



# TEN-YEAR CAPITAL STRATEGY

## FISCAL YEARS 2006 – 2015

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, 2005



**Cover Image:** *City?* 2004, Julian Opie, City Hall Park, a project of the Public Art Fund. Photo Credit: Tom Powel Imaging.

Located across from the Brooklyn Bridge on the East side of City Hall, these five buildings drawn in London and New York are of variable dimension, the tallest building being 119 inches. The scale brings the individual elements above eye level and while keeping the sculpture as small as possible, aims to create the sense of being in a city. The question mark in the title of the work undermines the emphatic quality of the noun and the object. It also adds an element of anxiety. *City?* 2004, is part of the Public Art Fund's *Animals, Buildings, Cars, and People* exhibition at City Hall Park.

Julian Opie, a native of Britain, distills his sculptures from the world around him, rendering them universally recognizable forms and styles. Over the past two decades, he has often shown his work outside of the traditional museum and gallery spaces. *Animals, Buildings, Cars, and People* marks the artist's first sculpture survey in the United States, presenting several new works alongside some of his best-known pieces of recent years. This Public Art Fund exhibition features nine different series in and around City Hall Park and is made possible with the cooperation of the Mayor's Office and the Department of Education.

The Public Art Fund, a non-profit organization with support from the Department of Cultural Affairs, is one of New York's leading presenters of art in public spaces. For more information on the Public Art Fund, please visit [www.publicartfund.org](http://www.publicartfund.org). To see Julian Opie's *Animals, Buildings, Cars, and People*, please call 311 to schedule a tour.

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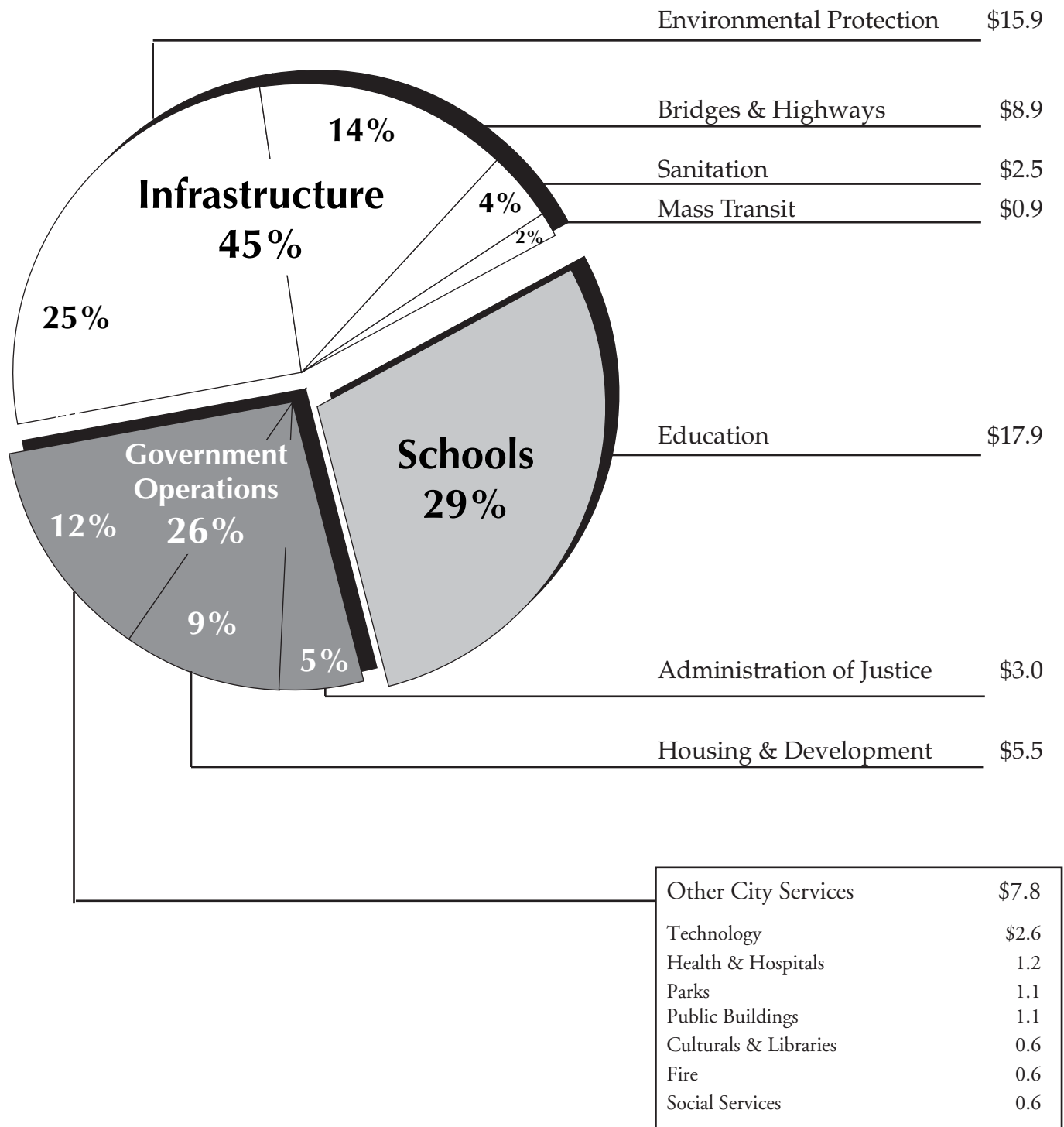
***Ten-Year  
Capital Strategy  
Summary***

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# The Ten-Year Capital Strategy 2006-2015



## Totals \$62.4 Billion in All Funds



(\$ in billions)



