000 below the 1969 peak of 3,250,700. However, self-employment has increased dramatically in this period, from 338,501 in 1969



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

Capital Strategy Framework

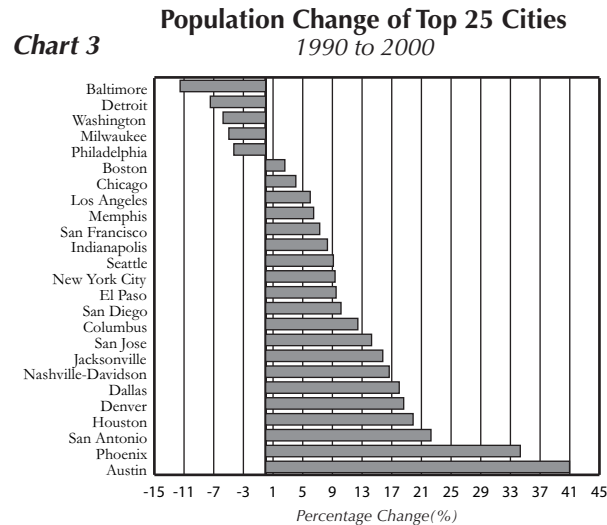
to 950,722 in 2008. This increase of over 600,000 in self-employment placed the total number of people working in the City well above the 1969 level.

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% 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

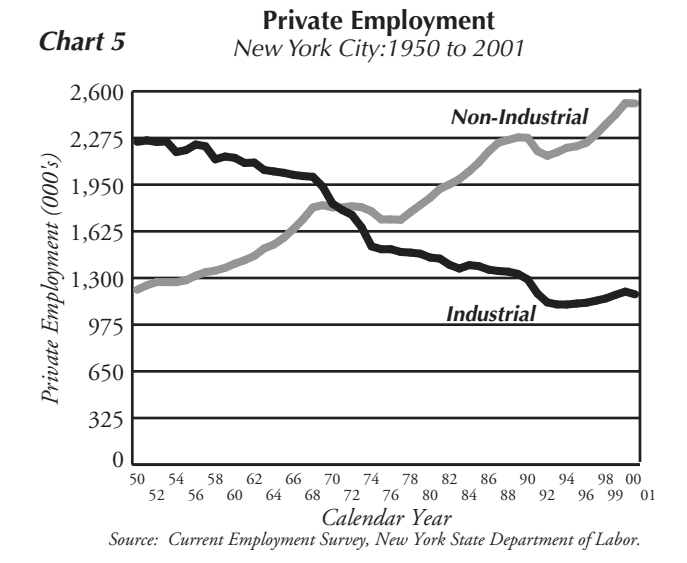
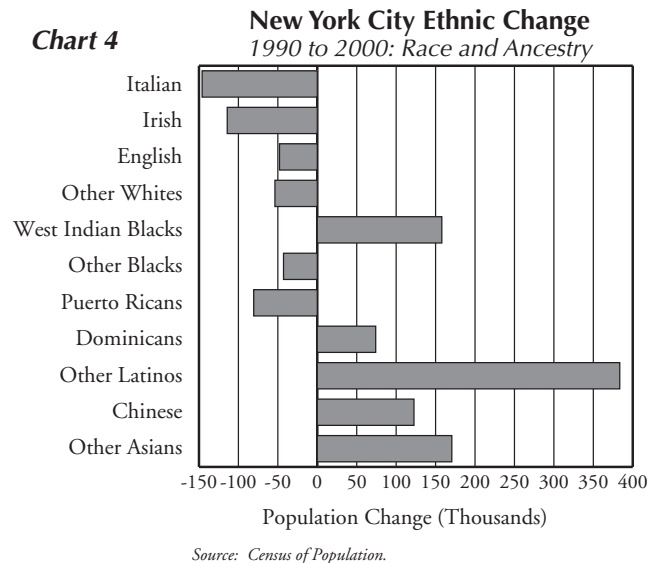
Despite a relatively constant overall population and employment level, New York City experiences constant economic and demographic change. In New York City, as in other cities, many former residents and their descendants have moved out. Unlike less successful cities, however, New York has continued to 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 2008, New York City's Per Capita Personal Income was \$52,013, Manhattan's alone was \$120,766 and the National Per Capita Income was \$40,166. 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.

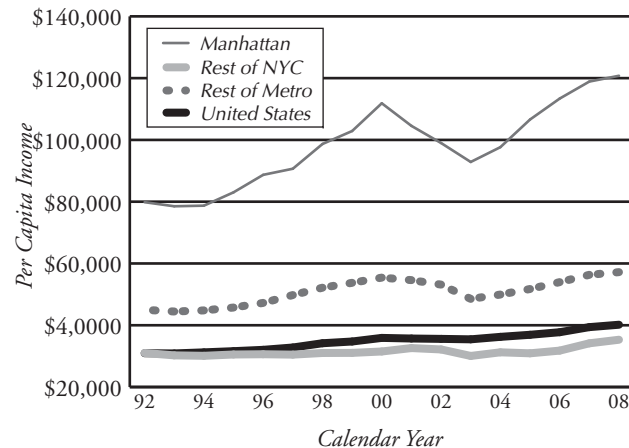
With the number of people increasing over the long term, New York requires more and better capital facilities per person to remain competitive. From 1990 to 2000, while the City's population grew by 9.4%, the number of housing units increased by only 7%. The average square feet per Manhattan office employee 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

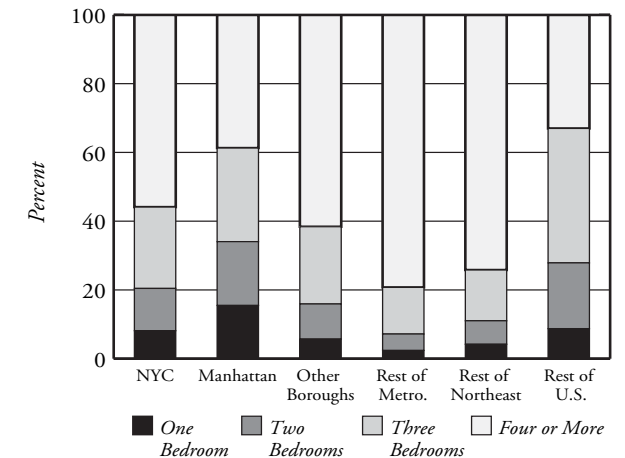
In the past, infrastructure was built to accommodate new development on previously undeveloped land. Today, despite the City's relatively stable population, public infrastructure investment is still required to maintain the existing physical plant, support the City's increasing density and improve the 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.

Chart 6 Per Capital Income
1992 to 2008 Adjusted for 2009 Inflation



Source: Bureau of Economic Analysis.

Chart 7 2000 Housing Unit Size
Percent of Units by Number of Bedrooms



Source: Census of Population.

Financing Program

The City's financing program projects \$35 billion of long-term borrowing for the period 2011 through 2015 to support the City's current capital program. The portion of the capital program not financed by the New York City Municipal Water Finance Authority (NYW or the Authority) will be split

between General Obligation (GO) bonds of the City and the Transitional Finance Authority (TFA). Figures below do not include state funded financing for education capital purposes through TFA Building Aid Revenue Bonds (BARBs):

2011–2015 Financing Program

(\$ in millions)

	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>Total</i>
City General Obligation Bonds	\$2,425	\$2,680	\$2,460	\$2,460	\$2,260	\$12,285
TFA Bonds (1)	3,600	2,680	2,460	2,460	2,260	13,460
Water Authority Bonds (2)	3,252	2,027	1,598	1,420	1,164	9,461
Total	\$9,277	\$7,387	\$6,518	\$6,340	\$5,684	\$35,206

(1) TFA Bonds do not include BARBs issued for education capital purposes. TFA expects to issue \$572 million in the remainder of 2011, and \$935 million, \$1.05 billion, \$1.13 billion and \$1.04 billion of such bonds in fiscal years 2012 through 2015, respectively.

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

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

2011–2015 Debt Outstanding

(\$ in millions at year end)

	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>
City General Obligation Bonds	\$42,192	\$42,881	\$43,147	\$43,406	\$43,348
TFA Bonds (1)	19,090	21,179	22,846	24,478	25,853
TSASC Bonds	1,260	1,250	1,238	1,226	1,212
Conduit Debt	1,845	1,773	1,699	1,617	1,535
Total	\$64,387	\$67,083	\$68,930	\$70,727	\$71,948
Water Authority Bonds	\$27,093	\$28,888	\$30,218	\$31,258	\$31,986

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

Financing Program

2011–2015 Annual Debt Service Costs

(\$ in millions, before prepayments)

	2011	2012	2013	2014	2015
City General Obligation Bonds (1)	\$3,742	\$4,040	\$4,459	\$4,539	\$4,719
TFA Bonds (2)	1,081	1,565	1,871	2,050	2,235
TSASC Bonds	68	74	74	75	75
Conduit Debt (3)	214	309	338	333	325
Total Debt Service	\$5,105	\$5,988	\$6,743	\$6,996	\$7,354
Water Authority Bonds (4)	\$1,327	\$1,590	\$1,702	\$1,891	\$1,999

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

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

(3) Conduit Debt debt service includes interest on the \$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.

2011–2015 Debt Burden

	2011	2012	2013	2014	2015
Total Debt Service (1) as % of:					
a. Total Revenue (2)	7.6%	9.0%	10.0%	10.2%	10.4%
b. Total Taxes (3)	12.6%	14.0%	15.3%	15.5%	15.7%
c. Total NYC Personal Income	1.1%	1.3%	1.4%	1.4%	1.4%
Total Debt Outstanding (1) as % of:					
a. Total NYC Personal Income	14.3%	14.5%	14.4%	14.1%	13.6%

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

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

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

Financing Program

The financing of the City capital program is split among GO, TFA and NYW bond issuance. The City and TFA will issue \$12.3 billion and \$13.5 billion, respectively, during the plan period. The City issuance supports 35 percent of the total, while TFA issuance supports 38 percent of the total. NYW's annual bonding amount, excluding refundings, will average approximately \$1.9 billion. The aggregate NYW financing during the plan

period will account for 27 percent of the total financing program.

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

Ratings

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

Financing Program

New York City General Obligation Bonds

Since July 1, 2010, the City has issued approximately \$2 billion in refunding bonds and \$2 billion in bonds for capital purposes, totaling approximately \$4 billion. The dates and principal amounts are as follows:

NYC GO Issuances

(\$ in millions)

<i>Series</i>	<i>(New Money/ R)efunding</i>	<i>Issue Date</i>	<i>Tax Exempt Amount</i>	<i>Taxable Amount</i>	<i>BAB (1) Amount</i>	<i>Total Par Amount</i>
2011 AB	R	8/12/2010	\$963	\$0	\$0	\$963
2011 C	N	10/20/2010	0	150	775	925
2011 DE	R	10/20/2010	300	0	0	300
2011 F(2)	N	12/21/2010	75	148	902	1,125
2011 GH	R	1/4/2011	100	0	0	100
2011 I	R	4/1/2011	400	240	0	640
Total			\$1,838	\$538	\$1,677	\$4,053

(1) Represents bonds issued as Build America Bonds (BAB).

(2) 2011F includes \$22.14 million of Recovery Zone Economic Development Bonds (RZDB) issuance and \$879.86 million of BABs issuance.

The \$2 billion of refunding transactions the City has completed to date in fiscal year 2011 generated approximately \$133 million of debt service savings during the financial plan period.

In addition to the financings described above, the City plans to issue \$375 million of GO bonds for capital purposes in the remainder of 2011 and \$2.7 billion, \$2.5 billion, \$2.5 billion and \$2.3 billion in 2012 through 2015, respectively.

Currently the debt service for the City, TFA (excluding BARBs), and City appropriation debt, or conduit debt, excluding the effect of pre-payments, is 7.6 percent of the City's total budgeted revenues in 2011. That ratio is projected rise to 10.4 percent in 2015. As a percentage of tax revenues, the debt service ratio is 12.6 percent in 2011 and is projected to increase to 15.7 percent in 2015.

During fiscal year 2011, short-term interest rates relating to the \$6.1 billion of floating rate debt (including synthetic floating-rate debt, auction rate bonds and variable-rate demand bonds) issued by the City have been 0.24 percent on average for tax-exempt and 0.43 percent for taxable floating rate debt. These rates have continued to provide extremely attractive financing costs relative to fixed rate debt despite the recent market turmoil. Tax exempt floating rate debt has traded recently at rates that are approximately 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 2011, the City did not require a note issuance to satisfy cash flow needs. The City's financing program assumes the issuance of \$2.4 billion of notes annually through the remainder of the financial plan.

Financing Program

New York City Related Issuers - Variable Rate Debt

As discussed above, floating rate bonds have been a reliable source of cost savings in the City's capital program. In considering the proportion of the City's debt which is in variable rather than fixed rates, it is useful to consider all sources of financing with the exception of NYW, which is typically considered separately for such purposes. Included would be not only City GO bonds but also TFA, TSASC bonds and conduit debt. The City and its related entities have approximately \$10.4 billion of floating rate exposure.

While bank facilities supporting floating rate debt have become more scarce and expensive, the City and other issuers supporting the City capital program have maintained, and even increased floating rate exposure to minimize interest costs. The City and related financing entities have managed bank facility expirations by obtaining renewals from existing providers or replacement facilities from new providers. In addition, the City and related financing entities have explored new floating rate structures not requiring bank facilities. During fiscal year 2011, the City and TFA entered into four private placements totaling approximately \$750 million of index floating rate bonds bearing all-in costs comparable to publicly sold variable rate demand bonds with bank facilities.

The City has not entered into any new interest rate swaps to date in fiscal year 2011. The total notional amount of swaps outstanding as of March 31, 2011 was \$2.6 billion, on which the termination value was negative \$107 million. This is the theoretical amount which the City would pay if all of the swaps terminated under market conditions as of March 31, 2011.

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)					
<i>(\$ in millions)</i>					
	<i>GO</i>	<i>TFA</i>	<i>Lease</i>	<i>TSASC</i>	<i>Total</i>
VRDB & Auction Rate Bonds	\$5,628	\$3,695	\$30	\$0	\$9,353
Synthetic Fixed	229	0	31	0	261
Taxable Basis Swap	142	0	0	0	142
Total Return Swap	500	0	0	0	500
Enhanced Basis Swap	125	0	0	0	125
Total Floating-Rate	\$6,624	\$3,695	\$61	\$0	\$10,380
Total Debt Outstanding	\$42,192	\$19,090	\$1,845	\$1,260	\$64,387
% of Floating-Rate / Total Debt Outstanding					16.1%
Total Floating-Rate Less \$4.9 Billion Balance in General Fund (Floating-Rate Assets)					5,448
% of Net Floating Rate / Total Debt Outstanding					8.5%

(1) Debt Outstanding as of the 2012 Executive Budget excluding NYW, HYIC, and TFA BARBs

The 16.1 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 10 year average balance of \$4.9 billion of short-term assets in the City's General Fund which are an offset to these floating rate liabilities. Net of these floating rate assets, the floating rate exposure of the City, excluding NYW, is 8.5 percent of its outstanding debt. Moreover, the City uses conservative assumptions in budgeting expenses from floating rate instruments.

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 \$45 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, \$26.6 billion is outstanding, \$13.6 billion was refinanced with lower cost debt, \$772 million was defeased with Authority funds prior to maturity, and \$3.7 billion was retired with revenues as it matured.

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

NYW's outstanding debt also includes floating rate bonds, which have been a reliable source of cost effective financing. NYW has \$2.9 billion of floating rate bonds or 11% of its outstanding debt, including \$401 million which was swapped

Financing Program

to a fixed rate. NYW's floating rate exposure primarily includes tax-exempt floating rate debt supported by liquidity facilities, and \$200 million of synthetic variable rate debt.

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

On September 23, 2010, NYW issued \$750 million of new money fixed rate Second Resolution General Revenue bonds, Fiscal 2011 Series AA Taxable Build America Bonds. BABs allow NYW to issue taxable bonds and receive a reimbursement from the federal government for 35% of the annual interest on the bonds. This bond issue included two term bonds maturing in 2041 and 2043.

On September 30, 2010, NYW issued \$210.04 million of tax-exempt refunding bonds under the second general resolution. The 2011 Series BB bonds refunded all outstanding 1999 Series A first resolution bonds and a portion of the 2001 Series D first resolution bonds. The Fiscal 2011 Series BB bonds included serial bonds maturing from 2011 through 2031.

On November 18, 2010, NYW issued \$750 million of new money fixed rate Second Resolution General Revenue bonds, Fiscal 2011 Series CC Taxable Build America Bonds. This bond issue included two term bonds maturing in 2042 and 2044. The 2042 term bonds include \$59 million of RZDBs. RZDBs are issued on a taxable basis and receive a 45% subsidy payment from the Federal Government. RZDBs can only be used to finance economic development projects in a recovery zone.

Additionally, on November 18, 2010, NYW issued \$275 million of new money adjustable rate tax-exempt bonds under

its Second General Resolution, Fiscal 2011 Series DD-1, DD-2 and DD-3A and DD-3B bonds. The bonds are backed by standby bond purchase agreements from three banks and a public sector pension fund. These bonds will mature in 2043.

On January 27, 2011, NYW closed \$450 million of new money tax-exempt fixed rate Second Resolution Revenue bonds, Fiscal 2011 Series EE. This bond issue included term bonds maturing in 2040 and 2043.

On March 1, 2011, NYW issued \$200 million of new money adjustable rate tax-exempt bonds under its Second General Resolution, Fiscal 2011 Series FF-1 and FF-2 bonds. The bonds are backed by standby bond purchase agreements from two banks. These bonds will mature in 2044.

On March 31, 2011, NYW closed \$541.81 million of new money and refunding tax-exempt fixed rate Second Resolution bonds, Fiscal 2011 Series GG. The new money bonds included term bonds maturing in 2043. The refunding bonds refunded portions of NYW's outstanding First Resolution 2001D, 2001E, 2002B, 2002C, 2002D, 2002E, 2002F and 2003D bonds. The refunding bonds included serial bonds maturing from 2012 through 2026.

Summarized in the following table are seven bond series that closed to date in Fiscal Year 2011. The proceeds of the bonds refinanced commercial paper previously issued by NYW, paid costs of improvements to the water and sewer system or paid principal and interest on certain of the Authority's outstanding debt and paid the costs of issuance.

Financing Program

NYW Issuance

<i>Series</i>	<i>(N)ew Money/ (R)efunding</i>	<i>Issue Date</i>	<i>Par Amount</i>	<i>True Interest Cost (TIC)</i>	<i>Longest Maturity</i>
2011 Series AA	N	9/23/10	\$750,000,000	3.64% (1)	2043
2001 Series BB	R	9/30/10	\$210,040,000	4.12%	2031
2011 Series CC	N	11/18/10	\$750,000,000	3.90% (1)	2044
2011 Series DD-1, DD-2, DD-3 A&B	N/R	11/18/10	\$275,000,000	0.18% (2)	2043
2011 Series EE	N	1/27/11	\$450,000,000	5.57%	2043
2011 Series FF	N	3/1/11	\$200,000,000	0.17% (2)	2044
2011 Series GG	N/R	3/31/11	\$541,810,000	4.97%	2043

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

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

On November 19, 2009, EFC entered into an agreement to provide NYW a direct loan in an amount up to \$217.5 million, with funds made available through ARRA. NYW expects to receive these funds to pay for certain capital projects over the next several years. As of March 31, 2011, NYW has drawn on \$26.4 million of the loan.