# Sources Financing the Ten-Year Capital Strategy 2006 - 2015

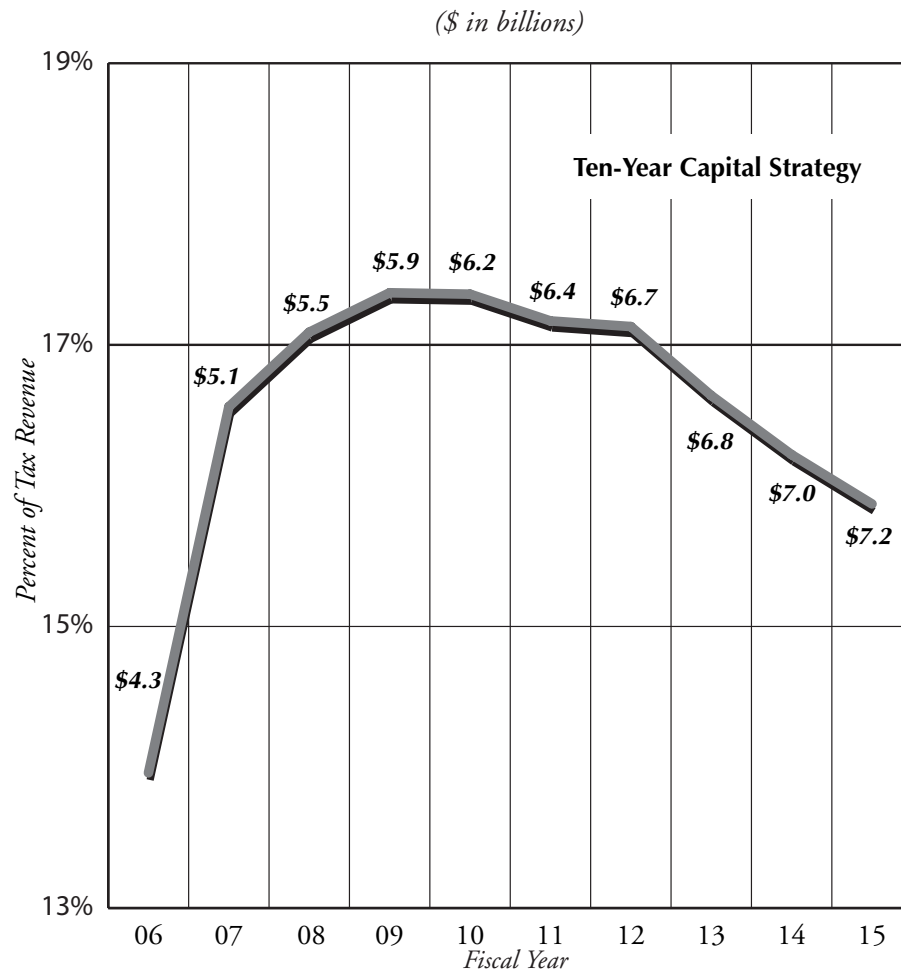
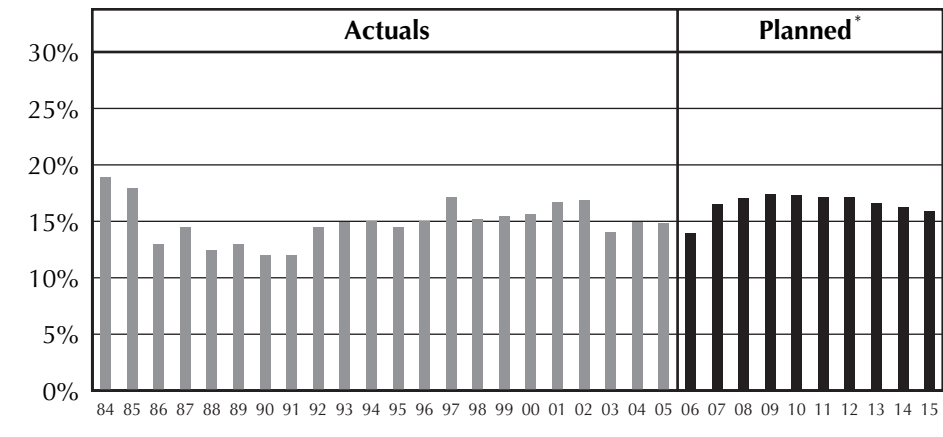
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<b>Total City Funds</b>		<b>\$53.0 Billion</b>
	General Obligation	<b><i>\$37.4 Billion</i></b>
	New York Water Authority	<b><i>\$15.6 Billion</i></b>

<b>Total Non-City Funds</b>		<b>\$9.4 Billion</b>
	Federal	<b><i>\$2.2 Billion</i></b>
	State	<b><i>\$7.2 Billion</i></b>

<b>Total Ten-Year Capital Strategy</b>		<b>\$62.4 Billion</b>
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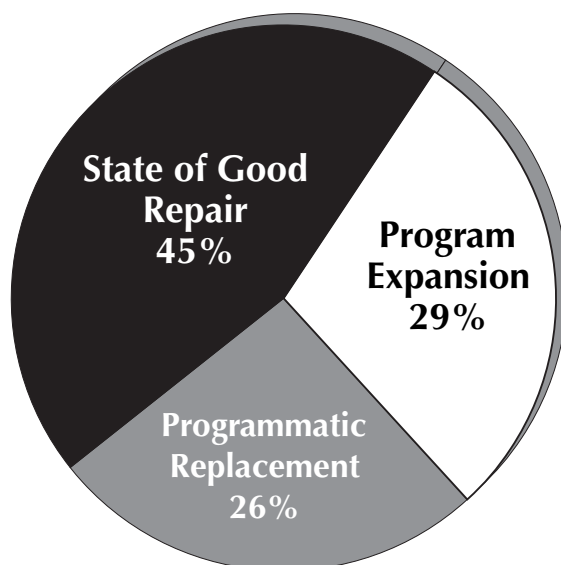
# Debt Service as a Percent of Tax Revenues



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

# Distribution of the All Funds

## Ten-Year Capital Strategy for 2006-2015



**Total Program: \$62,410**

(\$ in millions)

<b>State of Good Repair</b>	<b>\$27,910</b>	<b>Program Expansion</b>	<b>\$18,189</b>	<b>Programmatic Replacement</b>	<b>\$16,311</b>
• Reconstruction and Rehabilitation of Schools	\$12,446	• New School Construction	\$5,068	• Water Pollution Plant Component Stabilization	\$3,116
• East River and Other Bridge Reconstruction	4,862	• Assistance to Owners of Private Housing	2,008	• Citywide Computer Purchases	2,305
• Highway Reconstruction & Resurfacing	3,068	• Construction of the Kensico-NYC Water Tunnel	1,700	• Water Quality Mandates and Preservation	1,797
• Rehabilitation of Public Buildings and Systems	1,027	• Croton Filter Project	1,278	• Water Main Replacement and DAM Safety Program	1,212
• Park Reconstruction	994	• Neighborhood based and Other Housing Initiatives	1,117	• Upgrade of Water Pollution Control Plants	1,107
• Sanitation Garages and Facilities	966	• Construction of Alternate Water Sources	1,005	• Consent Decree Upgrading and Construction	1,009
• Rehabilitation of <i>In Rem</i> Housing and Other Housing Support Investment	948	• Prison Construction for Increased Capacity	911	• Purchase of Sanitation Equipment	986
• Prison Reconstruction	572	• Sewer Extensions to Accommodate New Development	891	• Police Facilities, Vehicles and Equipment	725
• Replacement of Failing Sewer Components	503	• Commercial and Industrial Development	785	• Transit System Rehabilitation	723
• Rehabilitation of Hospitals and Health Facilities	493	• Solid Waste Management	570	• Major Renovation and Reconstruction of Hospitals	472
• Rehabilitation of Libraries and Cultural Institutions	366	• Water Main Construction	548	• Reconstruction and Renovation of Court Facilities	405
• Fire House Renovations	186	• Construction of the Third Water Tunnel	479	• Replacement of Fire Department Vehicles and Equipment	329
• Reconstruction and Rehabilitation of CUNY Facilities	159	• Waterfront and Port Development	338	• Sewer and Water Main Utility Relocation	290
• Landfill Remediation	112	• Shelters for Homeless Individuals and Families	255	• Emergency Medical Equipment	228
• Other	1,208	• Improvements to Museums, Zoos and Other Cultural Institutions	224	• Reconstruction of Ferry Boats and Terminal Facilities	172
		• Construction of Court Facilities	177	• Construction of Prison Support Spaces	138
		• Other	835	• Other	1,297