NYW is a party to four interest rate exchange agreements (swaps) with a total notional amount of \$621 million. As of March 31, 2011, the mark-to-market value of the swaps was negative \$28.8 million. This is the theoretical amount which NYW would pay if all swaps terminated as of March 31, 2011.

NYW expects to issue approximately \$600 million of new money bonds over the remainder of Fiscal 2011.

During the period from 2012 to 2015, NYW expects to sell an average of approximately \$1.7 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. NYW expects to issue its remaining new debt in 2011 as fixed rate. After 2011, NYW expects to issue approximately 85 to 90 percent of its new debt per year as fixed rate debt with the remainder issued

as variable rate debt, subject to market conditions.

The New York City Transitional Finance Authority

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

Since July 1, 2010, the TFA has issued approximately \$650 million in refunding bonds and \$3.6 billion in bonds for capital purposes. The dates and principal amounts are as follows:

Financing Program

NYC TFA Issuances						
<i>Series</i>	<i>New \$/ Refunding</i>	<i>Issue Date</i>	<i>Tax Exempt Amount</i>	<i>Taxable Amount</i>	<i>BAB Amount</i>	<i>Total Par Amount</i>
2011A(1)	N	8/16/2010	\$239	\$0	\$761	\$1,000
2011B	N	11/3/2010	50	100	700	850
2011C	N	1/20/2011	875	0	0	875
2011D	N	2/10/2011	775	100	0	875
2011EF	R	4/25/2011	649	0	0	649
Total			\$2,588	\$200	\$1,461	\$4,249

(1) 2011A is inclusive of \$147.06 million of Qualified School Construction Bonds (QSCB) issuance and \$614.4 million of BABs issuance.

The \$650 million refunding transaction the TFA completed during fiscal year 2011 generated approximately \$35 million of debt service savings during the financial plan period.

The TFA plans to issue \$2.7 billion, \$2.5 billion, \$2.5 billion and \$2.3 billion in years 2012 through 2015, respectively.

In April 2006, the State enacted legislation authorizing issuance by the TFA of an additional \$9.4 billion of bonds to be used to fund capital costs for the Department of Education. This legislation also provided for the assignment to TFA of State building aid that had previously been paid directly to the City. Since the inception of this financing program, the TFA has issued \$4.62 billion of BARBs to fund the capital program of the Department of Education. The \$4.62 billion is inclusive of \$350 million of BARBs that were issued in November. The TFA plans to issue \$572 million of BARBs for the educational capital program in the remainder of 2011 and \$935 million, \$1.05 billion, \$1.13 billion and \$1.04 billion in 2012 through 2015, 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. In addition, HYIC expects a second and final issuance of \$1 billion of Senior Bonds in late 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 components of the Tunnel Boring Machine that construct the tunnels were delivered to the site in the first quarter of calendar year 2009. Tunneling was completed in July 2010 and the entire subway is due to be operational in December 2013. In May 2010, the MTA entered into agreements to enter into a lease with two affiliates of The Related Companies for their development of the eastern and western sections of

Financing Program

the MTA's West Side Rail Yard. Pursuant to such agreements, the two Related entities will be required to enter into Rail Yard development leases with the MTA when certain statistical thresholds associated with real estate market conditions are met. Altogether, the development of the West Side Rail Yard will comprise a 12 million square foot mixed-use project, including the construction of platforms. MTA has estimated the present value of the lease payments to be made to the MTA to be \$1 billion. The Related entities will pay PILOT to HYIC.

Conduit Debt

There have been a number of bond issuances by other entities which impact the City's debt service budget. In June 2010, the Dormitory Authority of the State of New York (DASNY) sold approximately \$131 million of refunding bonds by competitive bid, which resulted in over \$5.4 million of savings in 2011. This bond issue refunded debt previously issued to finance capital projects for HHC. In August 2010, DASNY sold approximately \$30 million of refunding bonds by negotiated sale. This bond issue refunded debt issued on behalf of the Primary Care Development Corporation (PCDC). Under this bond resolution, the City pays the debt service subject to appropriation and PCDC pays the City for most of the bond payments. The refinancing generated just under \$400 thousand of savings recurring annually over life of the transaction (until 2025), which benefits PCDC. In the following month, DASNY refinanced debt previously issued

for CUNY. The City received debt service savings of \$4 million in 2011 and approximately \$2.6 million annually from 2012 through 2015. In January 2011, the Educational Construction Fund (ECF) sold approximately \$137 million of new money bonds by competitive bid. Under this bond resolution, the debt is paid by revenues generated by ECF. Should ECF revenues be insufficient to pay debt service, the City will make up any shortfall, subject to appropriation.

Program Detail by Agency

Department of Transportation

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

Although future demands on the transportation network will depend on a host of economic, demographic, and social trends that are difficult to predict, all indicators point to increased transportation demand. Increasing congestion on the City's highways will further exacerbate the difficulties of goods movement, as over 95 percent of all goods are shipped into the City via trucks. 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.

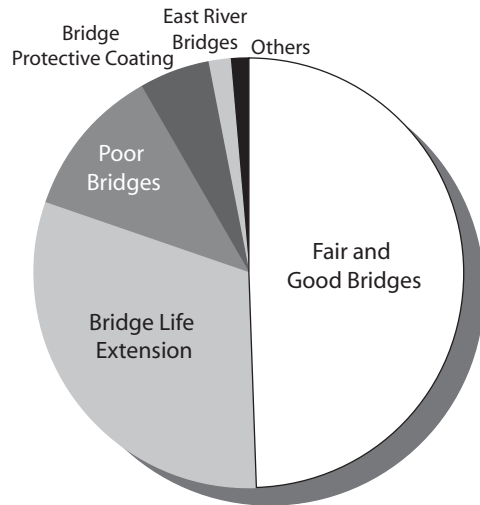
Capital Program Goals

- 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 \$7.0 billion to the Department, with Bridges and Highways receiving the bulk of funding, totaling approximately \$5.9 billion.

Department of Transportation - Bridges



Bridges

	(in millions)
• Fair Bridges	\$1,728.2
• Bridge Life Extension	1,071.5
• Poor Bridges	395.4
• Bridge Protective Coating	183.2
• East River Bridges	56.7
• Bridge Vehicles/Equipment	39.0
• Bridge Facilities	3.2
TOTAL	\$3,477.2

The Ten-Year Capital Strategy provides \$3.5 billion in the Bridge Program for the reconstruction and upgrade of the City’s bridge system. The Ten-Year Capital Strategy includes funding for work on the four East River Bridges and 80 other bridge structures. The first four years of this Ten-Year Capital Strategy provides \$1.6 billion to the Bridge Program, of which \$791.3 million is planned to be committed in 2012. The total commitment reflects the high priority accorded to restoring and maintaining these essential links in the City’s transportation system.

East River Bridges: The Ten-Year Capital Strategy provides \$56.7 million to complete this area. Funds for these projects include rehabilitative work for the Brooklyn Bridge totaling \$38.7 million and Manhattan Bridge totaling \$5.0 million.

Poor Bridges: The Ten-Year Capital Strategy provides \$395.4 million to reconstruct nine bridges currently rated “poor”. Funds for these projects include Belt Parkway Bridge over Mill Basin totaling \$218.8 million.

Fair Bridges: The Ten-Year Capital Strategy provides \$1.7 billion to reconstruct 35 bridge structures currently rated “fair”, including \$143.5 million for the 11th Avenue Viaduct and \$111.7 million for the Roosevelt Avenue Bridge over the Van Wyck Expressway.

Bridge Life Extension: The Ten-Year Capital Strategy provides \$1.1 billion for rehabilitative work on 31 bridge structures currently rated “fair” or “good” that require an upgrade to their current condition, in addition to bridge component rehabilitation work on various bridges. This includes \$53.5 million for the Westchester Avenue Bridge over Hutchinson Parkway, \$17.0 million for the Hillside Avenue Bridge over the Cross Island parkway, and \$78.2 million for protection against Marine Borers.

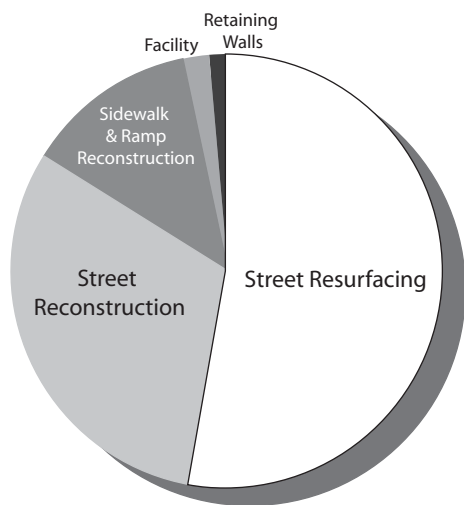
Bridge Protective Coating: The Ten-Year Capital Strategy provides \$183.2 million for protective coating treatment projects. This program includes \$9.3 million for the Greenpoint Avenue Bridge, \$17.8 million for the the Henry Hudson Parkway Bridge, and \$18.1 million for the Hutchinson Parkway Bridge.

Bridge Facilities and Equipment: The Ten-Year Capital Strategy provides \$2.4 million 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											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
East River Bridges											
City	54,500	1,631	571	0	0	0	0	0	0	0	56,702
Fair Bridges											
City	185,126	47,343	55,798	29,100	40,485	78,911	34,876	73,436	161,183	127,688	833,946
Federal	167,021	73,332	109,955	96,000	27,058	69,105	0	0	76,576	274,378	893,425
State	0	0	557	0	0	0	0	0	0	0	557
Private	241	0	0	0	0	0	0	0	0	0	241
Bridge Life Extension and Miscellaneous Work											
City	48,566	48,222	77,755	81,667	40,473	150,443	77,913	126,994	103,152	73,750	828,935
Federal	44,974	0	0	32,000	52,697	108,876	0	0	0	0	238,547
State	4,000	0	0	0	0	0	0	0	0	0	4,000
Bridge Painting											
City	10,791	9,660	26,892	12,200	30,296	32,855	15,000	15,000	15,000	15,000	182,694
Federal	587	0	0	0	0	0	0	0	0	0	587
Poor Bridges											
City	98,041	73,847	15,609	0	14,680	0	0	0	0	0	202,177
Federal	172,946	0	0	0	20,245	0	0	0	0	0	193,191
Equipment for Bridge Maintenance											
City	1,723	100	14,704	4,000	500	500	500	500	500	500	23,527
Bridge Facilities											
City	78	0	392	392	392	392	392	392	399	406	3,235
Bridge Vehicles											
City	2,773	1,280	4,950	900	900	900	900	900	978	997	15,478
Project Type Total by Source of Funds											
City	401,598	182,083	196,671	128,259	127,726	264,001	129,581	217,222	281,212	218,341	2,146,694
Federal	385,528	73,332	109,955	128,000	100,000	177,981	0	0	76,576	274,378	1,325,750
State	4,000	0	557	0	0	0	0	0	0	0	4,557
Private	241	0	0	0	0	0	0	0	0	0	241
Project Type Total											
All Funds	791,367	255,415	307,183	256,259	227,726	441,982	129,581	217,222	357,788	492,719	3,477,242

Department of Transportation - Highways



Highways

	(in millions)
• Street Resurfacing	\$1,275.2
• Street Reconstruction	747.9
• Sidewalk & Ramp Reconstruction	305.1
• Facility	49.0
• Retaining Walls	29.0
TOTAL	\$2,406.2

The Ten-Year Capital Strategy provides \$2.4 billion in the Highways program for the rehabilitation of approximately 7,180 lane miles of City streets.

Street Reconstruction: Total funding in the Ten-Year Capital Strategy for street reconstruction is \$747.9 million, including \$38.2 million for the reconstruction of 94th Street in Queens, \$39.5 million for the reconstruction of Hudson Yard Vicinity in Manhattan, \$17.5 million for the reconstruction of Pelham Parkway in the Bronx, \$14.8 million for the reconstruction of Nostrand Avenue in Brooklyn, and \$17.0 million for the reconstruction of Woodrow Road in Staten Island. The Ten-Year Capital Strategy also includes \$112.8 million for plaNYC 2030 highway initiatives, including \$46.0 million for the Public Plaza Improvement and \$14.3 million for Safe Routes to Transit.

Retaining Walls: A total of \$29.0 million is provided in the Ten-Year Capital Strategy for the reconstruction of retaining walls including \$6.9 million for walls along Jerome Avenue after East 196th Street in the Bronx, \$3.5 million for East 168th Street from Teller Avenue to Clay Avenue in the Bronx, and \$5.8 million for Riverside Drive to George Washington Bridge in Manhattan.

Street Resurfacing: The Ten-Year Capital Strategy calls for the resurfacing of 7,000 lane miles of streets and arterial highways (700 lane miles per year) at a ten-year cost of \$1.3 billion.

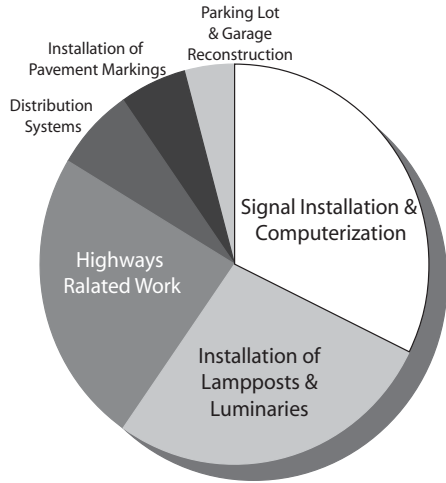
Sidewalk and Ramp Reconstruction: For the ten-year period, approximately 20.7 million square feet of sidewalks will be reconstructed throughout the City, at a cost of \$279.0 million. Additionally, \$26.1 million is provided for pedestrian ramps, sufficient to install pedestrian ramps at approximately 1,940 corners throughout the City.

Facility Reconstruction: A total of \$49.0 million is allocated in the Ten-Year Capital Strategy for the design and reconstruction of highway maintenance and repair yards, other Department facilities, and miscellaneous renovations and upgrades, including \$9.1 million for rehabilitating Flatlands Yard in Brooklyn and \$4.1 million for upgrading equipment for the new asphalt plant in Harper Street in Queens.

Department of Transportation - Highways

Project Type: HW											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
Facility Reconstruction											
City	13,644	5,391	11,055	1,449	2,000	3,000	3,050	3,050	3,154	3,214	49,007
Pedestrian Ramp Construction											
City	20,068	226	134	675	287	0	0	0	300	0	21,690
Federal	1,283	229	0	1,920	0	0	0	0	0	0	3,432
State	966	0	0	0	0	0	0	0	0	0	966
Private	3	3	0	0	0	0	0	0	0	0	6
Primary Street Reconstruction											
City	228,542	58,418	25,625	15,868	25,710	11,850	4,830	15,116	14,674	20,230	420,863
Federal	147,187	39,929	5,120	0	0	4,000	0	0	0	0	196,236
State	39,677	1,160	4,200	0	0	0	0	0	0	0	45,037
Private	40,760	0	39,463	0	0	0	0	0	0	0	80,223
Primary Street Resurfacing											
City	134,456	131,500	129,393	125,806	125,806	125,807	125,807	125,807	125,307	125,306	1,274,995
State	256	0	0	0	0	0	0	0	0	0	256
Reconstruction of Retaining Walls											
City	15,223	13,256	511	0	0	0	0	0	0	0	28,990
Sidewalk Reconstruction											
City	27,904	20,626	20,382	22,935	20,860	20,000	20,000	20,000	19,898	20,000	212,605
Federal	14,972	2,222	0	0	0	0	0	0	0	0	17,194
State	4,204	0	0	0	0	0	0	0	0	0	4,204
Private	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	45,000
Secondary Street Reconstruction											
City	50	0	0	0	0	0	0	0	0	0	50
Reconstruction of Step Streets											
City	3,911	0	0	0	0	0	0	0	0	0	3,911
Federal	1,550	0	0	0	0	0	0	0	0	0	1,550
Project Type Total by Source of Funds											
City	443,798	229,417	187,100	166,733	174,663	160,657	153,687	163,973	163,333	168,750	2,012,111
Federal	164,992	42,380	5,120	1,920	0	4,000	0	0	0	0	218,412
State	45,103	1,160	4,200	0	0	0	0	0	0	0	50,463
Private	45,263	4,503	43,963	4,500	4,500	4,500	4,500	4,500	4,500	4,500	125,229
Project Type Total											
All Funds	699,156	277,460	240,383	173,153	179,163	169,157	158,187	168,473	167,833	173,250	2,406,215

Department of Transportation - Traffic



Traffic

	(in millions)
• Signal Installation and Computerization	\$224.8
• Installation of Lampposts and Luminaires	191.2
• Highway Related Work	166.3
• Distribution Systems	47.0
• Installation of Pavement Markings	37.7
• Parking Lot and Garage Reconstruction	28.5
TOTAL	\$695.5

The Ten-Year Capital Strategy provides \$695.5 million for Traffic programs.

Signal Installation and Computerization: The Ten-Year Capital Strategy provides \$224.8 million for signal installation and computerization. Of this amount, \$146.0 million will be allocated to the installation and replacement of approximately 2,125 signals, Citywide, and \$78.8 million spent primarily on signal system modernization and computerization.

Installation of Lampposts and Luminaires: The Ten-Year Capital Strategy provides \$191.2 million for the installation of 6,000, and replacement of 16,000 lampposts and luminaires, as well as streetlight maintenance.

Highway Related Work: The Ten-Year Capital Strategy provides \$166.3 million for the installation of signals, streetlights, and lane markings associated with the Highway Reconstruction Program. Of this amount, \$111.3 million will be used for plaNYC 2030 initiatives including \$80.1 million for Bus Initiatives, such as infrastructure related to the Bus Rapid Transit Program.

Replacement of Electrical Distribution Systems: To reduce lighting outages, the Ten-Year Capital Strategy will replace over 800,000 linear feet of cable, 300,000 linear feet of conduit, and 500 cable boxes for the City's roadway and park lighting systems, at a total cost of \$47.0 million.

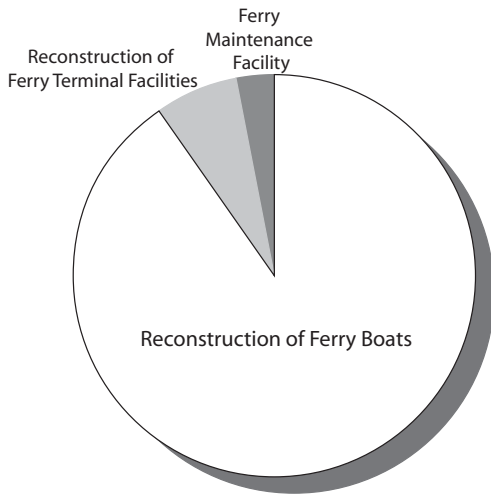
Parking Lot and Garage Reconstruction: The Ten-Year Capital Strategy provides \$10.8 million for on-street parking meters and off-street parking facilities. The Strategy also provides \$17.7 million in 2012 for the replacement of single space parking meters with muni-meters citywide.

Installation of Pavement Markings: The Ten-Year Capital Strategy provides funding of \$37.7 million for the installation of over 35,000 reflective markers and 60 million linear feet of thermoplastic markings to be done in conjunction with the Department's in-house resurfacing program.