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

( \$ in 000's)

	FY06-09		FY06-15	
	City Funds	All Funds	City Funds	All Funds
Education	\$ 3,942,810	\$ 10,506,206	\$ 11,007,551	\$ 17,570,947
Water Pollution Control	2,670,022	2,770,022	6,009,761	6,159,761
Bridges	1,823,164	2,418,792	3,679,277	4,862,650
Water Mains	2,998,461	2,998,461	4,118,432	4,118,432
Housing	1,148,047	1,615,133	3,463,794	3,930,880
Water Supply	399,129	399,129	3,218,728	3,218,728
Highways	1,280,186	1,417,420	2,928,944	3,068,428
Technology	2,476,215	2,551,215	2,481,215	2,556,215
Sanitation	1,232,357	1,232,357	2,521,233	2,521,233
<b>Subtotal-Major Agency Programs</b>	<b>\$ 17,970,391</b>	<b>\$ 25,908,735</b>	<b>\$ 39,428,935</b>	<b>\$ 48,007,274</b>
Corrections	\$ 741,792	\$ 745,542	\$ 1,616,846	\$ 1,620,596
Sewers	657,807	657,831	1,540,351	1,540,375
Economic Development	1,202,371	1,229,111	1,441,059	1,467,799
Public Buildings	408,488	412,319	1,081,290	1,085,121
Parks and Recreation	704,211	755,570	1,032,244	1,083,603
Hospitals	857,407	857,407	951,264	951,264
Transit	288,165	474,182	743,468	929,485
DEP Equipment	371,216	469,489	707,610	805,883
Police	368,427	368,427	725,022	725,022
Traffic	227,916	373,487	434,047	684,018
Courts	450,550	451,190	581,408	582,048
Fire	285,661	299,546	545,465	559,350
Cultural Affairs	321,736	330,980	471,387	480,631
CUNY	275,448	287,530	311,938	352,055
Homeless Services	128,228	128,228	273,413	273,413
Health	153,614	153,614	241,491	241,491
Human Resources	52,306	80,313	124,078	183,020
Ferries	100,933	118,633	157,033	174,733
Admin for Children's Services	57,817	63,666	139,368	153,522
Housing Authority	68,681	68,681	142,396	142,396
Transportation Equipment	61,578	73,070	87,929	99,421
Real Estate	18,461	18,461	52,732	52,732
NY Branch Libraries	41,233	41,233	49,390	49,390
Brooklyn Libraries	34,228	38,228	40,458	44,458
Queens Libraries	35,649	35,649	42,185	42,185
Aging	17,286	17,286	34,944	34,944
Juvenile Justice	11,557	11,557	20,793	20,793
Franchise Transportation	1,506	13,265	1,506	13,265
NY Research Library	9,762	9,762	9,762	9,762
<b>Total</b>	<b>\$ 25,924,425</b>	<b>\$ 34,492,992</b>	<b>\$ 53,029,812</b>	<b>\$ 62,410,049</b>



# Ten-Year Capital Strategy

## Fiscal Years 2006-2015

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

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# Capital Strategy Framework

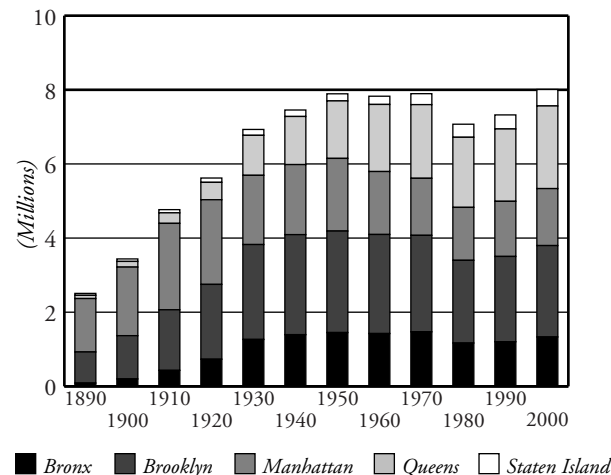
More than three years after the tragic events of September 11th, New York City has surmounted enormous challenges in its economic recovery. The City has emerged from economic recession and fiscal austerity while maintaining and modernizing its capital infrastructure. New York City's Ten-Year Capital 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 strategy 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.

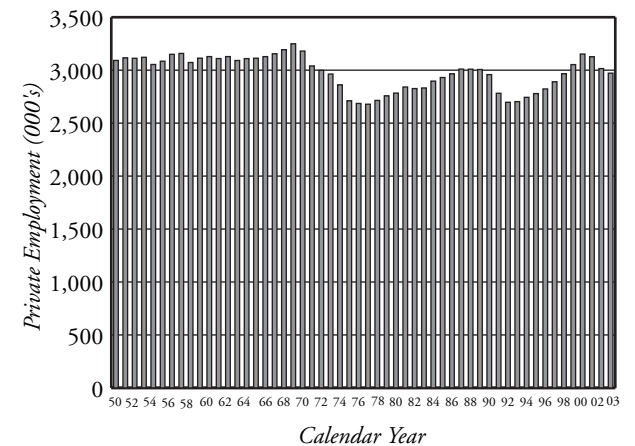
## A Mature City

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 Census Bureau to be 8,115,000 as of July 1, 2003. Similarly, the number of private-sector jobs in the City has finally surpassed its 1969 peak. (Chart 2 shows wage and salary employment from 1950 to 2003, fluctuating in a range). In 2004, New York City's average private sector wage and salary employment was about 3 million, or about 250,000 below the 1969 peak of 3,250,700. However, self-employment has increased dramatically in this period, from 338,501 in 1969 to 656,414 in 2002. This increase of almost 318,000 in self-employment placed the total number of people working in the City above the 1969 level.

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



**Chart 2**  
Private Employment  
New York City: 1950 to 2003



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

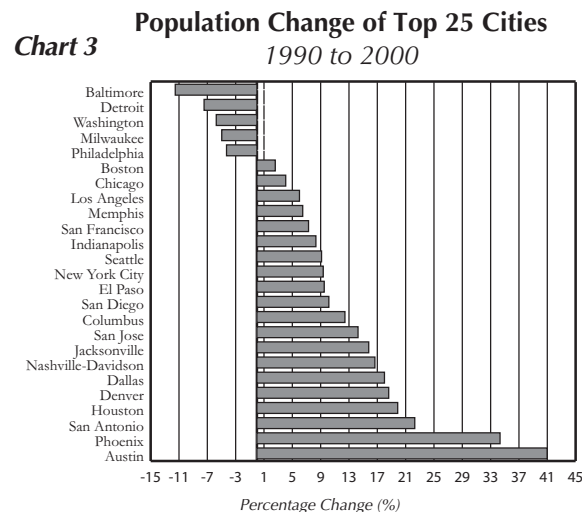
## Capital Strategy Framework

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

New York City's population density, about 25,000 people per square mile, is 50 percent higher than that of the nation's second densest major city, San Francisco, at 16,000 per square mile. New York's scale and density, though typical of other "World Cities" such as London, Tokyo, and Paris, is unique in the United States. New York City's growth is also constrained by the worldwide trend for urban land uses to become more dispersed. Throughout the world, even as the number of "mega-cities" (metropolitan population over 5 million) increases, average densities in these cities are

decreasing, with most population growth occurring on the suburban fringes. In dense areas, the cost of new housing and workplaces is inflated by the scarcity of land, the need to purchase and replace existing buildings, and the need to build surrounded by an active city. Lower costs generally drive development to the periphery, if the availability of infrastructure permits. 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 & STF3 & 2000 Census DP1, DP-2, DP-3, & DP-4 Profiles  
Population Division - New York City Department of City Planning (June 2002)