Department of Transportation - Traffic

Project Type: TF		<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Fair</i>												
City		4,569	0	0	0	0	0	0	0	0	0	4,569
<i>Communications, Surveillance Equipment</i>												
City		75	0	0	0	0	0	0	0	0	0	75
<i>Highway Drawdown Program</i>												
City		18,293	1,344	270	1,352	750	532	0	0	437	0	22,978
Federal		3,213	685	0	0	0	0	0	0	0	0	3,898
State		50	0	0	0	0	0	0	0	0	0	50
<i>Installation of Lampposts and Luminaires</i>												
City		12,642	210	0	0	0	0	0	0	0	0	12,852
State		20,335	22,000	8,000	24,000	8,000	26,000	7,500	27,500	6,000	29,000	178,335
<i>Parking Lot and Garage Reconstruction</i>												
City		1,500	1,200	1,220	570	1,035	427	4,271	600	0	0	10,823
State		17,656	0	0	0	0	0	0	0	0	0	17,656
<i>Installation of Pavement Markings</i>												
City		11,154	0	7,576	0	5,682	0	5,682	0	1,400	6,155	37,649
<i>Traffic Work in Conjunction with Highway Reconstruction</i>												
City		18,598	4,897	5,504	4,255	4,160	4,160	4,160	4,160	4,000	4,000	57,894
Federal		52,080	0	20,000	0	0	0	0	0	0	0	72,080
State		4,837	0	0	0	0	0	0	0	0	0	4,837
<i>Replacement of Electrical Distribution Systems</i>												
State		4,000	4,000	5,000	5,000	5,000	5,000	5,000	5,000	4,000	5,000	47,000
<i>Signal Installation and Computerization</i>												
City		15,940	6,521	8,567	0	4,659	0	4,790	0	4,943	0	45,420
Federal		15,181	14,144	0	0	0	0	0	0	0	0	29,325
State		955	16,564	16,000	16,000	17,000	16,500	17,000	16,500	17,000	16,500	150,019
<i>Project Type Total by Source of Funds</i>												
City		82,771	14,172	23,137	6,177	16,286	5,119	18,903	4,760	10,780	10,155	192,260
Federal		70,474	14,829	20,000	0	0	0	0	0	0	0	105,303
State		47,833	42,564	29,000	45,000	30,000	47,500	29,500	49,000	27,000	50,500	397,897
<i>Project Type Total</i>												
All Funds		201,078	71,565	72,137	51,177	46,286	52,619	48,403	53,760	37,780	60,655	695,460

Department of Transportation - Ferries



Ferries

(in millions)

• Reconstruction of Ferry Boats	\$374.1
• Reconstruction of Ferry Terminal Facilities	27.6
• Ferry Maintenance Facility	11.6
TOTAL	\$413.3

The Ten-Year Capital Strategy for Ferries provides a total of \$413.3 million for the reconstruction and improvement of various ferry vessels and facilities.

Reconstruction of Ferry Boats: The Ten-Year Capital Strategy provides \$374.1 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, \$200.4 million is provided for construction of two next-generation Barberi Class boats and \$77.8 million is allocated for the routine maintenance of the Staten Island Ferry vessel fleet in conjunction with U.S. Coast Guard regulations.

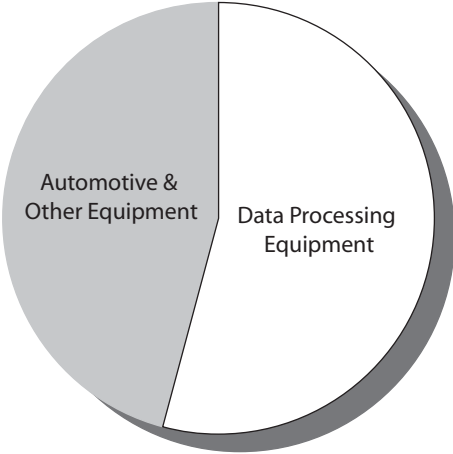
Reconstruction of Ferry Terminal Facilities: The Ten-Year Capital Strategy includes \$27.6 million for the rehabilitation and renovation work to ferry terminal buildings, slips, and racks, including \$14.6 million for construction of ferry racks.

Reconstruction of Ferry Maintenance Facility: Funding of \$11.6 million is included for general construction work at the ferry maintenance facilities.

Department of Transportation - Ferries

Project Type: FA											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Reconstruction of Ferry Boats</i>											
City	29,265	30,034	3,984	3,550	3,050	6,207	6,035	1,000	1,101	1,121	85,347
Federal	9,839	203,440	2,000	6,000	6,400	4,000	10,400	2,000	6,000	6,400	256,479
State	465	25,430	500	1,000	800	1,000	1,300	250	750	800	32,295
<i>Ferry Maintenance Facility Construction</i>											
City	1,768	800	0	0	0	0	0	0	0	0	2,568
Federal	8,495	0	0	0	0	0	0	0	0	0	8,495
State	528	0	0	0	0	0	0	0	0	0	528
<i>Reconstruction of Ferry Terminal Facilities</i>											
City	2,999	5,000	5,000	0	0	0	0	0	0	0	12,999
Federal	10,814	3,297	0	0	0	0	0	0	0	0	14,111
State	471	0	0	0	0	0	0	0	0	0	471
<i>Project Type Total by Source of Funds</i>											
City	34,032	35,834	8,984	3,550	3,050	6,207	6,035	1,000	1,101	1,121	100,914
Federal	29,148	206,737	2,000	6,000	6,400	4,000	10,400	2,000	6,000	6,400	279,085
State	1,464	25,430	500	1,000	800	1,000	1,300	250	750	800	33,294
<i>Project Type Total</i>											
All Funds	64,644	268,001	11,484	10,550	10,250	11,207	17,735	3,250	7,851	8,321	413,293

Department of Transportation - Equipment



Equipment

(in millions)

- Data Processing Equipment \$20.7
- Automotive and Other Equipment 17.6

TOTAL \$38.3

The Ten-Year Capital Strategy provides \$38.3 million for the purchase of vehicles and equipment for DOT field forces and computer equipment for office automation, data processing, and engineering support.

Department of Transportation - Equipment

Project Type: TD											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
Data Processing Equipment											
City	7,908	2,185	1,120	722	840	442	442	840	860	880	16,239
Federal	4,500	0	0	0	0	0	0	0	0	0	4,500
Automotive and Other Equipment											
City	5,111	2,214	697	1,275	1,275	1,275	1,317	1,375	1,494	1,522	17,555
Project Type Total by Source of Funds											
City	13,019	4,399	1,817	1,997	2,115	1,717	1,759	2,215	2,354	2,402	33,794
Federal	4,500	0	0	0	0	0	0	0	0	0	4,500
Project Type Total											
All Funds	17,519	4,399	1,817	1,997	2,115	1,717	1,759	2,215	2,354	2,402	38,294
Transportation Total											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
Total by Source of Funds											
City	975,218	465,905	417,709	306,716	323,840	437,701	309,965	389,170	458,780	400,769	4,485,773
Federal	654,642	337,278	137,075	135,920	106,400	185,981	10,400	2,000	82,576	280,778	1,933,050
State	98,400	69,154	34,257	46,000	30,800	48,500	30,800	49,250	27,750	51,300	486,211
Private	45,504	4,503	43,963	4,500	4,500	4,500	4,500	4,500	4,500	4,500	125,470
All Funds	1,773,764	876,840	633,004	493,136	465,540	676,682	355,665	444,920	573,606	737,347	7,030,504

Transit Authority

New York City Transit (NYCT) is the largest agency in the Metropolitan Transportation Authority (MTA) regional transportation network. The MTA is the largest regional transit provider in the Western Hemisphere and New York City Transit (NYCT) operates the most extensive public transportation system in the country, serving over 2.3 billion subway and bus passengers each year. NYCT maintains a fleet of 6,380 subway cars and 468 passenger stations in four boroughs over nearly 660 miles of subway, in addition to a 22-station rail system on Staten Island. It operates 24 hours a day, 365 days a year. In addition, NYCT operates a fleet of 4,561 buses on 244 routes on nearly 2,070 route miles throughout the City. Through 2010, subway ridership was 1.6 billion annually, reaching its highest level in over 40 years, as riders continue to utilize more unlimited ride and discount fare options. NYCT 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 \$1.5 billion per year to the core program, 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 153,201 miles between failures. Since 1982 through the end of 2009, the MTA has committed over \$42.0 billion to NYCT capital funding. A 2010-2014 Capital Program was approved by the MTA Board and adopted by the Capital Program Review Board (“CPRB”) in June, 2010. Only the first two years of this program are fully funded, however the City continues its support by maintaining its contribution over the five year period constant. If the MTA’s capital program is delayed or reduced, ridership and fare revenues may decline which could, among other things, impair the MTA’s ability to meet its operating expenses

without additional assistance. The five year 2010-2014 Capital Program includes \$26.3 billion for all MTA agencies, including \$17.4 billion for its basic infrastructure program, \$12.8 billion of which would be invested in the NYCT core system, and \$1.8 billion for NYCT network expansion and security upgrades. The 2010-2014 Capital Program includes approximately \$0.5 billion to be funded with proceeds of City general obligation bonds.

The Metropolitan Transportation Authority Bus Company (MTABC), provides local and express bus service to supplement the NYCT system in areas previously served by private bus companies franchised by the City. With a fleet of over 1,300 buses, the MTABC serves over 100 million riders per year, operating 24 hours a day, 365 days a year. MTABC’s operating costs are subsidized by the City.

Transit Authority

Capital Program Goals

The five year 2010-2014 MTA Capital Program for NYCT includes subway station rehabilitations, improvements in the subway's signals, communications, passenger station rehabilitations and track maintenance. More specifically, the improvements will ensure safety, reliability and performance by improving infrastructure and facilities. The Capital Program includes the purchase of 463 new subway cars for \$1.0 billion which will replace 340 aging B Division cars. An additional 123 A Division cars are proposed to be used to expand the fleet and make up 11-car trains on the No. 7 line when new technology cars are shifted to that line. The Capital Program also includes the purchase of 2,090 new buses for \$1.8 billion. These new buses are part of NYCT's normal replacement cycle in addition to allowing for expansion of fleet capacity. The remaining amount is budgeted for system-wide infrastructure and other upgrades.

The 2010-2014 MTA Capital Program for MTABC includes \$325.0 million to restore, replace and modernize significant portions of the fleet, including the purchase of 285 buses and establishing real time information systems.

Ten-Year Capital Strategy

In the Ten-Year Capital Strategy, the City will contribute \$651.7 million to the MTA, including \$400.0 million for ongoing NYCT track improvements and rehabilitation and \$242.9 million in discretionary funding for various subway and bus projects.

Transit Authority

Project Type: MT											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>MTABC Related Capital Purchases</i>											
City	4,233	0	0	0	0	0	0	0	0	0	4,233
State	4,233	0	0	0	0	0	0	0	0	0	4,233
<i>Project Type Total by Source of Funds</i>											
City	4,233	0	0	0	0	0	0	0	0	0	4,233
State	4,233	0	0	0	0	0	0	0	0	0	4,233
<i>Project Type Total</i>											
All Funds	8,466	0	0	0	0	0	0	0	0	0	8,466
Project Type: ST											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Staten Island Rapid Transit Operating Authority</i>											
City"	1,900	900	900	900	0	0	0	0	0	0	4,600
<i>Project Type Total by Source of Funds"</i>											
City	1,900	900	900	900	0	0	0	0	0	0	4,600"
<i>Project Type Total</i>											
All Funds	1,900	900	900	900	0	0	0	0	0	0	4,600"

Transit Authority

Project Type: T											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Miscellaneous Transit Improvement Projects</i> City	65,600	59,100	59,100	59,100	0	0	0	0	0	0	242,900
<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	105,600	99,100	99,100	99,100	40,000	40,000	40,000	40,000	40,000	40,000	642,900
<i>Project Type Total</i> All Funds	105,600	99,100	99,100	99,100	40,000	40,000	40,000	40,000	40,000	40,000	642,900
<i>Transit Authority Total</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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Total by Source of Funds</i>											
City	111,733	100,000	100,000	100,000	40,000	40,000	40,000	40,000	40,000	40,000	651,733
Federal	0	0	0	0	0	0	0	0	0	0	0
State	4,233	0	0	0	0	0	0	0	0	0	4,233
Private	0	0	0	0	0	0	0	0	0	0	0
All Funds	115,966	100,000	100,000	100,000	40,000	40,000	40,000	40,000	40,000	40,000	655,966

Department of Environmental Protection

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

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

Capital Program Goals

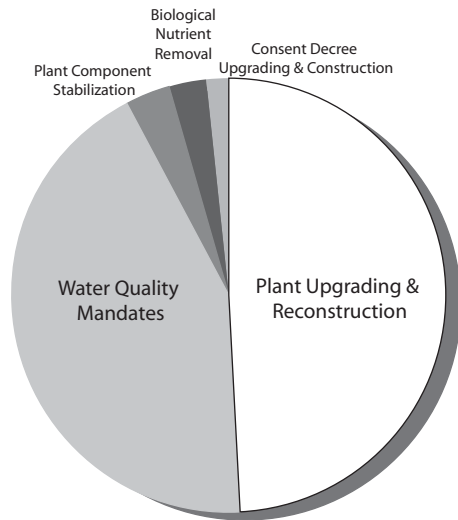
- To maintain the quality of water in the City's watersheds and, where necessary, treat the supply to ensure that it continues to be of high quality;
- To maintain and improve the transmission and distribution capacity of the City's water supply system;
- To improve the quality of the surrounding waters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

Ten-Year Capital Strategy

DEP's Capital Program, relating to the City's water and sewer systems, is financed by the New York City Municipal Water Finance Authority and paid for by water and sewer charges collected through the New York City Water Board. The Ten-Year Capital Strategy includes \$12.6 billion for DEP programs.

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

Department of Environmental Protection - Water Pollution Control



Water Pollution Control

To improve the quality of the City’s estuaries and to comply with the mandates imposed by the Clean Water Act, the Ten-Year Capital Strategy provides \$4.2 billion towards wastewater treatment programs.

	(in millions)
• Plant Upgrading and Reconstruction	\$2,082.8
• Water Quality Mandates	1,823.2
• Plant Component Stabilization	142.3
• Biological Nutrient Removal	124.5
• Consent Decree Upgrading and Construction	61.5
TOTAL	\$4,234.3

Plant Upgrading and Reconstruction: The Ten-Year Capital Strategy provides \$2.1 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. \$598.0 million will fund Job Order Contracts (JOCs) for the Bureau of Wastewater Treatment.

Water Quality Mandates: Over the next 20 years, DEP will implement the NYC Green Infrastructure plan, which proposes to replace existing sewer overflow controls, which rely solely on traditional investments like holding tanks and tunnels, with a mix of “green infrastructure” (natural, permeable surfaces) and optimization of “grey infrastructure” (modifications and cleanings of existing tanks and tunnels) that will reduce sewer overflows into waterways. The Ten-Year Capital Strategy includes \$1.8 billion in Water Quality Mandates; \$735.1 million of which is for “Green Infrastructure” and \$931.4 million for “Preferred Grey Infrastructure.”

Plant Component Stabilization: \$142.3 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. There is \$110.0 million for the rehabilitation of the 26th Ward Water Pollution Control Plant primary settling tank and solid handling system.

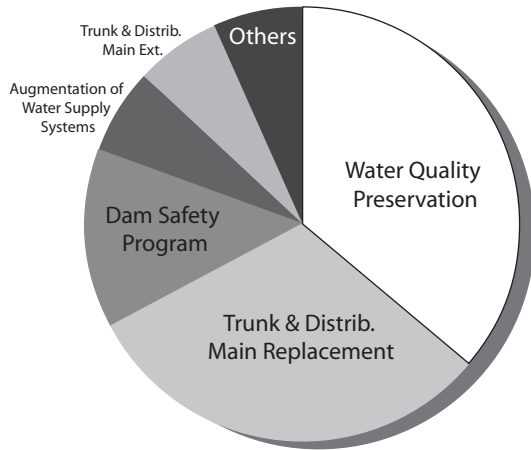
Biological Nutrient Removal: The Ten-Year Capital Strategy provides \$124.5 million for research and related pilot projects to reduce the amount of nitrogen discharged into New York Harbor, Jamaica Bay, and the Long Island Sound.

Consent Decree Upgrading and Construction: \$61.5 million to address mandated projects including \$40.7 million allocated to the ongoing Newtown Creek Wastewater Treatment Plant (WWTP) upgrade.

Department of Environmental Protection - Water Pollution Control

Project Type: WP											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Biological Nutrient Removal</i>											
City	10,000	0	64,500	0	0	50,000	0	0	0	0	124,500
<i>Consent Decree Upgrading and Construction</i>											
City	4,527	0	23,000	0	28,000	0	0	6,000	0	0	61,527
<i>Plant Upgrading and Reconstruction</i>											
City	297,858	223,963	298,364	59,150	255,382	237,776	199,517	197,572	115,000	198,261	2,082,843
<i>Plant Component Stabilization</i>											
City	16,522	42,300	70,000	0	0	0	0	0	0	13,450	142,272
<i>Water Quality Mandates</i>											
City	109,629	127,194	112,220	239,338	283,000	194,043	187,153	310,115	260,492	0	1,823,184
<i>Project Type Total by Source of Funds</i>											
City	438,536	393,457	568,084	298,488	566,382	481,819	386,670	513,687	375,492	211,711	4,234,326
<i>Project Type Total</i>											
All Funds	438,536	393,457	568,084	298,488	566,382	481,819	386,670	513,687	375,492	211,711	4,234,326

Department of Environmental Protection - Water Mains, Sources and Treatment



Water Mains, Sources and Treatment

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

	(in millions)
• Water Quality Preservation	\$1,196.6
• Trunk and Distribution Main Replacement	1,017.7
• Dam Safety Program	444.9
• Augmentation of Water Supply Systems	209.0
• Trunk and Distribution Main Extension	207.9
• Croton Filter Project	179.8
• Extensions to Accommodate New Development	28.3
• Miscellaneous Improvements Upstate	8.7
TOTAL	\$3,292.9

Department of Environmental Protection - Water Mains, Sources and Treatment

Water Quality Preservation: The Ten-Year Capital Strategy calls for improvements to the upstate watershed totaling \$1.2 billion which includes \$415.0 million for the pressurization of the Catskill Aqueduct in relation to the ultraviolet light water disinfection facility. Funding is provided for the continuation of various Filtration Avoidance Determination (FAD) measures in the upstate watershed totaling \$336.2 million, which includes \$123.7 million for land acquisition.

Trunk and Distribution Main Replacement: This category includes the replacement of distribution and trunk mains at a total cost of \$1.0 billion. Funding in the amount of \$134.8 million is included for emergency contracts for water mains.

Dam Safety Program: This category includes \$444.9 million for initiation of design and reconstruction of the dams in the Croton, Catskill and Delaware watersheds. The work associated with the reconstruction of the Gilboa Dam and Intake/Outlet Chamber is the largest project in this category, with a budget of \$161.0 million.

Augmentation of Water Supply Systems: This category provides \$209.0 million to increase capacity of the existing system.

Trunk and Distribution Main Extension: This category includes the extension of distribution and trunk mains at a total cost of \$207.9 million.

Croton Filter Project: The Ten Year Capital Strategy includes \$179.8 million to complete design and construction of a filtration plant for the Croton water supply, expected to be operational in calendar year 2013.

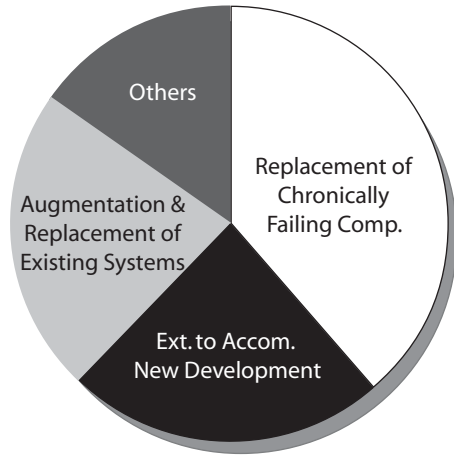
Extensions to Accommodate New Development: This category provides \$28.3 million continues the program to construct additional segments or extensions of water mains into underserved areas.