## Capital Strategy Framework

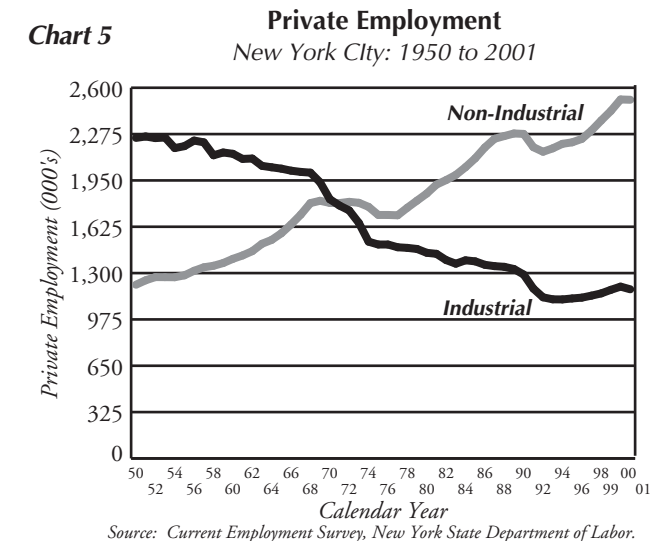
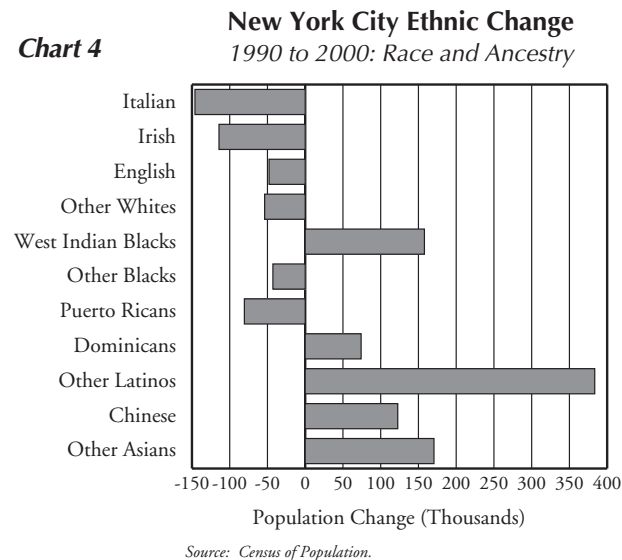
### Structural Change

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

Without the arrival of 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

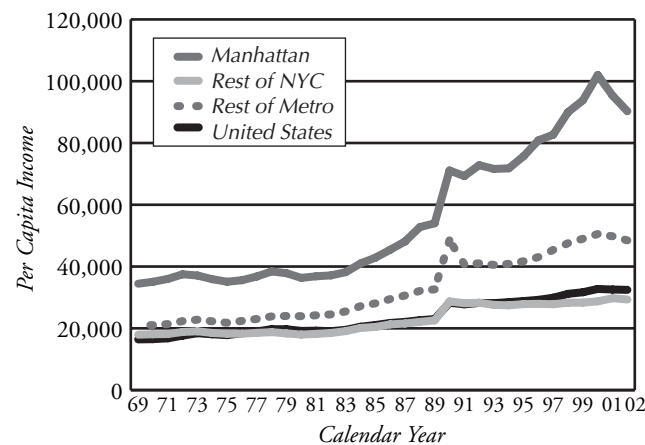
New York City residents, like those elsewhere, are more affluent and educated than in the past. (Chart 6 shows Per Capita Income). In 2002, New York City's Per Capita Personal Income (adjusted for inflation) was \$41,077, Manhattan's alone was \$90,277 and the National Per Capita Income was \$32,452. The median household income for New York City was \$38,909 and \$38,293 in 1989 and 1999.

For the most part, however, a high level of new development and redevelopment is necessary to accommodate a better quality of life. As residents become wealthier and businesses become more productive, they come to expect housing units, places of business, 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

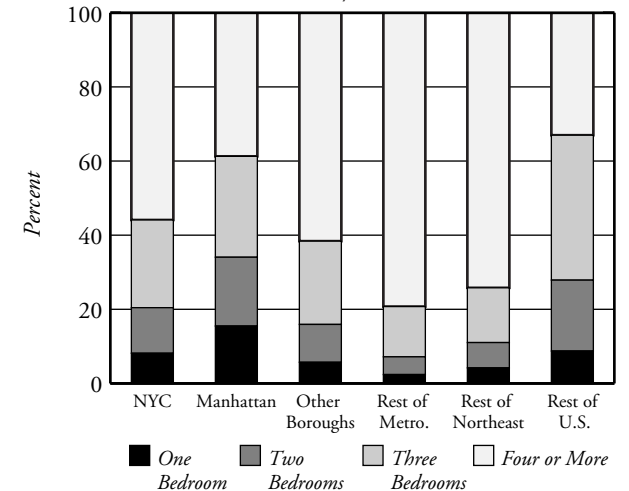
Manhattan office employee rose from 150 in 1960 to an estimated 250 today. However, this qualitative growth remains incomplete, and even as New York City gains, the rest of the nation continues to push ahead. In contrast to ten years before, when New Yorkers seemed to have a disproportionate number of 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).

**Chart 6** Per Capita Income  
1969 to 2002 Adjusted for 2004 Inflation



Source: Bureau of Economic Analysis.

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



Source: Census of Population.

## Capital Strategy Framework

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### **Qualitative Growth and Public Infrastructure**

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

## Financing Program

The City's financing program projects approximately \$30.8 billion of long-term borrowing for the period 2005 through 2009 to support the City's current capital program. Unless bonding capacity of the New York City Transitional Finance Authority (TFA) is increased, all but a very small

portion of this financing will be implemented through General Obligation (GO) bonds of the City and bonds of the New York City Municipal Water Finance Authority (NYW or the Authority).

### 2005–2009 Financing Program

(\$ in millions)

	2005	2006	2007	2008	2009	Total
City General Obligation Bonds	\$3,880	\$4,200	\$4,660	\$4,880	\$4,520	\$22,140
TFA (1)	0	0	0	0	0	0
TSASC (2)	49	0	0	0	0	49
Water Authority Bonds(3)	1,746	1,687	1,675	1,746	1,713	8,567
Conduit Debt	37	0	0	0	0	37
Total	\$5,712	\$5,887	\$6,335	\$6,626	\$6,233	\$30,793

(1) TFA Bonds would be increased and GO Bonds would be decreased by an amount up to half to the total GO Bond amount shown above if the TFA's statutory bonding cap were increased.

(2) Projected loan drawdown from the US Department of Transportation pursuant to the Transportation Infrastructure Financing and Innovation Act.

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

The following three tables show projected statistical information on debt issued by the financing entities described above.

### 2005–2009 Debt Outstanding

(\$ in millions at year end)

	2005	2006	2007	2008	2009
City General Obligation Bonds	\$33,745	\$36,684	\$39,610	\$42,673	\$45,253
Transitional Finance Authority	12,684	12,343	11,975	11,561	11,129
TSASC	1,284	1,269	1,252	1,235	1,208
Conduit Debt	2,766	2,711	2,589	2,458	2,327
Total Debt Outstanding	\$50,479	\$53,008	\$55,426	\$57,926	\$59,919
Water Finance Authority	\$14,209	\$15,707	\$17,179	\$18,684	\$20,126

## Financing Program

### 2005–2009 Annual Debt Service Costs

(\$ in millions, before prepayment)

	2005	2006	2007	2008	2009
City General Obligation Bonds*	\$2,977	\$3,057	\$3,806	\$4,116	\$4,482
TFA	909	947	954	983	988
TSASC	91	92	92	99	100
MAC	128	10	10	10	0
Conduit Debt	192	310	354	402	398
Total Debt Service	\$4,297	\$4,416	\$5,217	\$5,609	\$5,968
Water Finance Authority	\$719	\$883	\$996	\$1,139	\$1,271

\* Includes interest on short-term obligation (RANs) projected to be issued in 2006 through 2009.

### 2005–2009 Debt Burden

	2005	2006	2007	2008	2009
Total Debt Service (NYC GO, Lease, MAC & TFA) as % of:					
a. Total Revenue*	8.0%	8.7%	10.4%	10.9%	11.2%
b. Total Taxes**	14.3%	14.3%	16.9%	17.4%	17.7%
c. Total NYC Personal Income	1.3%	1.2%	1.4%	1.4%	1.4%
Total Debt Outstanding (NYC GO, Lease, MAC & TFA) as % of:					
a. Total NYC Personal Income	14.8%	14.7%	14.7%	14.8%	14.5%

\* Total revenue includes amounts required to pay TFA debt service and operating expenses.

\*\* Total tax includes amounts required to pay TFA debt service and operating expenses.

## Financing Program

TFA has reached its statutory bonding capacity of \$11.5 billion (excluding refunding bonds and bonds to pay costs related to the September 11th terrorist attacks (Recovery Bonds)). TFA has been a cost-effective source of financing for the City over the past eight years. It has been an important source of diversification as a financing vehicle in the marketplace as well. The City may seek legislative approval to increase TFA's borrowing cap. If the TFA cap is not increased, the City will issue approximately \$22.1 billion of GO bonds during the plan period, which will equal 72 percent of the total program. If the TFA cap is lifted, up to half of what otherwise would be issued in the form of GO bonds would be issued by the TFA instead. This would significantly reduce the financing cost for the remaining

\$11 billion of GO bonds still required. NYW's annual bonding amount, excluding refundings, will average approximately \$1.7 billion. The aggregate NYW financing during the plan period will account for approximately 28 percent of the total financing program.

### New York City General Obligation Bonds

Since July 1, 2004, the City has implemented \$2.6 billion refundings and \$3.2 billion new money financings, totaling \$5.8 billion. The dates, principal amounts, and the true interest costs ("TIC") (with tax-exempt and taxable TICs blended) of these issues are as follows:

### NYC GO Issuances

(\$ in millions)

<i>Series</i>	<i>New\$ / Refunding</i>	<i>Issue Date</i>	<i>TaxExempt Amount</i>	<i>Taxable Amount</i>	<i>TIC</i>	<i>Total Par Amount</i>
2005AB	R	7/29/2004	\$551	\$36	\$4.070%	\$587
2005C	N	8/18/2004	650	80	4.968% *	730
2005D	N	11/10/2004	550	100	4.729%	650
2005EF	R	11/10/2004	612	0	4.318%	612
2005G	N	12/21/2004	550	0	4.533%	550
2005HI	R	12/21/2004	598	0	4.136%	598
2005J	N	3/3/2005	600	50	4.475%	650
2005KL	R	3/3/2005	351	242	4.068%	593
2005M	N	4/28/2005	650	0	4.691%	650
2005N	R	4/28/2005	207	0	4.407%	207
Total			\$5,319	\$508		\$5,827

\*The tax-exempt portion of the Series 2005C transaction consists of floating-rate bonds.



## Financing Program

The five refunding transactions the City has completed to date in 2005, totaling \$2.6 billion in aggregate principal amount, generated \$112 million of debt service savings in 2006 and 2007. The present value savings from the refundings were in excess of \$113 million. The Fiscal 2005 Series A, B, K, and L refunding issues included CPI bonds which bear interest indexed to changes in the Consumer Price Index. The City entered into swaps whereby the City pays a fixed rate and receives a floating rate which matches the interest due on the CPI bonds. The net effect results in the City paying a fixed rate. The four refunding transactions utilized federal legislation permitting an additional advance refunding for certain GO bonds, bringing the total amount of GO bonds and NYW bonds which have been advance refunded under this legislation to \$3.7 billion. The City used the remaining \$800 million of second advance refunding capacity on the Sales Tax Asset Receivable Corporation (STAR) issue in November 2004.

All of the \$508 million of taxable financing during the current fiscal year have been issued through competitive bidding. The City's taxable bonds are generally amortized in 12 years or less so that the higher cost taxable debt is paid off sooner than the longer-term lower cost tax exempt debt. During the last nine months, the City's taxable bonds with maturities ranging between two and five years were priced approximately 35 to 63 basis points higher than those of the US Treasury bonds for comparable maturities. For maturities between five and thirteen years, the spreads increased to 68 to 71 basis points.

In addition to the financings described above, the City plans to issue \$650 million of GO bonds for capital purposes in the remainder of 2005 and \$4.2 billion, \$4.66 billion, \$4.88 billion and \$4.52 billion in 2006, 2007, 2008 and 2009, respectively.

On April 4, 2005, Moody's Investors Service upgraded the City from A2 to A1. In discussing the upgrade, Moody's explained that the "rating upgrade is based upon the City's

recovery from one of the most serious fiscal crises in decades resulting [from] having made difficult budgetary and fiscal policy decisions. The City has also benefited [from a] recovering economic and revenue base. The rating also reflects the strength of the City's fiscal management of a volatile underlying City economy subject to business cycles and external shocks." Moody's cited the City's management controls, conservative budgeting, and spending restraint among the City's credit strengths.

Currently the debt service for the City and its related financing entities (TFA, TSASC, MAC and conduit debt, excluding the effect of pre-payments, and excluding debt service supported by rental revenues from NYW) is 8 percent of the City's total budgeted revenues in 2005. That ratio will rise to 11 percent in 2009. As a percentage of tax revenues, the debt service ratio is 14.3 percent in 2005 and is projected to increase to 17.7 percent in 2009.