Miscellaneous Improvements Upstate: This category provides \$8.7 million for upstate repair, replacement and improvement of Delaware County Roads.

Department of Environmental Protection - Water Mains, Sources and Treatment

Project Type: WM	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Augmentation of Water Supply Systems</i>											
City	120,503	12,300	34,976	7,715	0	32,341	0	0	1,150	0	208,985
<i>Croton Filter Project</i>											
City	94,014	50,400	23,386	12,000	0	0	0	0	0	0	179,800
<i>Dam Safety Program</i>											
City	20,889	219,500	28,000	22,000	23,429	49,045	82,000	0	0	0	444,863
<i>Extensions</i>											
City	26,663	0	341	469	92	740	0	0	0	0	28,305
<i>Miscellaneous Improvements Upstate</i>											
City	1,000	1,000	1,000	750	0	1,000	1,000	1,000	1,000	1,000	8,750
<i>Trunk and Distribution Main Extension</i>											
City	102,126	29,732	33,200	0	4,000	0	4,000	22,780	0	12,090	207,928
<i>Trunk and Distribution Main Replacement</i>											
City	167,933	64,362	81,192	38,854	129,643	43,030	71,738	35,560	20,316	72,951	725,579
Private	204,249	0	0	0	87,852	0	0	0	0	0	292,101
<i>Water Quality Preservation</i>											
City	226,962	174,471	108,458	23,923	140,626	37,212	25,575	46,582	395,800	17,000	1,196,609
<i>Project Type Total by Source of Funds</i>											
City	760,090	551,765	310,553	105,711	297,790	163,368	184,313	105,922	418,266	103,041	3,000,819
Private	204,249	0	0	0	87,852	0	0	0	0	0	292,101
<i>Project Type Total</i>											
All Funds	964,339	551,765	310,553	105,711	385,642	163,368	184,313	105,922	418,266	103,041	3,292,920

Department of Environmental Protection - Sewers



Sewers

Approximately \$1.8 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	\$691.2
• Extensions to Accommodate New Development	417.4
• Augmentation and Replacement of Existing Systems	402.5
• Programmatic Replacement and Reconstruction	254.1
• Trunk and Distribution Main Replacement	13.7
TOTAL	\$1,778.9

Replacement of Chronically Failing Components:

The Ten-Year Capital Strategy provides \$691.2 million for the replacement of malfunctioning or collapsed cement pipe combined sewers, including \$520.8 million to fund emergency sewer work across the city.

Extensions to Accommodate New Development:

The Ten-Year Capital Strategy provides \$417.4 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.

Augmentation and Replacement of Existing Systems:

The Ten-Year Capital Strategy provides \$402.5 million to increase capacity of the existing system. This includes \$182.8 million for the Bluebelt land acquisition and construction in Staten Island.

Programmatic Replacement and Reconstruction:

The Ten-Year Capital Strategy includes \$254.1 million for storm sewers for the alleviation of flooding. \$143.9 million of this total will fund High Level Storm Sewers in Queens, parts of which have experienced significant flooding in low-lying elevations.

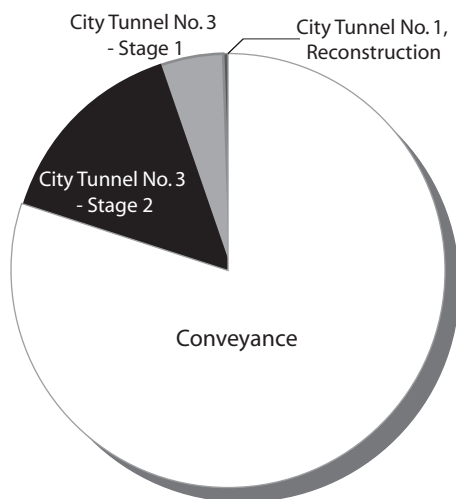
Trunk and Distribution Main Replacement:

The Ten-Year Capital Strategy includes \$13.7 million for the replacement and reconstruction of sewers throughout the City.

Department of Environmental Protection - Sewers

Project Type: SE											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Replacement or Augmentation of Existing Systems</i>											
City	124,669	27,758	72,667	79,205	66,534	80	1,100	0	1,924	28,538	402,475
<i>Extensions to Accommodate New Development</i>											
City	159,143	78,141	58,457	24,941	0	6,070	4,804	57,271	12,378	16,240	417,445
<i>Programmatic Replacement and Reconstruction</i>											
City	55,311	45,394	550	7,247	6,600	9,856	0	63,589	0	65,589	254,136
<i>Replacement of Chronically Failing Components</i>											
City	106,645	66,762	89,605	43,381	65,662	67,660	64,910	67,660	57,216	61,694	691,195
Private	4	0	0	0	0	0	0	0	0	0	4
<i>Trunk and Distribution Main Replacement</i>											
City	3,730	0	9,443	0	500	0	0	0	0	0	13,673
<i>Project Type Total by Source of Funds</i>											
City	449,498	218,055	230,722	154,774	139,296	83,666	70,814	188,520	71,518	172,061	1,778,924
Private	4	0	0	0	0	0	0	0	0	0	4
<i>Project Type Total</i>											
All Funds	449,502	218,055	230,722	154,774	139,296	83,666	70,814	188,520	71,518	172,061	1,778,928

Department of Environmental Protection - Water Supply



Water Supply

Approximately \$2.5 billion will be provided for the construction of a Bypass Tunnel and ancillary work along the Rondout-West Branch Tunnel of the Delaware Aqueduct along with the development of alternate water sources, conveyance and the completion of work on Stages 1 and 2 of City Water Tunnel No. 3.

	(in millions)
• Conveyance	\$2,005.2
• City Tunnel No. 3 - Stage 2	367.1
• City Tunnel No. 3 - Stage 1	121.0
• City Tunnel No. 1, Reconstruction	7.0
TOTAL	\$2,500.3

Conveyance: DEP will commit \$2.0 billion in this Ten-Year Capital Strategy towards water conveyance. Of this total, \$938.8 million will be allocated towards the construction of a Bypass Tunnel along the Rondout-West Branch Tunnel of the Delaware Aqueduct and \$791.4 million will fund supplemental water supply projects necessary during the dewatering and shutdown of the Rondout-West Branch Tunnel. This program will research and develop alternate water sources and delivery systems to provide more dependability within the water system. The alternate water sources could be used during the dewatering and shutdown of the Rondout-West Branch Tunnel, drought situations, repairs and inspections of existing aqueducts and tunnels and to augment the City's daily water supply. In addition, \$215.0 million is funded for the design and construction of a ten million gallons per day groundwater treatment plant at Station 6 in Queens.

City Tunnel No. 3 - Stage 2: The Ten-Year Capital Strategy provides \$367.1 million to complete the construction of Stage 2.

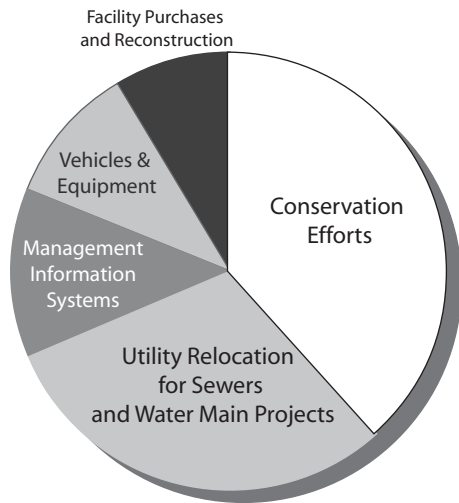
City Tunnel No. 3 - Stage 1: The Ten-Year Capital Strategy includes \$121.0 million for the modification of chambers at the Hillview Reservoir.

City Tunnel No. 1, Reconstruction: The Ten-Year Capital Strategy provides \$7.0 million for the restoration of Shaft 23 associated with the eventual reconstruction of City Water Tunnel No. 1.

Department of Environmental Protection - Water Supply

Project Type: W											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Conveyance</i>											
City	116,712	671,500	321,000	681,000	0	0	215,000	0	0	0	2,005,212
<i>City Tunnel No. 1, Reconstruction</i>											
City	0	7,000	0	0	0	0	0	0	0	0	7,000
<i>City Tunnel No. 3, Stage 1</i>											
City	0	0	0	0	0	121,000	0	0	0	0	121,000
<i>City Tunnel No. 3, Stage 2</i>											
City	53,504	2,880	1,393	1,417	1,442	1,467	1,475	1,482	1,000	301,000	367,060
<i>Project Type Total by Source of Funds</i>											
City	170,216	681,380	322,393	682,417	1,442	122,467	216,475	1,482	1,000	301,000	2,500,272
<i>Project Type Total</i>											
All Funds	170,216	681,380	322,393	682,417	1,442	122,467	216,475	1,482	1,000	301,000	2,500,272

Department of Environmental Protection - Equipment



Equipment & Miscellaneous Programs:

A total of \$762.9 million is allocated for the following programs: new water conservation measures, water meter installation and automatic meter reading systems, landfill remediation, facility purchases and reconstruction, payments for gas utility line relocation, and for equipment purchases, including laboratory instruments, vehicles, and computers.

	(in millions)
• Conservation Efforts	\$293.1
• Utility Relocation for Sewer and Water Main Projects	231.7
• Management Information Systems	94.6
• Vehicles and Equipment	78.7
• Facility Purchases and Reconstruction	64.8
TOTAL	\$762.9

Conservation Efforts: The Ten-Year Capital Strategy provides \$293.1 million for the implementation of new water conservation measures to reduce consumption of water through the installation and replacement of water meters in residential and commercial properties.

Utility Relocation for Sewer and Water Main Projects: The Ten-Year Capital Strategy provides \$231.7 million for the City's cost sharing agreement with various gas utilities. The City is required to pay 51 percent of gas utility relocation work that is impacted by water and sewer construction projects.

Management Information Systems: The Ten-Year Capital Strategy provides \$94.6 million for agency wide improvements in DEP's management information systems, as well as equipment improvements corresponding with various facility upgrades.

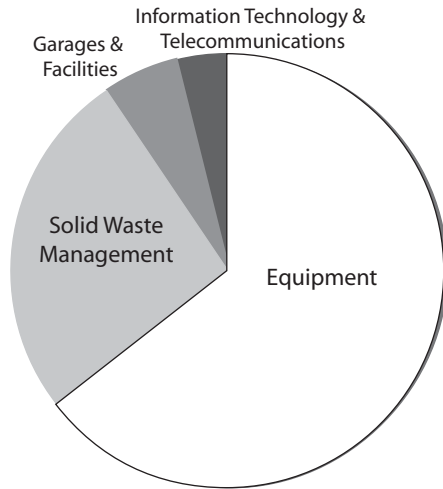
Vehicles and Equipment: The Ten-Year Capital Strategy provides \$78.7 million to the systematic replacement of vehicles and equipment used for water and sewer field operations, plant maintenance, upstate maintenance, and customer service operations.

Facility Purchases and Reconstruction: The Ten-Year Capital Strategy provides \$64.8 million for the reconstruction and rehabilitation of various water and sewer field operations facilities and DEP administrative offices.

Department of Environmental Protection - Equipment

Project Type: EP											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Conservation for Water Meter Replacements</i>											
City	41,781	32,805	117,800	90,000	5,967	3,810	113	838	0	0	293,114
<i>Management Information Systems</i>											
City	14,436	10,803	8,735	500	16,706	9,000	7,800	500	10,500	2,500	81,480
Federal	1,067	10,000	2,000	0	0	0	0	0	0	0	13,067
<i>Facility Purchases and Reconstruction</i>											
City	32,925	16,155	3,500	202	12,000	0	0	0	0	0	64,782
<i>Utility Relocation for SE and WM Projects</i>											
City	21,446	25,024	35,600	0	20,000	35,000	28,000	25,000	16,000	25,662	231,732
<i>Vehicles and Equipment</i>											
City	9,740	5,833	15,853	1,000	19,402	1,000	12,885	0	13,000	0	78,713
<i>Project Type Total by Source of Funds</i>											
City	120,328	90,620	181,488	91,702	74,075	48,810	48,798	26,338	39,500	28,162	749,821
Federal	1,067	10,000	2,000	0	0	0	0	0	0	0	13,067
<i>Project Type Total</i>											
All Funds	121,395	100,620	183,488	91,702	74,075	48,810	48,798	26,338	39,500	28,162	762,888
<i>Environmental Protection Total</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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Total by Source of Funds</i>											
City	1,938,668	1,935,277	1,613,240	1,333,092	1,078,985	900,130	907,070	835,949	905,776	815,975	12,264,162
Federal	1,067	10,000	2,000	0	0	0	0	0	0	0	13,067
State	0	0	0	0	0	0	0	0	0	0	0
Private	204,253	0	0	0	87,852	0	0	0	0	0	292,105
All Funds	2,143,988	1,945,277	1,615,240	1,333,092	1,166,837	900,130	907,070	835,949	905,776	815,975	12,569,334

Department of Sanitation



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

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

Capital Program Goals

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

Ten-Year Capital Strategy

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

	(in millions)
• Equipment	\$ 1,008.0
• Solid Waste Management	406.9
• Garages and Facilities	83.9
• Information Technology & Telecommunications	60.4
TOTAL	\$1,559.2

Department of Sanitation

Equipment

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

Garages and Facilities

The Ten-Year Capital Strategy provides \$83.9 million for the construction and reconstruction of garages. The Capital Strategy includes funding for site acquisition, the rehabilitation of existing facilities to address safety issues, as well as funding for the construction of salt sheds and tent structures to cover exposed salt. In addition, there is site acquisition and garage reconstruction funding of \$359.2 million in 2011.

Solid Waste Management

The Ten-Year Capital Strategy provides \$406.9 million for Solid Waste Management for the construction of marine transfer stations.

Information Technology and Telecommunications

The Ten-Year Capital Strategy provides \$60.4 million for information technology and telecommunications projects. DSNY's information technology and telecommunications infrastructure is vital to the Department's support and management functions.

Department of Sanitation

Project Type: S											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Garages and Facilities</i>											
City	44,090	9,841	3,020	7,371	3,510	3,059	2,000	1,000	5,000	5,000	83,891
<i>Equipment</i>											
City	94,456	95,213	74,608	124,888	100,000	100,000	100,000	100,000	108,332	110,523	1,008,020
<i>Information Technology and Communications</i>											
City	44,540	1,000	1,000	833	1,000	1,000	6,000	1,000	2,000	2,000	60,373
<i>Solid Waste Management</i>											
City	272,877	134,071	0	0	0	0	0	0	0	0	406,948
<i>Project Type Total by Source of Funds</i>											
City	455,963	240,125	78,628	133,092	104,510	104,059	108,000	102,000	115,332	117,523	1,559,232
<i>Project Type Total</i>											
All Funds	455,963	240,125	78,628	133,092	104,510	104,059	108,000	102,000	115,332	117,523	1,559,232

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, or those 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 19,404 beds, although many facilities are in need of significant upgrade or repair.

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.

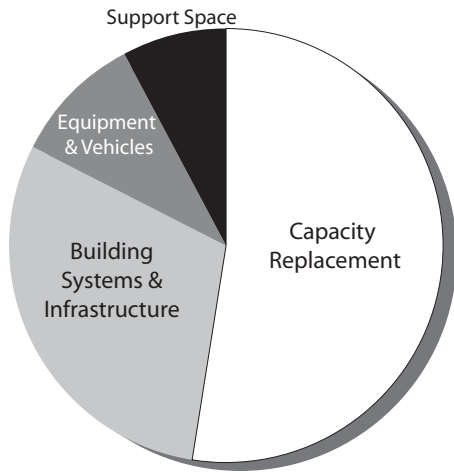
Ten-Year Capital Strategy

In August 2010 the Department publicly announced a redesigned Capacity Replacement Plan. This plan outlines a strategy to reduce inmate bed capacity by almost 3,000. This reflects the consistent decline in inmate population over the past 20 years from a record high of about 21,400 inmates daily in 1992 to approximately 13,000 today. Projections over the next five years suggest slow growth in population to a possible maximum average daily population of 14,000 inmates. To ensure there are sufficient beds for seasonal surges, routine maintenance and special categories of inmates new bed capacity will be set at 16,546.

Implementing the redesigned Capacity Replacement Plan will involve demolishing nearly 4,000 beds in 50 deteriorated housing units on Rikers Island and taking offline 1,200 beds at the currently unoccupied James A. Thomas Center (JATC). In addition, 800 new beds will come online in the Spring of 2011 from a completed addition to the Rose M. Singer Center and 1,500 new beds will be added through the construction of a new jail facility on Rikers Island.

The DOC continues to work to support improvement of Rikers Island's infrastructure, which is a major component of the Department's capital program. Funding is also allocated in this Ten-Year Capital Strategy to complete a power cogeneration system for Rikers Island, build additional classroom space, improve plumbing and ventilation systems, 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)
• Capacity Replacement	\$637.4
• Building Systems and Infrastructure	361.5
• Equipment and Vehicles	117.3
• Support Space	93.7
TOTAL	\$1,209.9

Capacity Replacement

The Ten-Year Capital Strategy provides \$637.4 million for capacity replacement to fund the design and construction of a new 1,500 bed jail on Rikers Island and infrastructure reconstruction at the Brooklyn House of Detention Center (BKDC). Design of the new Rikers Island facility and the reopening of the BKDC are scheduled to begin in 2012. The reopening of the BKDC will provide inmate beds while facilities on Rikers Island are closed for reconstruction.

Building Systems and Infrastructure

The Ten-Year Capital Strategy provides \$361.5 million for the refurbishment and replacement of vital building infrastructure including roofs, windows, facades, plumbing and ventilation systems. This allocation also funds the upgrade of fire/life safety systems, and mechanical and permanent electrical power upgrades.

Equipment

The Ten-Year Capital Strategy includes \$117.3 million for replacement and upgrades of vehicles, computers, security, and tele-communication systems.

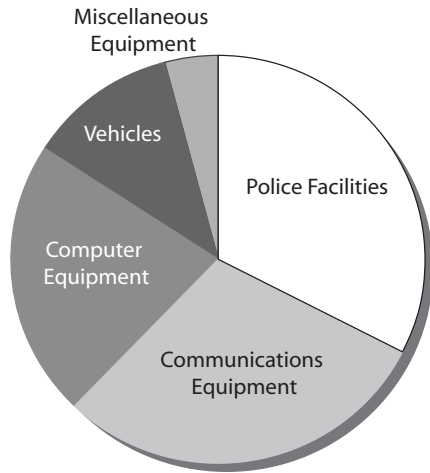
Support Space

The Ten-Year Capital Strategy provides \$93.7 million to improve and construct support facilities and perimeter fencing. Support facilities include the cogeneration plant.

Department of Correction

Project Type: C											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Support Space</i>											
City	78,662	500	0	1,000	1,500	4,500	2,000	2,000	3,000	500	93,662
<i>Equipment</i>											
City	29,928	18,354	4,837	7,439	9,498	8,398	4,867	14,882	7,422	11,700	117,325
<i>Replacement Capacity</i>											
City	49,569	25,000	527,217	5,000	30,600	0	0	0	0	0	637,386
<i>Building Systems and Infrastructure</i>											
City	146,671	28,720	16,120	19,250	15,250	36,215	28,715	18,822	12,250	39,500	361,513
<i>Project Type Total by Source of Funds</i>											
City	304,830	72,574	548,174	32,689	56,848	49,113	35,582	35,704	22,672	51,700	1,209,886
<i>Project Type Total</i>											
All Funds	304,830	72,574	548,174	32,689	56,848	49,113	35,582	35,704	22,672	51,700	1,209,886

Police Department



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

The Police Department occupies over 200 facilities including precincts, 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 maintain facilities and building systems; and
- To enhance policing efforts by upgrading and purchasing new equipment.