During 2005, short-term interest costs relating to the floating rate debt (including synthetic floating-rate debt, auction-rate bonds and variable-rate demand bonds) issued by the City have been 1.50 percent on average for tax-exempt and 2.02 percent for taxable GO floating rate debt. This floating rate debt has traded on average at rates that are at least 400 basis points lower than those for the City's fixed-rate debt, resulted in an annual savings of over \$208 million.

In 2005, the City did not require a note issuance to satisfy cashflow needs. The Financial Plan reflects the issuance of \$1.5 billion of notes in 2006 and \$2.4 billion in each year thereafter.

### Variable Rate Debt

As discussed above, variable rate demand bonds have been a reliable source of cost savings in the financing of the City's capital program. In considering the proportion of the City's financing program 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

## Financing Program

separately for such purposes. Included would be not only City GO, TFA and TSASC bonds but also conduit and MAC debt. The TFA bonds are supported by liquidity facilities while the City general obligation and lease appropriation bonds are supported by bank letters of credit or by bond insurance and liquidity facilities.

### Swaps

The City has entered into various interest rate exchange agreements (swaps and swaptions) in the last 30 months, taking on various risks similar to those of variable rate bonds. The total notional amount of swaps outstanding as of March 31, 2005 was \$3.0 billion, on which the termination value was negative \$44 million. This is the theoretical amount which the City would pay to the swap counterparty if all of the swaps terminated under market conditions as of March 31, 2005. However, most of the swaps entered into by the City have sufficient liquidity such that there should be little or no cost to enter into replacement swaps.

During the last 12 months, the City has entered into five derivative transactions with various counterparties. The City entered into Muni-CPI swaps with Morgan Stanley and Bear Stearns. Under this swap the City pays a fixed rate in exchange for a floating rate which corresponds to the floating rate on the CPI bonds issued by the City. The City also entered into two swaptions, one with Bear Stearns and the other with Lehman Brothers. Under each swaption, the City has sold the counterparty the right to exercise an option to enter into an interest rate exchange agreement with the City on some future dates in exchange for an approximately \$10 million upfront payment. If both options are exercised, the City will pay the counterparties floating-rate interest payments based on BMA on the \$350 million notional amount in exchange for fixed-rate interest payments on the same amount. In addition to the upfront benefit of \$10 million to the City, the swaptions, if exercised, would create

additional floating-rate exposure for the City at an all-in cost below that of the City's variable rate bonds. Since the options are not exercisable until August 1, 2007, the bonds associated with the swaptions are not counted as floating-rate debt for purposes of the table below. Finally, the City entered into a basis swap with Bear Stearns, under which the City pays the BMA average on the notional amount of \$500 million in exchange for a percentage of the 1-Month LIBOR which steps up as LIBOR increases. On September 15, 2005, the City will receive an upfront premium in connection with that basis swap of \$20.585 million.

The following table shows the City's and its related issuers' floating rate exposure. Floating rate exposure is of interest because certain events can cause unexpected increased costs. Those events include rising interest rates, a change in the tax code, and the deterioration of the City's credit. By contrast, the cost of outstanding fixed rate debt does not increase if any of the previously mentioned events takes place. Overall, floating rate exposure benefits the City because it reduces the cost of financing. In short, interest costs on short term debt are lower than long term debt. The City has assumed floating rate exposure using a variety of instruments. Those include tax exempt floating rate debt, taxable floating rate debt, synthetic floating rate debt through total return swaps, and basis swaps, and certain types of synthetic fixed rate debt. The basis swaps and certain synthetic fixed rate debt could result in increased costs to the City based on changes in the relationship between BMA and LIBOR, which could be caused by changes in the tax code. These instruments are largely insensitive to changes in interest rates and changes in the City's credit. Given that these instruments provide only limited floating rate exposure, they are scored at less than the full amount of par or notional amount. The differences in taxable and tax exempt swap curves imply the amount of risk and benefit each component of floating rate exposure contributes to the total. In

## Financing Program

addition, the differential between the percentage of LIBOR received on a swap and what percentage might be paid by the City given a significant reduction in maximum marginal federal income tax rates or the elimination of the federal personal income tax, discounted by the low probability of such major tax reform occurring, also represents an implied floating rate risk. Taking all those factors into consideration, instruments that provide exposure only to changes in the relationship between BMA and LIBOR are counted at 25 percent of par or notional amount in the table below. Since the TFA cap and GO swaptions are contingent liabilities, they are not counted as floating rate exposure.

The 17.8 percent floating rate exposure, including the risk from the seven synthetic fixed rate swaps, the two basis swaps, and a “total return” swap, is even more manageable after taking into account the average \$2 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 13.9 percent of its outstanding debt. Moreover, the City budgets expenses from floating rate instruments conservatively.

### NYC Floating-Rate Exposure\*

(\$ in millions)

	<i>GO</i>	<i>TFA</i>	<i>MAC</i>	<i>Conduit</i>	<i>TSASC</i>	<i>Total</i>
Natural VRDB & Auction-Rate Bonds	\$4,002	\$2,723	\$0	\$1,178	\$0	\$7,903
Synthetic Fixed	241	0	0	0	0	241
Taxable Basis Swap	163	0	0	0	0	163
Total Return Swap	500	0	0	76	0	576
Enhanced Basis Swap	125	0	0	0	0	152
Total Floating-Rate	\$5,031	\$2,723	\$0	\$1,254	\$0	\$9,008
Total Debt Outstanding	\$33,745	\$12,684	\$0	\$2,766	\$1,284	\$50,479
% of Floating-Rate / Total Debt Outstanding						17.8%
Total Floating-Rate Less \$2 Billion Average Balance in General Fund (Floating-Rate Assets)						\$7,008
% of Net Floating Rate / Total Debt Outstanding						13.9%

\* Debt Outstanding as of the Executive Budget

## Financing Program

### New York City Related Issuers

#### 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 \$26.1 billion in General (First) and Second General Resolution bonds and subordinated special resolution crossover refunding bonds. Refunding bond issuance amounted to \$9.9 billion. Of this aggregate bond par amount, \$14.4 billion is outstanding, \$9.5 billion was refinanced with lower cost debt, \$434 million was defeased with revenues prior to maturity, and \$1.8 billion was retired with Authority revenues as it matured.

In addition to this long-term debt, NYW uses an \$800 million tax-exempt commercial paper program as a source of flexible short-term financing, including \$200 million of unenhanced extendable municipal commercial paper (EMCP) notes.

NYW continues to enjoy a strong and stable credit rating by all three rating agencies. In July 2004, Standard and Poor's Rating Services upgraded its rating on NYW's bonds to AA+ from AA, just one rating level below their highest AAA rating. The rating upgrade was the result of "... greater predictability surrounding costs and requirements of large capital projects, moderating rate increases and gradually improving coverage." Additionally, the Standard and Poor's report makes note of the affordable rates and sound management of the system. NYW's ratings from all three rating agencies continue to reflect the credit strengths resulting from the strong legal protections provided to bondholders and structural features of NYW which provide a true gross pledge of revenue to bondholders for debt payments. NYW is rated AA by Fitch and Aa2 by Moody's. Additionally, senior lien bonds issued by the New York State

Environmental Facilities Corporation (EFC) for City capital projects eligible for State Revolving Fund (SRF) money are rated in the highest rating category by Moody's (Aaa), Standard & Poor's (AAA) and Fitch (AAA). The bonds which NYW places with EFC are unrated Second Resolution bonds of NYW, and are an element of security for the EFC bonds.

To date in 2005, NYW has closed six bond transactions, the First Resolution Fiscal 2005 Series A, B, C & D bonds consisted of bond sales directly to the public. The Second General Resolution Fiscal 2005 Series 1 and Series 2 bonds were issued to EFC to secure bonds issued by EFC on behalf of NYW. Over \$2.85 billion in bonds were issued in 2005, to date, including \$1.15 billion in First Resolution advance refunding bonds, which achieved between 5.8 percent and 6.3 percent present value savings. The remaining long term bond issuance included \$1.08 billion in First Resolution bonds and \$621 million of Second General Resolution bonds issued through the EFC.

## Financing Program

The six transactions that have been closed to date are summarized in the following table. New money issuances were used to refinance commercial paper previously issued by

NYW and to pay the costs of issuance. First Resolution bond proceeds were also used to fund a debt service reserve fund.

### NYW Issuance

Series	(N)ew Money /(R)ef.	Issue Date	Par Amount	True Interest Cost (TIC)	Effective Interest Cost (EIC) (3)	Longest Maturity	Max Yield	Spread to "AAA" MMD
2005 Series A	N	5-Aug-04	\$150,000,000	5.11%	NA	2039	5.07%	16 bp
2005 Series 1 (1)	N	11-Aug-04	\$230,408,946	4.66%	2.75%	2034	5.02%	5 bp
2005 Series 2 (2)	N	30-Nov-04	\$390,624,553	4.53%	2.62%	2034	4.70% (4)	3 bp
2005 Series B	N & R	8-Dec-04	\$935,480,000	4.82%	NA	2036	4.88% (4)	20 bp
2005 Series C	R	17-Mar-05	\$582,915,000	4.74%	NA	2031	4.68%	18 bp
2005 Series D	N & R	26-Apr-05	\$559,205,000	4.83%	NA	2039	4.59% (4)	18 bp

(1) EFC Series 2004 E

(2) EFC Series 2004 F

(3) Effective cost after interest rate subsidy

(4) Yield to call



## Financing Program

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NYW is a party to two interest rate exchange agreements (swaps) with a total notional amount of \$220 million. These agreements include a \$200 million synthetic variable rate swap (fixed-to-floating rate swap) entered into on December 23, 2003 with NYW receiving a fixed interest rate of 3.567 percent in exchange for a floating rate based on the BMA Municipal Swap Index. NYW also entered into a swap on July 9, 2002, in conjunction with its sale of \$20 million of Muni-CPI bonds, which pay the holder a floating rate tied to the consumer price index. Under the swap, NYW receives a payment matching the rate paid on the bonds and pays a fixed interest rate of 4.15 percent, which is 11 basis points lower than conventional fixed rate debt at the time of issuance.

There are no projected financings for the remainder of 2005. NYW may be able to take advantage of other potential refunding opportunities during the remainder of the fiscal year should the interest rate environment be favorable. NYW also expects to defease outstanding First Resolution Bonds with revenues before the end of 2005.

During the period from 2005 to 2015, NYW expects to sell an average of approximately \$1.6 billion of new debt per year. Of this amount, NYW plans to issue a minimum of \$300 million per year through EFC, taking advantage of the 33 to 50 percent interest rate subsidy available for qualifying projects, and minimizing the overall costs of its financing program. Additionally, NYW may be able to take advantage of refunding opportunities should the interest rate environment be favorable.

### **Sales Tax Asset Receivable Corporation**

In 2003, the State Legislature passed an act requiring the Local Government Assistance Corporation (LGAC) to pay \$170 million annually to the City or its assignee. The City assigned the payments from LGAC to STAR, a local development corporation, in order to secure bonds issued by STAR. The bonds issued by STAR defeased the outstanding debt of the Municipal Assistance Corporation for the City of New York (MAC).

In November 2004, STAR sold \$1.8 billion of tax exempt fixed rate bonds and \$682 million of taxable fixed rate bonds. The tax exempt bonds all carried bond insurance and sold with spreads between 1 and 9 basis points over the MMD AAA scale. The majority of the taxable bonds carried bond insurance and sold with spreads between 35.5 and 79 basis points over US Treasury securities with comparable maturities. The end result is to relieve the City of approximately \$500 million of annual MAC debt service expense from 2004 through 2008.

### **Fiscal 2005 Escrow Securitization Corporation**

The City established the Fiscal Year 2005 Securitization Corporation (Corporation), a local development corporation, in order to facilitate a restructuring of an escrow which had defeased City General Obligation bonds. The Corporation issued \$682.425 million of taxable bonds on October 2004. The benefit to the City budget of the sale is approximately \$48 million to be realized in 2006.

## Financing Program

### **The Hudson Yards Infrastructure Corporation**

In July 2004, the Hudson Yards Infrastructure Corporation (HYIC), a not-for-profit local development corporation, was incorporated. The HYIC is expected to issue \$3 billion of bonds over the next six years to finance a major development initiative of the City in the Hudson Yards district of Manhattan, an area defined roughly as the south side of 43rd Street on the North, the east side of Eleventh Avenue on the west, the north side of West 27th Street and West 30th Street on the south, and the west side of Seventh and Eighth Avenues on the east. Proceeds from the HYIC bonds will be used for a \$2 billion extension of the Number 7 subway line west from Seventh Avenue to Tenth Avenue and then south to West 34th Street at Eleventh Avenue. Bond proceeds will also be used to construct a platform over the Eastern Rail Yards east of Eleventh Avenue between 34th Street and 35th Street, on which several office towers and facilities for a major cultural institution are expected to be constructed, and for the construction of a park and street network north of the rail yards. This will make possible the redevelopment of the Hudson Yards district including 24 million square feet of office space and 13,500 units of residential development over the next 30 years. Principal and most of the interest on the HYIC bonds will be repaid from revenues generated by this new development, notably payments-in-lieu-of-property taxes on the commercial development and various developer payments. On January 19, the same day that it passed the comprehensive rezoning of the Hudson Yards district, the City Council passed a Resolution supporting the \$3 billion in HYIC borrowing for the Hudson Yards infrastructure projects and supporting an undertaking by the City to pay interest on the HYIC bonds, to the extent not paid by the revenues of HYIC, subject to appropriation. The Resolution of the City Council also supported the use of the TFA's revenues to credit enhance no more than \$750 million of

HYIC indebtedness which will make possible the use of low-cost variable rate debt for one-fourth of the \$3 billion borrowing program of the HYIC. West of the Hudson Yards redevelopment area a concurrent expansion of the Javits Convention Center and the construction of a New York City Sports and Convention Center facility (NYCSCC) is planned. HYIC bonds will not be used for these two projects. The City's \$350 million share of the Javits Convention Center expansion is expected to be financed through the City's capital program with General Obligation bonds. The City's \$300 million share of the \$1.6 billion NYCSCC is expected to be financed by the securitization of certain existing PILOT agreements relating to prior economic development projects negotiated by the City.