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides funding to maintain 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	\$218.2
• Communications Equipment	198.8
• Computer Equipment	146.6
• Vehicles	77.7
• Miscellaneous Equipment	27.2
TOTAL	\$668.5

Police Department

Police Facilities

The Ten-Year Capital Strategy includes \$39.9 million for design and construction of a new Police Academy, and \$178.3 million for the rehabilitation, maintenance, relocation and security of police facilities Citywide.

Communications Equipment

The Department will focus on maintaining lifecycle replacements for all communications equipment to 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 \$95.5 million for portable and mobile radios, \$47.0 million for radio system infrastructure equipment, \$29.9 million for mobile data computers, and \$26.4 million for other communications equipment.

Computer Equipment

The Department will replace and upgrade computer equipment, including \$34.9 million to enhance the local and wide area networks, \$24.6 million for the Real Time Crime Center and data warehouse, \$16.5 million for the arrest processing system, \$12.8 million for parking ticket devices, and \$57.8 million for other computer equipment.

Vehicles

The Department will maintain and replace operational and support vehicles, including \$20.4 million for tow trucks, \$14.5 million for helicopters, and \$42.8 million for other vehicles.

Equipment

The Ten-Year Capital Strategy also provides \$27.2 million for a diverse range of support equipment such as diesel marine engines, forensic imaging equipment, and other equipment essential to preserving public safety.

Police Department

Project Type: PO											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Communications Equipment</i>											
City	30,047	29,693	25,365	15,105	24,730	15,137	16,916	15,400	16,900	9,500	198,793
<i>Computer Equipment</i>											
City	16,399	8,490	17,366	32,759	33,373	6,900	9,522	4,000	5,250	12,500	146,559
<i>Miscellaneous Equipment</i>											
City	6,249	1,155	2,635	1,174	2,711	1,451	1,745	1,998	4,480	3,564	27,162
<i>Police Facilities</i>											
City	73,793	21,541	22,202	14,500	14,500	14,500	14,500	14,500	13,718	14,500	218,254
<i>Vehicles</i>											
City	16,564	7,084	3,930	17,477	582	5,787	4,723	11,360	4,186	6,009	77,702
<i>Project Type Total by Source of Funds</i>											
City	143,052	67,963	71,498	81,015	75,896	43,775	47,406	47,258	44,534	46,073	668,470
<i>Project Type Total</i>											
All Funds	143,052	67,963	71,498	81,015	75,896	43,775	47,406	47,258	44,534	46,073	668,470

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

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$369.9 million to comply with the Court Facilities Act.

(in millions)

• Reconstruction/Renovation and Expansion of Court Facilities	\$369.9
TOTAL	\$369.9

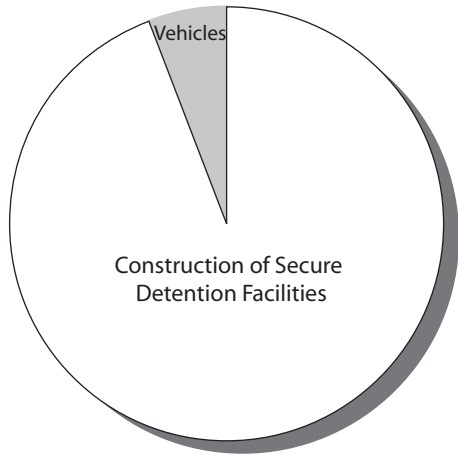
Reconstruction/Renovation of Court Facilities

The Ten-Year Capital Strategy provides \$369.9 million for the reconstruction and renovation of various court facilities. This includes \$273.5 million for infrastructure, life safety and local law compliance work; \$28.4 million for heating upgrades; \$14.9 million for boiler upgrades; \$11.6 million for interior renovation; \$10.7 million for exterior renovation; \$9.3 million for chiller upgrades; \$6.0 million for sidewalk reconstruction; \$6.9 million for electrical upgrades; \$4.7 million for roof reconstruction; \$2.1 million for ADA compliance; and \$1.7 million for elevator upgrades.

Courts

Project Type: CO											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Construction of New Court Facilities</i> City	0	1	0	0	0	0	0	0	0	0	1
<i>Improvement and Expansion of Court Facilities</i> City	0	14,500	0	0	0	0	0	0	0	0	14,500
<i>Reconstruction/Renovation of Court Facilities</i> City	31,178	45,825	26,796	37,442	36,147	35,345	35,516	35,612	35,709	35,808	355,378
<i>Project Type Total by Source of Funds</i> City	31,178	60,326	26,796	37,442	36,147	35,345	35,516	35,612	35,709	35,808	369,879
<i>Project Type Total</i> All Funds	31,178	60,326	26,796	37,442	36,147	35,345	35,516	35,612	35,709	35,808	369,879

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 detention facilities and central office space.

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

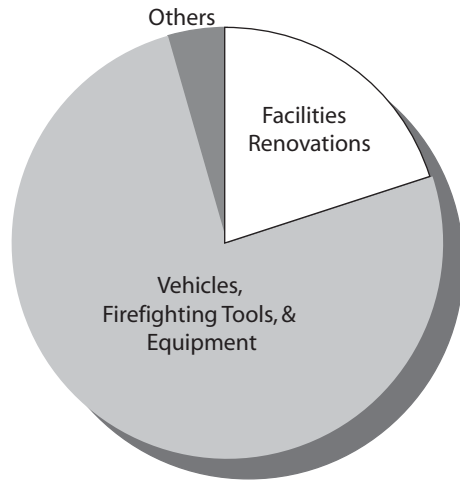
The Ten-Year Capital Strategy totals \$10.5 million, which includes \$9.9 million for renovations and improvements at the Horizon and Crossroads detention facilities and \$0.6 million to replace secure passenger vans.

	(in millions)
• Construction of Secure Detention Facilities	\$9.9
• Vehicles	0.6
TOTAL	\$10.5

Department of Juvenile Justice

Project Type: JJ											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Construction of Secure Detention Facilities</i> City	2,946	952	629	328	731	628	748	805	820	836	9,423
<i>Reconstruction of Secure Detention Facilities</i> City	508	0	0	0	0	0	0	0	0	0	508
<i>Vehicles</i> City	0	0	50	378	0	126	42	0	0	0	596
<i>Project Type Total by Source of Funds</i> City	3,454	952	679	706	731	754	790	805	820	836	10,527
<i>Project Type Total</i> All Funds	3,454	952	679	706	731	754	790	805	820	836	10,527

Fire Department



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

To support these activities, the Department has 218 firehouses, 33 EMS stations, and about 40 support facilities including Department headquarters, training academies at Randall’s Island and Fort Totten, repair operations facilities, communications offices, and fire investigation bases.

Capital Program Goals

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

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$522.4 million for the acquisition of emergency vehicles and firefighting equipment, the rehabilitation of existing facilities, and communication and computer systems to maintain fire-fighting capability and to provide emergency medical assistance.

	(in millions)
• Vehicles, Fire-fighting Tools, and Equipment	\$394.9
• Facilities Renovation	105.5
• Communications	16.0
• Electronics and Data Processing	6.0
TOTAL	\$522.4

Fire Department

Vehicles, Fire-fighting Tools, and Equipment

The Department is mandated to procure front-line vehicles on a predetermined replacement cycle, typically 11 years. The Ten-Year Capital Strategy provides \$394.9 million for both mandated and support vehicle replacement and necessary fire-fighting tools and equipment.

Facilities Renovation

The average age of the Fire Department's 218 firehouses is 78 years, with 41 percent over 90 years old. Many of the houses were built in the 19th Century and are in need of renovations. The Ten-Year Capital Strategy includes \$78.1 million to replace building components within individual firehouses, consisting of apparatus floors, apparatus doors, roof replacement/waterproofing, boilers, windows and toilets, as well as \$13.0 million for the construction of EMS stations and \$14.4 million for site acquisition and renovations for fleet maintenance facilities.

Communications

The Ten-Year Capital Strategy provides \$11.8 million for radio equipment upgrades and \$4.2 million for cabling to support the Department's Voice Alarm System.

Electronic Data Processing

The Ten-Year Capital Strategy provides \$6.0 million for the replacement/upgrade of equipment that has reached the end of useful life.

Fire Department

Project Type: F											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Communications</i>											
City	263	8,148	4,234	285	325	335	280	700	713	727	16,010
<i>Electronics and Data Processing</i>											
City	600	510	510	300	300	305	400	1,000	1,019	1,038	5,982
<i>New Facilities and Renovations</i>											
City	45,491	17,806	13,997	4,661	4,754	3,628	3,701	3,774	3,846	3,919	105,577
<i>Vehicles, Firefighting Tools and Equipment</i>											
City	76,687	56,279	12,166	31,520	33,015	12,730	51,068	18,432	35,993	66,969	394,859
<i>Project Type Total by Source of Funds</i>											
City	123,041	82,743	30,907	36,766	38,394	16,998	55,449	23,906	41,571	72,653	522,428
<i>Project Type Total</i>											
All Funds	123,041	82,743	30,907	36,766	38,394	16,998	55,449	23,906	41,571	72,653	522,428

Department of Education

The New York City public school system, with approximately 1,500 school buildings and support facilities (including transportables and leased facilities), served over one million pupils in the 2010-2011 school year. This vast operation has a complex mandate: to impart basic educational skills and vocational training; to provide pupils with meals, health services and recreation; to provide special educational services to students with limited mobility and proficiency; and to function as a focal point in the City's neighborhoods.

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

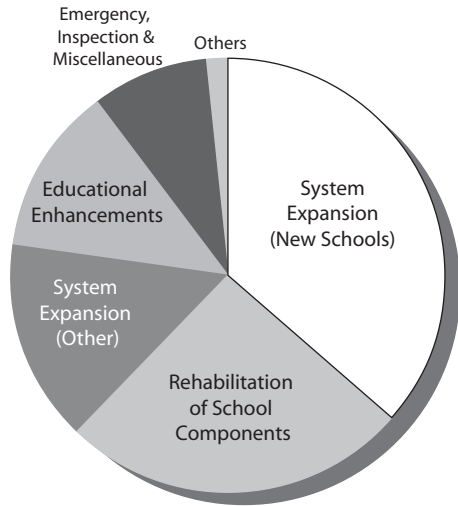
The first year of the Ten-Year Capital Strategy (2012) is also the third year of the Department of Education's Five-Year Capital Plan. As the State's Enacted Budget does not alter the building aid formula, the Five-Year Plan reflects a restoration of \$1.8 billion of State funds previously reduced in the Preliminary Ten-Year Capital Strategy.

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

Capital Program Goals

- To halt and reverse the deterioration of school buildings;
- To relieve overcrowding;
- To restore the system to a state of good repair and maintain facilities in a state of good repair via preventive maintenance and life cycle replacement;
- To produce a physically-modernized school system that meets all building and fire code requirements and brings the DOE into compliance with Federal, State, and local mandates;
- To create a physical plant that provides appropriate space for 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 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 \$20.1 billion to spend on school-related capital projects. Funding is distributed across seven broad categories of capital work in the following manner:

(in millions)

- System Expansion (New Schools) \$7,369.5
- Rehabilitation of School Components 5,197.2
- System Expansion (Other) 2,993.8
- Educational Enhancements 2,543.6
- Emergency, Inspection and Miscellaneous 1,731.1
- Safety and Security 273.5
- Major Modernization of Schools 13.4

TOTAL \$20,122.1

System Expansion

To address the shortage of seating in public schools, the Ten-Year Capital Strategy provides \$10.4 billion for system expansion. Of this amount, \$7.4 billion will support the construction of new schools. An additional \$3.0 billion is allocated for the build out of leased space, 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. The City will comprehensively improve energy efficiency while simultaneously replacing the PCB-containing fixtures associated with older lighting systems in more than 700 school buildings over the next ten years by providing \$708.0 million; this includes \$141.0 million over the last three years of the Department of Education's 2010-2014 five-year capital plan.

Department of Education

Educational Enhancements

The Department will designate \$2.5 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 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 \$13.4 million for this purpose. Projects include major replacements of electrical, plumbing and heating systems.

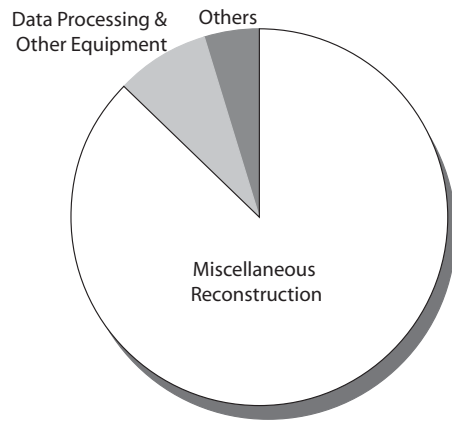
Other Funding

The Ten-Year Capital Strategy provides \$1.7 billion for other miscellaneous capital improvements, including the Mayoral/Council Program, administrative costs, emergency projects, research and development, and prior plan completion costs; another \$273.5 million is for security systems, emergency lighting and code compliance.

Department of Education

Project Type: E											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
Ancillary Facilities (Administration)											
City	0	14,950	16,830	2,185	8,462	9,259	6,718	0	2,604	9,926	70,934
State	0	0	0	1,344	5,029	5,312	3,723	0	1,426	5,333	22,167
Emergency, Inspection and Miscellaneous											
City	193,991	160,084	89,340	75,206	86,603	79,061	82,888	62,023	89,611	101,589	1,020,396
State	99,218	115,940	75,170	46,267	51,473	45,357	45,926	34,604	49,063	54,585	617,603
Educational Enhancements											
City	679,502	201,860	244,210	60,255	129,633	153,068	163,030	120,488	71,796	152,064	1,975,906
State	17,650	33,750	35,750	37,069	77,048	87,815	90,328	67,222	39,309	81,705	567,646
Major Modernization of Schools											
City	0	0	0	260	3,552	267	0	0	310	4,167	8,556
State	0	0	0	160	2,111	153	0	0	170	2,239	4,833
Rehabilitation of School Components											
City	211,901	220,281	184,477	490,007	353,152	301,746	213,015	150,389	522,463	285,824	2,933,255
State	188,160	188,860	130,560	256,639	161,581	127,465	80,497	38,940	596,040	495,236	2,263,978
Safety and Security											
City	19,230	32,790	33,500	18,397	16,665	14,924	15,448	11,919	21,920	19,549	204,342
State	1,604	90	0	11,318	9,905	8,562	8,559	6,650	12,002	10,503	69,193
System Expansion (New Schools)											
City	99,640	111,964	308,172	158,820	190,053	140,560	310,572	308,268	189,240	222,938	2,040,227
State	831,728	384,565	667,675	392,626	434,758	430,999	551,558	568,178	516,830	550,355	5,329,272
System Expansion (Other)											
City	161,533	143,126	291,991	80,458	134,423	252,218	178,478	323,697	95,868	157,683	1,819,475
State	196,600	98,059	188,845	49,497	79,895	144,697	98,889	180,596	52,489	84,724	1,174,291
Project Type Total by Source of Funds											
City	1,365,797	885,055	1,168,520	885,588	922,543	951,103	970,149	976,784	993,812	953,740	10,073,091
State	1,334,960	821,264	1,098,000	794,920	821,800	850,360	879,480	896,190	1,267,329	1,284,680	10,048,983
Project Type Total											
All Funds	2,700,757	1,706,319	2,266,520	1,680,508	1,744,343	1,801,463	1,849,629	1,872,974	2,261,141	2,238,420	20,122,074

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 2012 registration projected at 262,000 degree students, primarily serves City residents; however, it also attracts students from all over the world. Divided into colleges and graduate schools, CUNY facilities are distributed throughout the five boroughs and range in curricula from liberal arts to law and medicine. CUNY maintains 24 institutions in the City and is comprised of eleven senior colleges, six community colleges, an honors college, a school of public health, a graduate school, a graduate school of journalism, a law school, a school of professional studies and a school of biomedical education.

Changes in enrollment patterns may have a significant impact on future plant use and capital needs. From Fiscal Year 2006 to 2009, degree enrollment and non-credit enrollment at CUNY colleges grew from 470,002 to 535,078 – an increase of 13.8 percent. During this period, non-credit enrollment at CUNY surpassed degree enrollment. The degree enrollment went up from 225,962 to 259,515 - an increase of 14.9 percent while non-credit enrollment increased from 244,040 to 275,563, a 12.9 percent increase. Included in the total degree enrollment at all CUNY colleges were an increase of 15 percent in undergraduate enrollment (from 196,673 to 226,272) and an increase of 13.5 percent in graduate enrollment (from 29,289 to 33,243).

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 \$71.3 million. The City funds its share of the University’s large construction projects through its Ten-Year Capital Strategy. A majority of the work associated with the senior colleges is funded by the State. The community college projects are funded jointly by the City and the State. In some cases the City also independently funds some senior and community college related work. In this Ten-Year Capital Strategy, CUNY emphasizes critical maintenance, including the rehabilitation of electrical, mechanical, heating, ventilation and air-conditioning systems; interiors and exteriors of buildings, roofs and windows; security systems; and access for the disabled. Work is also required for early childhood and day care centers, athletic fields and capital equipment.

	(In millions)
• Miscellaneous Reconstruction	\$62.3
• Data Processing and Other Equipment	5.8
• Athletic Fields, Gymnasiums and Equipment	2.0
• Electrical, Mechanical and HVAC System Upgrading	1.0
• Federal, State and Local Mandates	0.2
TOTAL	\$71.3

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, boiler, heating, ventilation and air conditioning upgrades. Also, most of these projects tend to be considered of critical nature.

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 science laboratories and equipping classrooms with distance learning and smart technology capabilities.

Athletic Fields, Gymnasiums and Other Equipment

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

Federal, State and Local Mandates

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

City University

Project Type: HN											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Data Processing and Other Equipment</i>											
City	83	5,695	0	0	0	0	0	0	0	0	5,778
<i>Athletic Fields, Gymnasiums and Equipment</i>											
City	0	2,030	0	0	0	0	0	0	0	0	2,030
<i>Federal, State and Local Mandates</i>											
City	0	0	0	0	200	0	0	0	0	0	200
<i>Electrical, Mechanical and HVAC System Upgrading</i>											
City	0	1,015	0	0	0	0	0	0	0	0	1,015
<i>Miscellaneous Reconstruction</i>											
City	2,300	34,765	2,728	2,813	2,694	2,978	3,083	3,142	3,201	3,262	60,966
State	0	870	55	56	58	60	62	63	64	65	1,353
<i>Project Type Total by Source of Funds</i>											
City	2,383	43,505	2,728	2,813	2,894	2,978	3,083	3,142	3,201	3,262	69,989
State	0	870	55	56	58	60	62	63	64	65	1,353
<i>Project Type Total</i>											
All Funds	2,383	44,375	2,783	2,869	2,952	3,038	3,145	3,205	3,265	3,327	71,342

Department of Health and Mental Hygiene

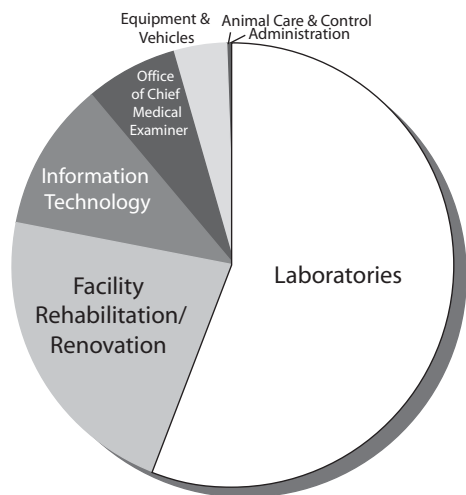
The Department of Health and Mental Hygiene (DOHMH) is an integral component of public safety by preserving core public health infrastructure and protecting New Yorkers from existing and emerging threats, both natural and human-made. DOHMH currently maintains public health facilities in all five boroughs,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

The Department's Ten-Year Capital Strategy includes funds for the Office of the Chief Medical Examiner (OCME). OCME investigates all deaths in New York City occurring from criminal violence, by accident, by suicide, suddenly when in apparent health, or in any unusual or suspicious manner. OCME performs about 5,500 autopsies annually.

Capital Program Goals

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

Department of Health and Mental Hygiene



Ten-Year Capital Strategy

The focus of the 2012 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	\$138.9
• Facility Rehabilitation/Renovation	55.2
• Information Technology	26.7
• Office of Chief Medical Examiner	16.0
• Equipment and Vehicles	10.0
• Animal Care and Control	0.6
• Administration	0.3
TOTAL	\$247.7

Public Health Laboratory

The Ten-Year Capital Strategy provides \$138.9 million for the construction of a new Public Health Laboratory to replace the existing building on First Avenue. This lab is slated to be built at the Brooklyn Army Terminal.

Facility Rehabilitation and Renovation

Funding of \$55.2 million is provided for the renovation of various City-owned public health facilities. The Ten-Year Capital Strategy reflects a commitment to assessing, maintaining, and improving conditions throughout the agency's facilities portfolio.

Information Technology

The Ten-Year Capital Strategy provides \$26.7 million to purchase technology to maintain and improve services.

Office of Chief Medical Examiner

The Ten-Year Capital Strategy provides \$16.0 million for OCME projects, including \$4.3 million for a new Bronx Mortuary that will be constructed on the Health and Hospitals Corporation's Jacobi Medical Center Campus.

Department of Health and Mental Hygiene

Project Type: HL											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
Administration											
City	256	0	0	0	0	0	0	0	0	0	256
Animal Care											
City	600	0	0	0	0	0	0	0	0	0	600
OCME											
City	537	4,854	719	1,052	1,810	1,468	1,519	1,311	1,336	1,361	15,967
Information Technology											
City	1,479	640	864	1,541	1,500	4,677	3,995	3,400	3,465	3,530	25,091
State	832	360	486	0	0	0	0	0	0	0	1,678
Equipment and Vehicles											
City	5,536	2,980	506	400	0	0	0	0	0	0	9,422
State	284	0	284	0	0	0	0	0	0	0	568
Laboratories											
City	34,419	103,105	1,403	0	0	0	0	0	0	0	138,927
Clinic Renovation and Rehabilitation											
City	35,960	14,266	1,074	0	250	1,179	1,037	325	500	500	55,091
State	126	0	0	0	0	0	0	0	0	0	126
Project Type Total by Source of Funds											
City	78,787	125,845	4,566	2,993	3,560	7,324	6,551	5,036	5,301	5,391	245,354
State	1,242	360	770	0	0	0	0	0	0	0	2,372
Project Type Total											
All Funds	80,029	126,205	5,336	2,993	3,560	7,324	6,551	5,036	5,301	5,391	247,726

Health and Hospitals Corporation

The Health and Hospitals Corporation (HHC) was established in 1969 as the successor to the former Department of Hospitals to provide greater flexibility in the operation of the municipal hospital system. The Corporation operates eleven acute care hospitals, six Diagnostic and Treatment Centers, four long-term care facilities, a certified home health care agency, and more than 80 community health clinics, throughout the five boroughs. Through its wholly owned subsidiary, MetroPlus, HHC operates a health plan which has approximately 408,000 Medicaid, Medicare, Child Health Plus, Family Health Plus and HIV Special Needs Plan enrollees.

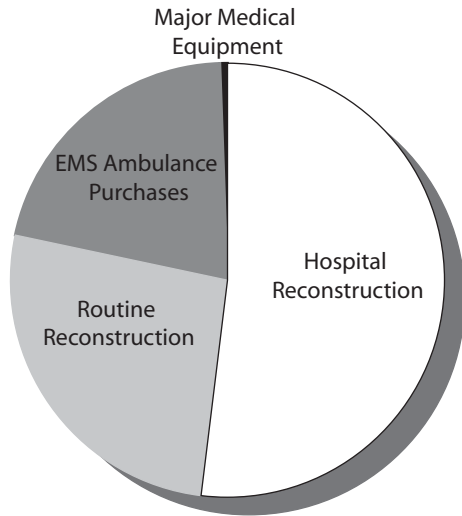
Capital Program Goals

The Health and Hospitals Corporation is continuing to modernize many of its hospitals and facilities across the City with \$607.7 million in the current capital plan. This Ten-Year Capital Strategy includes projects to address the following criteria:

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

The funding of the Corporation's capital plan is accomplished through a combination of City General Obligation bonds and 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 the Health and Hospitals Corporation focuses on the improvement of physical plants to comply with regulatory requirements and to address customer satisfaction, market demands and community health care needs.

	(in millions)
• Hospital Reconstruction	\$309.0
• Routine Reconstruction	168.6
• EMS Ambulance Purchases	126.8
• Major Medical Equipment	3.3
TOTAL	\$607.7

Hospital Reconstruction

HHC is in the midst of major or partial reconstruction at many of its facilities. The major campus-wide modernization of the Harlem Hospital Campus continues through 2014 with \$83.7 million in the ten year period. This modernization includes the construction of a new Diagnostic, Treatment, Emergency and Critical Care Pavilion of approximately 195,000 square feet and a new FDNY EMS station.

Gouverneur Healthcare Services is in the midst of a major modernization and expansion project with \$89.3 million in the ten year period. This modernization includes the construction of a new 108,000 square foot ambulatory care pavilion and long-term care bed tower and the renovation of the existing building.

HHC is embarking on the consolidation and relocation of the Coler-Goldwater nursing home to North General Hospital in Harlem with \$186.6 million over the ten year period. This project also includes code compliance upgrades to the current Coler campus on Roosevelt Island.

Other major reconstruction and modernization projects include \$55.8 million for Corporate-wide construction projects associated with ongoing maintenance and equipment purchases, \$16.4 million for the renovation of Lincoln’s Emergency Department, and \$11.5 million for the construction of a health center in Staten Island.

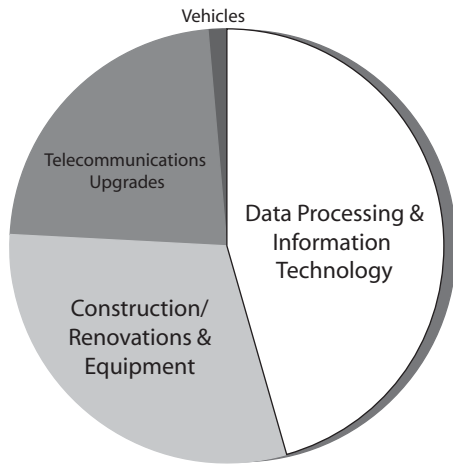
Emergency Medical Services Ambulance Purchases

The City will also provide \$126.8 million for the purchase of FDNY/EMS ambulances over the ten year period.

Health and Hospitals Corporations

Project Type: HO											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Emergency Medical Services Equipment</i> City	7,700	8,400	10,776	16,831	24,576	11,385	11,519	11,657	11,878	12,104	126,826
<i>Major Medical Equipment</i> City	1,997	730	500	0	0	0	0	0	0	0	3,227
<i>Major or Partial Hospital Reconstruction</i> City	158,511	127,163	23,347	0	0	0	0	0	0	0	309,021
<i>Routine Reconstruction</i> City	51,127	49,309	18,792	764	10,528	7,043	4,513	8,221	9,024	9,309	168,630
<i>Project Type Total by Source of Funds</i> City	219,335	185,602	53,415	17,595	35,104	18,428	16,032	19,878	20,902	21,413	607,704
<i>Project Type Total</i> All Funds	219,335	185,602	53,415	17,595	35,104	18,428	16,032	19,878	20,902	21,413	607,704

Human Resources Administration



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

Capital Program Goals

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

Ten-Year Capital Strategy

The primary focus of the Ten-Year Capital Strategy is to improve employee productivity and the delivery of customer services through renovations and upgrades to Job Centers as Model Offices and other HRA sites in a cost-effective manner. The Strategy also provides for routine upgrades of computer, printer and server systems, as well as information systems development to meet the needs of the Department’s many programs and services.

	(in millions)
• Data Processing and Information Technology	\$59.7
• Construction/Renovations and Equipment	39.9
• Telecommunications Upgrades	29.8
• Vehicles	1.6
TOTAL	\$131.0

Data Processing and Information Technology

The Ten-Year Capital Strategy will continue to emphasize imaging and database management of paper records, and 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 DSS facilities. The Department plans to consolidate several existing offices into a new location at 470 Vanderbilt Avenue in Brooklyn, as well as to convert vacant space in Long Island City to a phone-and-mail Food Stamps application center. Funds are also provided to ensure compliance with building fire and safety standards, and to complete necessary improvements for HVAC, masonry, roofing, electrical and plumbing work.

Telecommunications Infrastructure

The Department will continue to improve connectivity among agency personnel and contract service providers. This includes updates to various HRA-managed data systems including Voice Over Internet Protocol (VOIP), an extensive network of servers and data storage systems, and routine replacement of workstation equipment.

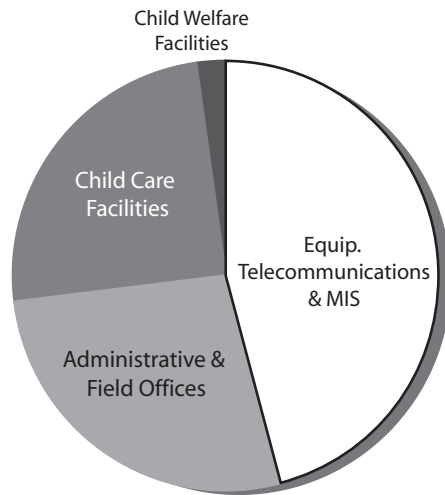
Vehicles

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

Human Resources Administration

Project Type: HR											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Telecommunications Equipment</i>											
City	2,038	2,071	1,320	1,328	1,336	1,258	1,283	1,309	1,334	1,358	14,635
Federal	1,375	1,297	890	895	901	848	866	883	901	916	9,772
State	751	763	486	489	492	463	473	482	492	501	5,392
<i>Data Processing Equipment</i>											
City	4,512	3,774	2,809	2,269	2,342	2,602	2,657	2,707	2,759	2,811	29,242
Federal	3,044	2,548	1,894	1,530	1,580	1,753	1,791	1,824	1,860	1,894	19,718
State	1,661	1,391	1,035	836	862	957	977	995	1,015	1,034	10,763
<i>Equipment</i>											
City	0	492	0	0	0	0	0	0	0	0	492
Federal	0	288	0	0	0	0	0	0	0	0	288
State	0	157	0	0	0	0	0	0	0	0	157
<i>Social Services Buildings</i>											
City	10,103	4,242	1,712	2,424	2,424	2,424	2,564	2,612	2,662	2,713	33,880
Federal	0	820	63	280	280	280	374	382	389	396	3,264
State	0	448	35	153	153	153	204	208	212	216	1,782
<i>Automotive Equipment</i>											
City	106	143	0	0	93	93	94	96	98	100	823
Federal	72	67	0	0	63	63	64	65	66	68	528
State	39	37	0	0	35	35	35	36	36	37	290
<i>Project Type Total by Source of Funds</i>											
City	16,759	10,722	5,841	6,021	6,195	6,377	6,598	6,724	6,853	6,982	79,072
Federal	4,491	5,020	2,847	2,705	2,824	2,944	3,095	3,154	3,216	3,274	33,570
State	2,451	2,796	1,556	1,478	1,542	1,608	1,689	1,721	1,755	1,788	18,384
<i>Project Type Total</i>											
All Funds	23,701	18,538	10,244	10,204	10,561	10,929	11,382	11,599	11,824	12,044	131,026

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 case management systems for juvenile justice and child care and an upgrade for in-house network and computer capabilities to strengthen agency-wide communications.

	(in millions)
• Equipment, Telecommunications, & MIS	\$48.5
• Administrative & Field Offices	29.0
• Child Care Facilities	26.2
• Child Welfare Facilities	2.1
TOTAL	\$105.8

Equipment, Telecommunications, & MIS

The Ten-Year Capital Strategy provides \$48.5 million for information technology. ACS plans to begin development on two case management systems for child care and juvenile justice.

Administrative & Field Offices

The Ten-Year Capital Strategy provides \$29.0 million for furniture purchases in addition to the construction and renovation of central and field offices.

Child Care Facilities

The Ten-Year Capital Strategy provides \$26.2 million for the construction and renovation of daycare centers throughout the City.

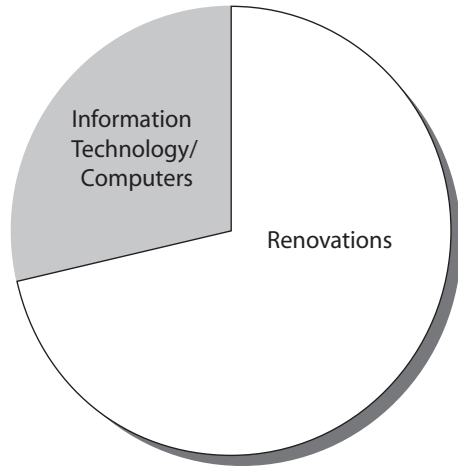
Child Welfare Facilities

The Ten-Year Capital Strategy provides \$2.1 million for renovations and upgrades to provider-operated centers that serve diverse child welfare needs.

Children's Services

Project Type: CS											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Child Welfare Facilities</i>											
City	2,078	0	0	0	0	0	0	0	0	0	2,078
<i>Day Care Facilities</i>											
City	3,710	4,469	1,807	1,838	0	0	4,000	4,000	3,109	3,229	26,162
<i>Equipment</i>											
City	9,627	10,704	3,310	2,860	3,358	5,310	2,580	2,127	0	0	39,876
Federal	312	693	120	160	364	263	266	293	0	0	2,471
State	783	1,734	301	401	910	660	666	736	0	0	6,191
<i>Social Service Buildings</i>											
City	2,192	8,637	847	752	820	311	1,709	1,719	3,109	3,228	23,324
Federal	144	486	212	235	73	78	200	200	0	0	1,628
State	360	1,218	532	589	183	195	502	502	0	0	4,081
<i>Project Type Total by Source of Funds</i>											
City	17,607	23,810	5,964	5,450	4,178	5,621	8,289	7,846	6,218	6,457	91,440
Federal	456	1,179	332	395	437	341	466	493	0	0	4,099
State	1,143	2,952	833	990	1,093	855	1,168	1,238	0	0	10,272
<i>Project Type Total</i>											
All Funds	19,206	27,941	7,129	6,835	5,708	6,817	9,923	9,577	6,218	6,457	105,811

Department For The Aging



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

Capital Program Goals

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

Ten-Year Capital Strategy

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

	(in millions)
• Construction and Renovations	\$18.7
• Information Technology/ Computers	7.4
TOTAL	\$26.1

Construction and Renovations

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

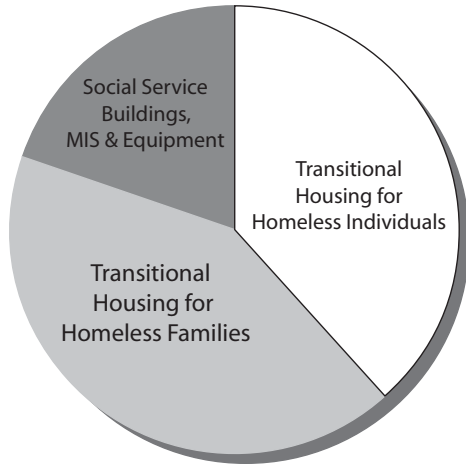
Information Technology and Computers

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

Department for the Aging

Project Type: AG											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Data Processing and Information Technology</i> City	1,290	2,918	0	0	0	1,396	1,842	0	0	0	7,446
<i>Department for the Aging Building Reconstruction</i> City	6,746	2,503	1,943	1,703	1,741	384	0	1,192	1,205	1,228	18,645
<i>Project Type Total by Source of Funds</i> City	8,036	5,421	1,943	1,703	1,741	1,780	1,842	1,192	1,205	1,228	26,091
<i>Project Type Total</i> All Funds	8,036	5,421	1,943	1,703	1,741	1,780	1,842	1,192	1,205	1,228	26,091

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

The Ten-Year Capital Strategy totals \$78.1 million, which includes \$62.7 million for transitional housing for homeless and \$15.5 million for MIS and equipment.

(in millions)

• Transitional Housing for Homeless Individuals	\$30.0
• Transitional Housing for Homeless Families	32.7
• Social Service Buildings, MIS & Equipment	15.5
TOTAL	\$78.2

Transitional Housing for Homeless Individuals & Families

The major focus of the Ten-Year Capital Strategy is the maintenance and development of transitional housing for homeless families and single adults. The Ten-Year Capital Strategy allocates 80 percent of funding to the rehabilitation and development of these facilities. Major priorities for the agency continue to be code compliance, fire safety, and exterior building stabilization. Major family projects include the exterior building upgrades at various shelters including the HELP 1 Family residence building in Brooklyn. Adult projects include building upgrades at the Park Avenue Armory and various other facilities.

MIS & Equipment

The Department's primary information technology initiative is the completion of the CARES case management and client tracking system.

Department of Homeless Services

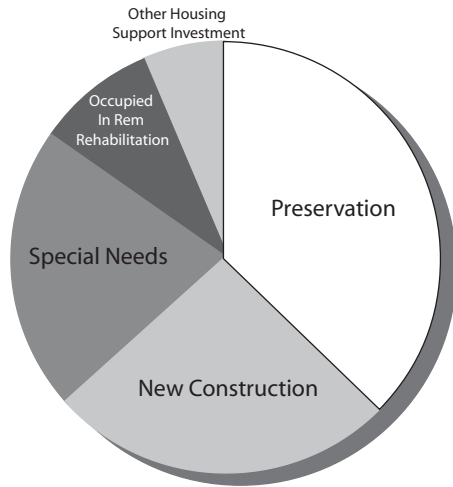
Project Type: HH											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Shelters for Homeless Individuals</i>											
City	10,445	5,128	6,034	6,030	2,399	0	0	0	0	0	30,036
<i>Equipment</i>											
City	4,332	6,350	656	1,864	264	211	1,091	211	215	219	15,413
<i>Shelters for Homeless Families</i>											
City	17,308	3,657	4,116	7,244	381	0	0	0	0	0	32,706
<i>Project Type Total by Source of Funds</i>											
City	32,085	15,135	10,806	15,138	3,044	211	1,091	211	215	219	78,155
<i>Project Type Total</i>											
All Funds	32,085	15,135	10,806	15,138	3,044	211	1,091	211	215	219	78,155

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 \$8.5 billion plan to create and preserve more than 165,000 homes Citywide.

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

Housing Preservation & Development



Capital Program Goals

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

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$3.3 billion for HPD to achieve the goals of the New Housing Marketplace Plan and beyond. Of this amount, \$2.4 billion represents City funding, while approximately \$943.8 million will be leveraged in Federal funds. Substantial private equity is also leveraged through HPD programs.

	(in millions)
• Preservation	\$ 1,230.0
• New Construction	863.8
• Special Needs	708.9
• Other Housing Support Investment	287.9
• Occupied <i>In Rem</i> Rehabilitation	218.9
TOTAL	\$3,309.5

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 \$1.2 billion during the ten-year period for the rehabilitation and preservation of approximately 40,000 units in privately owned multiple dwellings and one- to four-unit homes.

Housing Preservation & Development

New Construction

The Ten-Year Capital Strategy provides \$863.8 million to foster the new construction of over 36,000 housing units affordable to low, moderate and middle income homeowners and renters through existing programs such as Multifamily Rental – Low Income, Multifamily Rental – Mixed Income, Multifamily Rental – Mod/Mid Income, Multifamily Homeownership, Small Homes – Scattered Site, and Small Homes – Large Scale.

Special Needs Housing

The Ten-Year Capital Strategy provides \$708.9 million for the construction and preservation of over 7,000 units of supportive housing throughout the five boroughs.

Other Housing Support Investment

Funds totaling \$287.9 million are provided for a variety of projects supporting HPD's affordable housing initiatives, including the demolition of unsafe buildings, urban renewal associated costs, computer-based productivity initiatives, and other infrastructure supports.

Occupied *In Rem* Rehabilitation

The Ten-Year Capital Strategy provides \$218.9 million to fund the rehabilitation and disposition of over 2,000 City-owned housing units, through a variety of programs including the Tenant Interim Lease (TIL), Neighborhood Redevelopment (NRP), and Neighborhood Entrepreneurs (NEP) programs.

Housing Preservation & Development

Project Type: HD											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>New Housing Construction</i>											
City	53,732	55,414	54,800	81,044	94,979	83,672	69,098	75,282	75,000	80,000	723,021
Federal	44,596	8,425	20,583	34,300	15,411	15,488	2,000	0	0	0	140,803
<i>Other Housing Support Investment</i>											
City	30,850	91,844	46,348	7,077	14,313	18,177	18,320	19,970	20,520	20,520	287,939
<i>Occupied In Rem Rehabilitation</i>											
City	18,280	23,847	24,631	18,576	19,134	19,708	20,299	20,908	21,535	22,181	209,099
Federal	3,800	3,000	3,000	0	0	0	0	0	0	0	9,800
<i>Preservation</i>											
City	91,386	112,712	126,421	79,792	95,585	109,390	131,349	127,467	131,219	130,310	1,135,631
Federal	28,137	23,950	23,300	6,507	12,394	0	0	0	0	0	94,288
<i>Special Needs Housing</i>											
City	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000
Federal	68,508	72,500	64,500	66,400	64,500	72,500	72,500	72,500	72,500	72,500	698,908
<i>Project Type Total by Source of Funds</i>											
City	195,248	284,817	253,200	187,489	225,011	231,947	240,066	244,627	249,274	254,011	2,365,690
Federal	145,041	107,875	111,383	107,207	92,305	87,988	74,500	72,500	72,500	72,500	943,799
<i>Project Type Total</i>											
All Funds	340,289	392,692	364,583	294,696	317,316	319,935	314,566	317,127	321,774	326,511	3,309,489

Housing Authority

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

The New York City Housing Authority owns and operates the nation's largest public housing program, with 334 developments (178,882 apartments in 2,602 buildings), housing over 403,000 tenants throughout the City. The Authority also operates the Leased Housing (Section 8) Program, with approximately 96,000 rented apartments housing over 235,000 residents. Approximately 31,000 private landlords participate in the Section 8 program.

Managing the Housing Authority's vast physical plant and its approximately 11,300 employees is an increasingly complex challenge. In addition, the Authority's related programs have grown to include community centers, senior citizen facilities, day care programs, child health stations, drug elimination strategies, and security initiatives.

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 building systems and structures in order to maintain decent, safe, sanitary housing for the residents of the Authority's housing developments; and
- To implement various energy conservation initiatives, including conversion to instantaneous hot water heaters at various developments, to improve operational efficiency and reduce maintenance costs.

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$90.6 million primarily for building systems upgrade and replacement. Major areas of work include security, elevators, heating systems, and conversion to instantaneous hot water heaters.

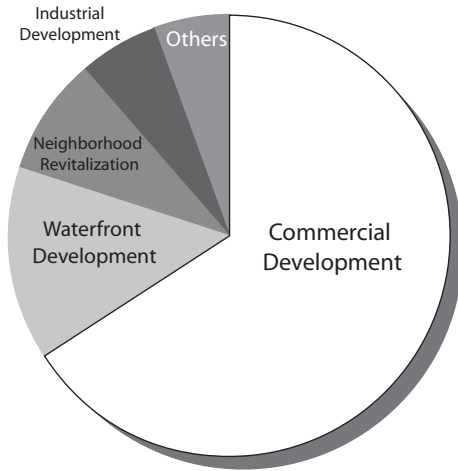
(in millions)

• Low to Moderate Income Public Housing Upgrade	\$90.6
TOTAL	\$90.6

Housing Authority

Project Type: HA		<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Low to Moderate Income Public Housing Construction</i>												
City		0	4,551	0	0	0	0	0	0	0	0	4,551
<i>Low to Moderate Income Public Housing Upgrade</i>												
City		6,608	19,662	6,763	6,973	7,175	7,384	7,642	7,787	7,935	8,086	86,015
<i>Project Type Total by Source of Funds</i>												
City		6,608	24,213	6,763	6,973	7,175	7,384	7,642	7,787	7,935	8,086	90,566
<i>Project Type Total</i>												
All Funds		6,608	24,213	6,763	6,973	7,175	7,384	7,642	7,787	7,935	8,086	90,566

Department of Small Business Services



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

Capital Program Goals

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

Ten-Year Capital Strategy

	(in millions)
• Commercial Development	\$497.5
• Waterfront Development	106.5
• Neighborhood Revitalization	66.0
• Industrial Development	43.5
• Miscellaneous	15.9
• Port Development	15.0
• Market Development	4.9
• Cultural Development	4.8
• Community Development	0.9
TOTAL	\$755.0

Commercial Development

EDC continues its efforts to expand the City’s commercial base and diversify the City’s economy by fostering the growth of new industries and new retail opportunities. The Ten-Year Capital Strategy supports the City’s vision of developing a new mixed-use neighborhood at Willets Point, including the creation of hotel space, residential and retail facilities, open space, and community 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. Additionally, the Ten-Year Capital Strategy supports the comprehensive redevelopment of Coney Island, the strategic plan for which includes the revitalization of the area’s commercial and recreational assets, streetscape improvements, and the expansion of underlying infrastructure. The Ten-Year Capital Strategy also invests in the redevelopment of Governors Island through rehabilitation of the seawall, renovations to historic buildings, public access improvements, and upgrades to the island’s infrastructure in order to support a park and future redevelopment.

Department of Small Business Services

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, pedestrian and intermodal improvements in the mixed-use district, as well as various improvement projects throughout the City's Business Improvement Districts (BIDs).

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 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 substructure of the Brooklyn Cruise Terminal along with similar improvements

at Pier 88 & 89 in Manhattan. Together, these terminals will increase the City's ability to serve a growing number of passengers and retain and expand tourism-related businesses.

Market Development

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

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 projects such as the BAM Cultural District in Brooklyn.

Department of Small Business Services

Project Type: ED											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Commercial Development</i>											
City	221,723	193,557	4,587	16,869	351	5,361	10,380	35,000	9,637	0	497,465
<i>Community Development</i>											
City	90	750	0	0	0	0	0	0	0	0	840
<i>Cultural Development</i>											
City	1,675	3,152	0	0	0	0	0	0	0	0	4,827
<i>Industrial Development</i>											
City	15,507	14,952	2,513	2,470	2,565	2,660	2,850	0	0	0	43,517
<i>Market Development</i>											
City	142	2,500	1,552	152	161	171	171	0	0	0	4,849
<i>Miscellaneous</i>											
City	14,946	1,000	0	0	0	0	0	0	0	0	15,946
<i>Neighborhood Revitalization</i>											
City	4,582	8,812	626	0	8,007	7,819	10,097	8,528	8,690	8,854	66,015
<i>Port Development</i>											
City	0	5,000	10,000	0	0	0	0	0	0	0	15,000
<i>Waterfront Development</i>											
City	9,801	21,229	5,182	4,231	7,384	8,331	6,469	14,353	14,906	14,623	106,509
<i>Project Type Total by Source of Funds</i>											
City	268,466	250,952	24,460	23,722	18,468	24,342	29,967	57,881	33,233	23,477	754,968
<i>Project Type Total</i>											
All Funds	268,466	250,952	24,460	23,722	18,468	24,342	29,967	57,881	33,233	23,477	754,968

Department of Citywide Administrative Services

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

DCAS operates, maintains, and reconstructs the 55 public buildings in its real estate portfolio. This portfolio totals nearly 14.5 million square feet of space, which includes 6.5 million square feet of court space. The Department acquires, manages, and leases non-residential real properties. DCAS also provides municipal supply services to agencies. The services include the acquisition, testing, and distribution of supplies and equipment as well as the administration of the citywide vehicle fleet.

Capital Program Goals

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

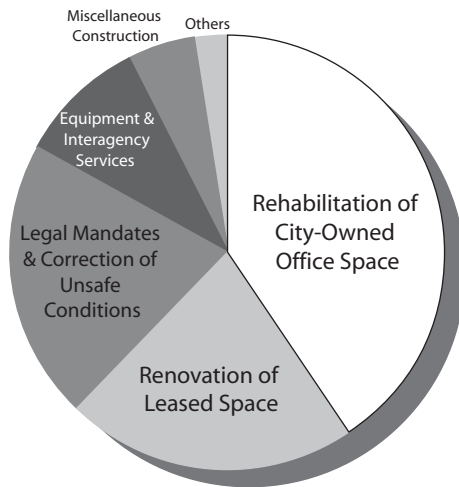
Ten-Year Capital Strategy

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

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

The Ten-Year Capital Strategy totals \$959.4 million and is allocated between Public Buildings and Real Property.

Department of Citywide Administrative Services - Public Buildings



Public Buildings

	(in millions)
• Rehabilitation of City-Owned Office Space	\$377.3
• Renovation of Leased Space	199.8
• Legal Mandates and Correction of Unsafe Conditions	193.1
• Equipment and Interagency Services	86.3
• Miscellaneous Construction	48.0
• Board of Elections Modernization	17.5
• Renovation of Other City-Owned Facilities and Court Buildings	4.1
TOTAL	\$926.1

Rehabilitation of City-Owned Office Space

The Ten-Year Capital Strategy provides \$377.3 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 provides \$45.5 million for citywide office space consolidation projects and \$47.7 million for the interior and exterior renovations of the Manhattan Municipal Building, \$45.6 million for the Brooklyn Municipal Building, \$10.9 million for the Queens Borough Hall, \$7.5 million for the Staten Island Borough Hall, and \$3.5 million for the Bergen Building in the Bronx.

Renovation of Leased Space

The Ten-Year Capital Strategy provides \$199.8 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 \$77.0 million for the DoITT/FISA backup datacenter facility, \$22.4 million for Phase II

of the DoITT datacenter at 2 Metrotech in Brooklyn, and \$7.7 million for the renovation of leased office space for the Department of Consumer Affairs at 42 Broadway.

Legal Mandates and Correction of Unsafe Conditions

The correction of code violations and compliance with legal mandates represents \$193.1 million of the Ten-Year Capital Strategy. Legally mandated work will include \$96.5 million for the fire alarm and sprinkler upgrades in City-owned buildings, \$47.0 million for the building façade repairs, Citywide, and \$28.7 million for the fuel tank replacements, Citywide.

Equipment and Interagency Services

The Ten-Year Capital Strategy provides \$86.3 million over the ten-year period to fund equipment purchases, including \$28.7 million for the DCAS information systems infrastructure, \$12.0 million for a network protector at 11 Metrotech in Brooklyn, and \$13.8 million for an inventory management system.

Miscellaneous Construction

The Ten-Year Capital Strategy provides \$48.0 million for construction in non-City owned facilities including \$40.0 million for renovations at On Your Mark, \$2.8 million for the Brooklyn Chinese American Association, and \$2.3 million for the Webster-Giannone Police Athletic League Center.

Renovation of Other City-Owned Facilities and Court Buildings

The Ten-Year Capital Strategy provides \$4.1 million for the renovation of other City-owned facilities, including \$1.5 million for renovations at the City-owned community center operated by the Jewish Community Council of Greater Coney Island.

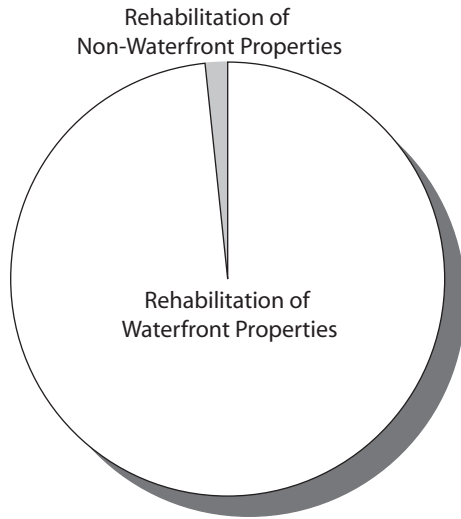
Board of Elections Modernization

The Ten-Year Capital Strategy provides \$17.5 million for Board of Elections modernization.

Department of Citywide Administrative Services - Public Buildings

Project Type: PW											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Rehabilitation of Court Buildings</i>											
City	100	200	0	0	0	0	0	0	0	0	300
<i>Board of Elections Modernization</i>											
City	17,546	0	0	0	0	0	0	0	0	0	17,546
<i>Equipment and Interagency Services</i>											
City	58,078	8,162	1,040	1,060	3,078	3,284	3,203	2,349	3,000	3,000	86,254
Federal	42	0	0	0	0	0	0	0	0	0	42
<i>Legal Mandates and Correction of Unsafe Conditions</i>											
City	40,310	9,160	7,755	5,524	10,572	37,000	40,076	18,718	12,000	12,000	193,115
<i>Miscellaneous Construction</i>											
City	32,942	15,057	0	0	0	0	0	0	0	0	47,999
<i>Rehabilitation of City-Owned Office Space</i>											
City	135,071	46,257	37,149	30,673	38,291	13,483	12,794	19,837	21,215	22,093	376,863
Private	400	0	0	0	0	0	0	0	0	0	400
<i>Renovation of Leased Space</i>											
City	156,323	530	0	0	6,042	6,154	6,258	4,450	10,000	10,000	199,757
<i>Renovation of Other City-Owned Facilities</i>											
City	2,616	1,220	0	0	0	0	0	0	0	0	3,836
<i>Project Type Total by Source of Funds</i>											
City	442,986	80,586	45,944	37,257	57,983	59,921	62,331	45,354	46,215	47,093	925,670
Federal	42	0	0	0	0	0	0	0	0	0	42
Private	400	0	0	0	0	0	0	0	0	0	400
<i>Project Type Total</i>											
All Funds	443,428	80,586	45,944	37,257	57,983	59,921	62,331	45,354	46,215	47,093	926,112

Department of Citywide Administrative Services - Real Property



Real Property

	(in millions)
• Rehabilitation of Waterfront Properties	\$32.8
• Rehabilitation of Non-Waterfront Properties	0.5
TOTAL	\$33.3

Rehabilitation of Waterfront Properties

The Ten-Year Capital Strategy includes the reconstruction of DCAS-managed waterfront properties. DCAS has \$30.8 million allocated for pier and bulkhead reconstruction over the ten-year period.

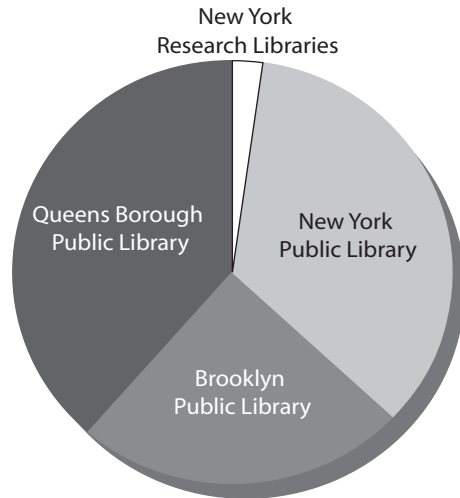
Rehabilitation of Non-Waterfront Properties

The Ten-Year Capital Strategy includes \$0.5 million for the reconstruction of DCAS-managed non-waterfront properties.

Department of Citywide Administrative Services - Real Property

Project Type: RE											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Rehabilitation of Non-Waterfront Properties</i> City	544	0	0	0	0	0	0	0	0	0	544
<i>Rehabilitation of Waterfront Properties</i> City	5,023	1,489	1,605	3,242	3,336	3,433	3,554	3,621	3,690	3,760	32,753
<i>Project Type Total by Source of Funds</i> City	5,567	1,489	1,605	3,242	3,336	3,433	3,554	3,621	3,690	3,760	33,297
<i>Project Type Total</i> All Funds	5,567	1,489	1,605	3,242	3,336	3,433	3,554	3,621	3,690	3,760	33,297
<i>Citywide Administrative Services Total</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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Total by Source of Funds</i>											
City	448,553	82,075	47,549	40,499	61,319	63,354	65,885	48,975	49,905	50,853	958,967
Federal	42	0	0	0	0	0	0	0	0	0	42
State	0	0	0	0	0	0	0	0	0	0	0
Private	400	0	0	0	0	0	0	0	0	0	400
All Funds	448,995	82,075	47,549	40,499	61,319	63,354	65,885	48,975	49,905	50,853	959,409

Public Libraries



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

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

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

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

Capital Program Goals

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

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

Ten-Year Capital Strategy

Steadily increasing circulation, development of community-oriented outreach programs, and rising attendance at cultural/informational programs are favorable developments. The three library systems will focus on the protection of the growing collection of library materials, reconstruction of branch libraries, increasing accessibility for persons with disabilities, and upgrading the technology infrastructure to improve online and computer access. The Ten-Year Capital Strategy provides a total of \$101.8 million allocated as follows:

Brooklyn Public Library

	(in millions)
• Essential Reconstruction of Facilities	\$24.1
• Reconstruction Necessary to Maintain Facilities	0.6
Subtotal	\$24.7

New York Public Library

• Essential Reconstruction of Facilities	\$19.3
• Improvements to Existing Facilities	10.4
• Expansion and Construction of Facilities	5.9
Subtotal	\$35.6

Public Libraries

New York Research Libraries

• Improvements to Existing Facilities	\$1.1
• Expansion and Construction of Facilities	1.0
• Essential Reconstruction of Facilities	0.2
Subtotal	\$2.3

Queens Borough Public Library

• Replacement Branches	\$20.4
• Reconstruction Necessary to Maintain Facilities	9.2
• Essential Reconstruction of Facilities	5.6
• Support Services Improvements	4.1
Subtotal	\$39.3
TOTAL	\$101.8

Brooklyn Public Library

The Ten-Year Capital Strategy for the Brooklyn Public Library emphasizes the essential reconstruction of facilities, including \$11.2 million for upgrades to emergency and safety systems at the Central 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 to existing facilities. Highlights include \$11.1 million for NYPL's Master Plan; \$8.0 million for the construction of a replacement Westchester Square Branch in the Bronx; and \$7.4 million for the site acquisition and construction of the new Rossville Branch Library in Staten Island. 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

New York Research Libraries

The Ten-Year Capital Strategy for the Research Libraries of the New York Public Library includes \$2.0 million for renovations at the Stephen A. Schwarzman Building at 5th Avenue and 42nd Street.

Queens Borough Public Library

The Ten-Year Capital Strategy for the Queens Borough Public Library reflects a commitment to maintain and upgrade existing facilities, and initiate construction of replacement facilities as needed, including \$7.4 million in funding for the community libraries for renovation and rehabilitation, systems upgrades and cyclical replacement of building components (roofs, windows and doors) and \$5.1 million for the new Children's Library Discovery Center and renovations at the Central Library. Additional funding focuses on systemwide technology upgrades, and systemwide HVAC replacements.

Brooklyn Public Library

Project Type: LB											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Essential Reconstruction of Facilities</i> City	12,844	6,178	572	589	606	624	646	658	671	684	24,072
<i>Reconstruction Necessary to Maintain Facilities</i> City	624	0	0	0	0	0	0	0	0	0	624
<i>Project Type Total by Source of Funds</i> City	13,468	6,178	572	589	606	624	646	658	671	684	24,696
<i>Project Type Total</i> All Funds	13,468	6,178	572	589	606	624	646	658	671	684	24,696

New York Public Library

Project Type: LN											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Expansion and Construction of Facilities</i> City	0	5,851	0	0	0	0	0	0	0	0	5,851
<i>Improvements to Existing Facilities</i> City	4,027	4,379	2,000	0	0	0	0	0	0	0	10,406
<i>Essential Reconstruction of Facilities</i> City	11,455	1,258	748	772	794	817	846	862	878	895	19,325
<i>Project Type Total by Source of Funds</i> City	15,482	11,488	2,748	772	794	817	846	862	878	895	35,582
<i>Project Type Total</i> All Funds	15,482	11,488	2,748	772	794	817	846	862	878	895	35,582

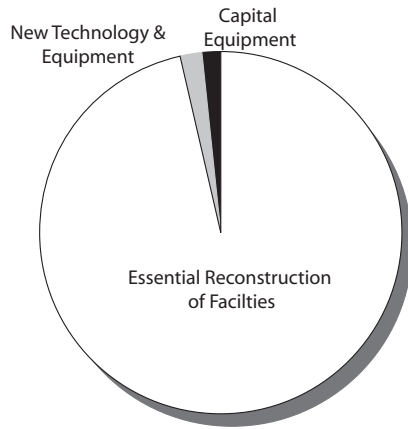
New York Research Libraries

Project Type: L		<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Expansion and Construction of Research Libraries</i>												
City		0	1,027	0	0	0	0	0	0	0	0	1,027
<i>Improvements to Existing Facilities</i>												
City		0	1,064	0	0	0	0	0	0	0	0	1,064
<i>Essential Reconstruction of Facilities</i>												
City		0	160	0	0	0	0	0	0	0	0	160
<i>Project Type Total by Source of Funds</i>												
City		0	2,251	0	0	0	0	0	0	0	0	2,251
<i>Project Type Total</i>												
All Funds		0	2,251	0	0	0	0	0	0	0	0	2,251

Queens Public Library

Project Type: LQ											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
Replacement Branches											
City	6,541	6,231	0	0	43	0	0	0	0	0	12,815
Private	7,573	0	0	0	0	0	0	0	0	0	7,573
Essential Reconstruction of Facilities											
City	2,011	0	450	225	109	265	678	690	450	717	5,595
Reconstruction Necessary to Maintain Facilities											
City	2,720	4,836	150	333	493	389	0	0	254	0	9,175
Support Services Improvements											
City	2,740	1,377	0	0	0	0	0	0	0	0	4,117
Project Type Total by Source of Funds											
City	14,012	12,444	600	558	645	654	678	690	704	717	31,702
Private	7,573	0	0	0	0	0	0	0	0	0	7,573
Project Type Total											
All Funds	21,585	12,444	600	558	645	654	678	690	704	717	39,275
Public Libraries Total	<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>2020</i>	<i>2021</i>	<i>Total</i>
Total by Source of Funds											
City	42,962	32,361	3,920	1,919	2,045	2,095	2,170	2,210	2,253	2,296	94,231
Federal	0	0	0	0	0	0	0	0	0	0	0
State	0	0	0	0	0	0	0	0	0	0	0
Private	7,573	0	0	0	0	0	0	0	0	0	7,573
All Funds	50,535	32,361	3,920	1,919	2,045	2,095	2,170	2,210	2,253	2,296	101,804

Department of Cultural Affairs



The Department of Cultural Affairs (DCLA) is the largest cultural funder in the nation, and works to create and expand access to public programming, provide technical assistance, build audiences, and ensure that arts and culture are central to the City’s economic vitality and quality of life. DCLA is currently investing \$318.5 million in capital support for the nonprofit cultural community to increase public service, provide greater access for the disabled, enhance exhibition or performing space, better maintain and preserve historic buildings and increase protection of botanical, zoological and fine art collections.

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

The CIG buildings under DCLA’s jurisdiction, many of which are landmarks, comprise over 9.8 million gross square feet. Currently, the agency is managing 410 capital projects at approximately 200 arts organizations that are leading the way in sustainable architecture and design excellence.

Capital Program Goals

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

Ten-Year Capital Strategy

The City’s cultural institutions have benefited from sizable levels of City capital investment. Approximately \$2.5 billion of City funds were committed from 1990 through 2010 for the reconstruction, modernization, and expansion of these facilities, in addition to \$404.2 million planned in 2011. 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 \$318.5 million allocated as follows:

	(in millions)
• Essential Reconstruction of Facilities	\$307.6
• New Technology and Equipment	6.4
• Capital Equipment	4.5
TOTAL	\$318.5

Department of Cultural Affairs

Highlights of the Ten-Year Capital Strategy include:

- Whitney Museum of American Art expansion: \$44.0 million.
- New York Aquarium: \$42.6 million for the installation of a new Shark Exhibit.
- Carnegie Hall: \$28.0 million for major renovations to the non-performance spaces.
- 122 Community Center: \$13.9 million for reconstruction.
- Louis Armstrong House in Queens: \$5.5 million for construction of a new Visitor's Center, in addition to \$5.0 million in 2011.
- National Jazz Museum & ImageNation Sol Cinema at Mart 125: \$9.0 million for the construction of a new museum and cinema.
- Brooklyn Botanic Garden: \$8.4 million for improvements to the café and auditorium, as well as construction of a Water Garden.
- Staten Island Zoo: \$5.7 million for the Children's Farmstead project.
- Renovation of the Billie Holiday Theatre in Brooklyn: \$2.0 million.
- Mind Builders Creative Arts Center in the Bronx: \$1.5 million for completion of renovations, in addition to \$2.3 million in 2011.

Department of Cultural Affairs

Project Type: PV											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
Capital Equipment											
City	2,012	0	0	1,177	0	0	1,300	0	0	0	4,489
Essential Reconstruction of Facilities											
City	139,802	82,428	18,448	11,555	8,585	18,117	16,719	6,230	375	0	302,259
State	144	0	0	0	0	0	0	0	0	0	144
Private	5,230	0	0	0	0	0	0	0	0	0	5,230
New Technology and Construction											
City	1,806	0	0	0	0	304	4,312	0	0	0	6,422
Project Type Total by Source of Funds											
City	143,620	82,428	18,448	12,732	8,585	18,421	22,331	6,230	375	0	313,170
State	144	0	0	0	0	0	0	0	0	0	144
Private	5,230	0	0	0	0	0	0	0	0	0	5,230
Project Type Total											
All Funds	148,994	82,428	18,448	12,732	8,585	18,421	22,331	6,230	375	0	318,544

Department of Parks & Recreation

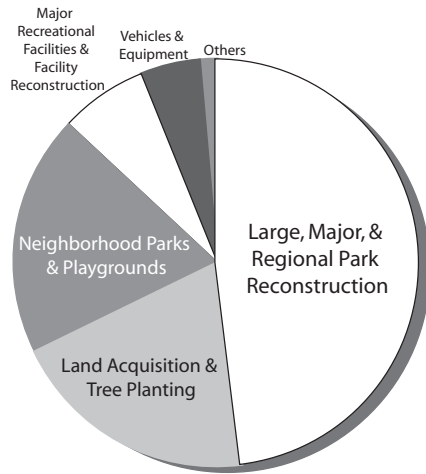
The Department of Parks and Recreation (DPR) is the steward of more than 29,000 acres of land, including more than 5,000 individual properties ranging from Coney Island and Central Park to community gardens and Greenstreets. The Department maintains and operates more than 800 athletic fields, more than 1,000 playgrounds, 550 tennis courts, 66 public pools, 48 recreational facilities, 17 nature centers, 14 miles of beaches, and 13 golf courses. The Department is also responsible for 1,200 monuments and 23 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 and world-class sports and cultural events.

The Ten-Year Capital Strategy provides \$1.1 billion for capital construction and reconstruction projects.

Capital Program Goals

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

Department of Parks & Recreation



Ten-Year Capital Strategy

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

	(in millions)
• Large, Major, and Regional Park Reconstruction	\$539.4
• Land Acquisition and Tree Planting	219.8
• Neighborhood Parks and Playgrounds	215.2
• Major Recreational Facilities and Facility Reconstruction	77.0
• Vehicles and Equipment	52.9
• Beaches and Boardwalks	10.3
• Zoos	3.9
TOTAL	\$1,118.5

Large, Major, and Regional Park Reconstruction

The Ten-Year Capital Strategy provides \$539.4 million for work at numerous sites, citywide. This includes \$107.5 million for PlaNYC 2030 Regional Parks projects, \$50.1 million for the development of Greenpoint/Williamsburg in Brooklyn, \$39.2 million for the rehabilitation of pedestrian bridges, \$36.4 million for the construction of a park at the former Fresh Kills landfill in Staten Island, \$22.4 million for citywide requirements contracts, \$2.5 million for reconstruction of soccer fields in Flushing Meadows Corona Park in Queens, \$12.0 million for Ferry Point Park in the Bronx, and \$7.9 million for the reconstruction of lake landscapes and facilities at Central Park in Manhattan.

Neighborhood Parks and Playgrounds

The Ten-Year Capital Strategy provides funding of \$215.2 million for the reconstruction of neighborhood parks and playgrounds. Within this allocation, \$70.9 million is directed toward requirements contracts for the reconstruction and replacement of safety surfaces and play equipment. In addition, \$7.7 million is provided for PlaNYC 2030 Regional Parks projects, \$6.5 million for PlaNYC 2030 Schoolyards to Playground projects, \$5.6 million for the renovation of Gravesend Park in Brooklyn, \$5.5 million for the creation of neighborhood Parks and Playgrounds in the Greenpoint/Williamsburg area of Brooklyn, \$4.7 million for Melrose Commons in the Bronx, \$4.3 million for the Battery Park Playground in Manhattan, \$2.2 million for the renovation of the locker rooms and bathhouse at John Jay Park and Playground in Manhattan, and \$2.0 million for the Colonel David Marcus Playground in Brooklyn.

Department of Parks & Recreation

Major Recreational Facilities and Facility Reconstruction

The Ten-Year Capital Strategy provides \$77.0 million for the rehabilitation of specialized and youth-oriented major recreational facilities, such as indoor recreation centers, pools, tennis courts, and playing fields. This includes \$14.5 million for citywide boiler reconstruction projects, \$13.0 million for citywide buildings requirements contracts, and \$15.6 million for citywide roofing reconstruction projects.

Beaches and Boardwalks

The Ten-Year Capital Strategy includes \$10.3 million for continued reconstruction of boardwalks and beaches Citywide. In addition, there is funding of \$7.1 million in 2011 for reconstruction of boardwalks and beaches, at such locations as Coney Island beach in Brooklyn, and Rockaway Beach in Queens.

Zoos

The Ten-Year Capital Strategy includes \$3.9 million for rehabilitation and exhibit expansion of the zoo system. This allocation is entirely for infrastructure rehabilitation at the Central Park Zoo, the Prospect Park Zoo and the Queens Zoo.

Vehicles and Equipment

The Ten-Year Capital Strategy includes \$52.9 million to support infrastructure improvements and equipment purchases. This allocation includes \$39.0 million for the replacement of vehicles and \$13.1 million for improvements to computer and communications systems.

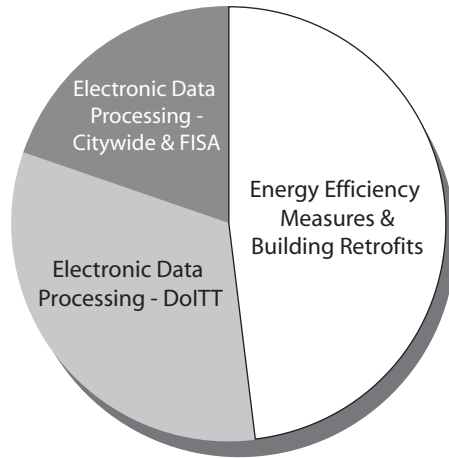
Land Acquisition and Tree Planting

The Ten-Year Capital Strategy provides \$219.8 million for the acquisition of new parkland and tree planting. Of this allocation, \$211.4 million is directed toward tree planting and the Greenstreets program, which contributes visibly to an improved quality of life, helping to stabilize neighborhoods at a relatively low cost. This includes \$135.4 million provided as part of PlaNYC 2030. Acquisitions will include the Lemon Creek Park in Staten Island for \$6.0 million, the Socrates Sculpture Park land addition in Queens for \$2.0 million and the South Shore Ferry site in Staten Island for \$0.5 million.

Department of Parks & Recreation

Project Type: P											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Beaches and Boardwalks</i>											
City	1,396	1,245	1,000	1,000	1,000	1,000	1,000	1,000	815	831	10,287
<i>Land Acquisition and Tree Planting</i>											
City	20,700	46,351	27,895	25,041	30,549	27,895	20,000	8,000	6,645	6,645	219,721
State	100	0	0	0	0	0	0	0	0	0	100
<i>Major Recreational Facilities</i>											
City	35,670	6,757	4,550	4,550	4,550	4,606	3,706	3,706	3,930	4,004	76,029
State	800	0	0	0	0	0	0	0	0	0	800
Private	40	40	40	40	0	0	0	0	0	0	160
<i>Neighborhood Parks and Playgrounds</i>											
City	102,964	37,719	8,500	10,565	11,000	9,266	756	0	1,817	7,891	190,478
Federal	15,935	0	0	0	0	0	0	0	0	0	15,935
State	2,505	0	0	0	0	0	0	0	0	0	2,505
Private	6,267	0	0	0	0	0	0	0	0	0	6,267
<i>Vehicles, Equipment and Facility Reconstruction</i>											
City	6,493	5,628	5,200	5,200	5,200	5,200	6,200	5,200	4,239	4,320	52,880
<i>Large, Major and Regional Park Reconstruction</i>											
City	219,886	144,070	23,372	69,680	12,250	7,519	2,250	2,250	1,834	1,869	484,980
Federal	29,192	0	0	0	0	0	0	0	0	0	29,192
State	681	0	0	0	0	0	0	0	0	0	681
Private	24,598	0	0	0	0	0	0	0	0	0	24,598
<i>Zoos</i>											
City	275	500	500	500	500	500	300	0	408	416	3,899
<i>Project Type Total by Source of Funds</i>											
City	387,384	242,270	71,017	116,536	65,049	55,986	34,212	20,156	19,688	25,976	1,038,274
Federal	45,127	0	0	0	0	0	0	0	0	0	45,127
State	4,086	0	0	0	0	0	0	0	0	0	4,086
Private	30,905	40	40	40	0	0	0	0	0	0	31,025
<i>Project Type Total</i>											
All Funds	467,502	242,310	71,057	116,576	65,049	55,986	34,212	20,156	19,688	25,976	1,118,512

Citywide Equipment



Electronic Data Processing

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

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

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

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

Capital Program Goals

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

Ten-Year Capital Strategy

(in millions)

• Energy Efficiency Measures & Building Retrofits	\$704.0
• Electronic Data Processing - DoITT	468.0
• Electronic Data Processing - Citywide & FISA	287.1
TOTAL	\$1,459.1

911/Emergency Communications Transformation Project

The Ten-Year Capital Strategy provides \$587.5 million, including \$253.8 million in 2011, to update and integrate the City's computer aided dispatch facilities, software, and equipment.

Energy Efficiency and Sustainability

The Ten-Year Capital Strategy includes \$672.8 million for energy efficiency projects.

Citywide Equipment

Project Type: DP		<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Electronic Data Processing Equipment for DoITT, Citynet</i>												
City		235,451	229,725	2,800	0	0	0	0	0	0	0	467,976
<i>Project Type Total by Source of Funds</i>												
City		235,451	229,725	2,800	0	0	0	0	0	0	0	467,976
<i>Project Type Total</i>												
All Funds		235,451	229,725	2,800	0	0	0	0	0	0	0	467,976

Citywide Equipment

Project Type: PU											
	<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>2020</i>	<i>2021</i>	<i>Total</i>
<i>Building Construction, Reconstruction or Retrofit</i>											
City	26,875	0	0	0	0	0	0	0	0	0	26,875
Federal	2,929	0	0	0	0	0	0	0	0	0	2,929
<i>Electronic Data Processing Equipment - FISA</i>											
City	24,550	15,700	5,700	0	0	0	0	0	0	0	45,950
<i>Electronic Data Processing Equipment - City-Wide</i>											
City	119,194	111,956	10,000	0	0	0	0	0	0	0	241,150
<i>Miscellaneous Energy Efficiency and Sustainability</i>											
City	69,234	74,040	79,140	63,840	63,840	63,840	63,840	63,840	65,053	66,289	672,956
<i>Vehicle Purchase or Retrofit</i>											
City	1,246	0	0	0	0	0	0	0	0	0	1,246
<i>Project Type Total by Source of Funds</i>											
City	241,099	201,696	94,840	63,840	63,840	63,840	63,840	63,840	65,053	66,289	988,177
Federal	2,929	0	0	0	0	0	0	0	0	0	2,929
<i>Project Type Total</i>											
All Funds	244,028	201,696	94,840	63,840	63,840	63,840	63,840	63,840	65,053	66,289	991,106
<i>Citywide Equipment Total</i>											
<i>Total by Source of Funds</i>											
City	476,550	431,421	97,640	63,840	63,840	63,840	63,840	63,840	65,053	66,289	1,456,153
Federal	2,929	0	0	0	0	0	0	0	0	0	2,929
State	0	0	0	0	0	0	0	0	0	0	0
Private	0	0	0	0	0	0	0	0	0	0	0
All Funds	479,479	431,421	97,640	63,840	63,840	63,840	63,840	63,840	65,053	66,289	1,459,082

Citywide Summary

Project Type: CW

2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 Total

Citywide Total by Source of Funds

City	7,797,317	5,751,497	4,664,411	3,452,529	3,186,102	3,089,066	3,019,526	2,982,923	3,130,617	3,011,017	40,085,005
Federal	853,795	461,352	253,637	246,227	201,966	277,254	88,461	78,147	158,292	356,552	2,975,683
State	1,446,659	897,396	1,135,471	843,444	855,293	901,383	913,199	948,462	1,296,898	1,337,833	10,576,038
Private	293,865	4,543	44,003	4,540	92,352	4,500	4,500	4,500	4,500	4,500	461,803

All Funds	10,391,636	7,114,788	6,097,522	4,546,740	4,335,713	4,272,203	4,025,686	4,014,032	4,590,307	4,709,902	54,098,529
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