### **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. In June 2000, the TFA received an additional \$4 billion of bonding capacity, increasing its overall authorization to \$11.5 billion. In addition, the State legislature in 2000 increased the TFA's variable rate bonding capacity to \$2.3 billion or 20 percent of its then authorized bonding amount.

On September 13, 2001, the TFA was given statutory authority to borrow \$2.5 billion to finance costs related to the September 11th terrorist attack on the City. Pursuant to that authority, the TFA issued approximately \$2 billion of long-term debt in the first half of fiscal year 2003. One billion dollars of Recovery Bond proceeds were used to pay recovery costs consisting of revenue losses associated with the

## Financing Program

September 11 event and the remaining \$1.03 billion of proceeds were used to retire the Recovery Notes issued in October 2001, which were used to fund other costs and revenue losses related to the attack. The TFA Recovery Bonds are subordinated to TFA senior debt and have a shorter maturity (20 years vs. 30 years for senior bonds). As of January 1, 2005, \$500 million of bonding capacity remains to pay costs related to the attack.

Since the creation of the TFA in March 1997, the TFA has sold \$11.5 billion in senior new money bonds, \$4.5 billion of BANs and \$2.4 billion of subordinate bonds. Refunding bonds, excluding bonds issued to refund BANs, amounted to \$4.0 billion. Of the \$13 billion of bonds currently outstanding, 51.4 percent will be retired by the end of 2018, with the annual amortization of about \$383 million in 2005, growing gradually to \$638 million in 2020 and then decreasing gradually to \$363 million in 2029 and \$0 in 2035.

On March 14, 2005, Standard and Poor's upgraded the TFA from AA+ to AAA. The upgrade was based "on the absence of any competing intercept following the 2004 refunding of New York City Municipal Assistance Corporation debt coupled with the resilient nature of the sales and income tax revenues supporting the bonds which have quickly recovered from successive shocks to the economy."

On April 1, 2006, the TFA closed a refunding issue consisting of \$920 million of tax exempt fixed rate debt. Of that amount, \$134 million were sold as subordinate bonds. The transaction generated \$7.6 million of debt service savings in 2006 and \$22.4 million of debt service savings in 2007. The total present value savings amounted to over \$29 million.

### Conduit Debt

In March 2005, Jay Street Development Corp. (JSDC) concluded its new money borrowing program with an issuance of approximately \$36 million of variable rate debt. Proceeds of the bonds will be used to complete construction of the criminal and family court facility located at 330 Jay Street, Brooklyn. The facility reached substantial completion in December 2004.

### TSASC, Inc.

TSASC, Inc., a special purpose corporation, was created by the City in November 1999 to issue bonds secured with the City's share of the Tobacco Settlement Revenues (TSRs) to be paid pursuant to a nationwide Master Settlement Agreement (MSA). TSASC has acquired the City's 3.4 percent share of the national total TSRs payable under the Master Settlement Agreement (MSA). After TSASC retains sufficient TSRs to pay for its debt service and operating expenses, the excess TSRs flow to the City through ownership of a residual certificate.

TSASC has issued two series of program bonds to date, totaling \$1.371 billion, including \$161 million of draws against a loan from the US Department of Transportation under the Transportation Infrastructure Finance and Innovation Act of 1998 (TIFIA). In April 2005, TSASC made its last draw against the TIFIA loan. The repayment of the loan is secured with TSASC's revenues, payable over the next 30 years on parity with other TSASC program bonds.

## Financing Program

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In May 2003, RJ Reynolds, one of the four major tobacco manufacturers, was downgraded below investment grade, triggering a Downgrade Trapping Event for TSASC. The trapping event called for retaining a fraction of the residual TSRs, equal to the ratio of the amount of the previously issued program bonds to \$2.76 billion until the aggregate trapped amount equals 25 percent of the outstanding program bonds. Since TSASC has only issued approximately 50 percent of the \$2.76 billion program bonds, 50 percent of the residual TSRs, including investment revenues, will be trapped until the trapping requirement is met. As of April 15, 2005, the trapping requirement is expected to be \$321 million or 25 percent of the \$1.28 billion of the outstanding program bonds, including \$161 million of the TIFIA loan. Without restructuring the existing TSASC program bonds, the trapping event would reduce the flow of residual TSRs to the City by approximately \$60 million, \$67 million, \$54 million and \$60 million in 2006, 2007, 2008 and 2009 respectively. In addition, no program bonds can be issued without rating confirmation unless the trapping requirement has been met.

TSASC is reviewing alternatives that would enable the trapped TSRs to be released to the City.

In April 2005, TSASC received \$214 million from the MSA. Of this and approximately \$4 million of interest earnings from the prior year, \$89 million was received for debt service and other expenses, \$64 million was held in the trapping account and \$65 million was transferred to the City.

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# **Program Detail by Agency**

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# Department of Transportation

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

Although future demands on the transportation network will depend on a host of economic, demographic, and social trends that are difficult to predict, all indicators point to increased transportation demand. Regional employment is expected to rise approximately 20% by 2025. The number of motor vehicles is expected to increase by approximately 10% regionwide. Increasing congestion on the region's highways will further exacerbate the difficulties of goods movement, as more than 93% of all goods are shipped into the City via trucks. The challenge, in the face of these trends, will be to channel as much of this rising demand into mass transit as possible, while still maintaining a viable and safe local street system. At the same time, the City must maintain its aging bridge and arterial network so that vital transportation links do not become either structurally deficient or congested, or pollution causing bottlenecks, impeding the City's economic growth.

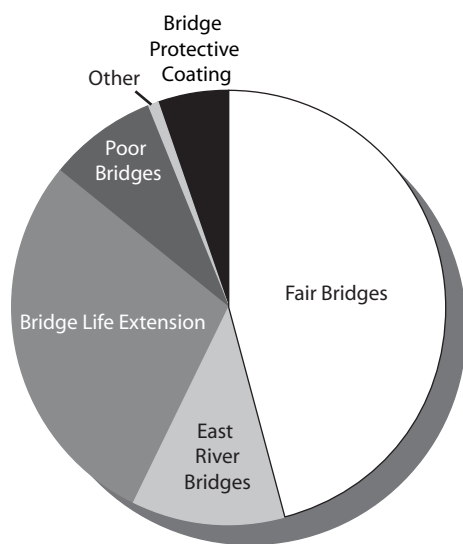
## **Capital Program Goals**

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

## **Ten-Year Capital Strategy**

The Ten-Year Capital Strategy provides approximately \$8.9 billion to the Department, with Bridges and Highways receiving the bulk of funding, totaling approximately \$7.9 billion (89%).

## Department of Transportation - Bridges



### Bridges

	(in millions)
• East River Bridges	\$543.6
• Poor Bridges	378.7
• Fair Bridges	2,241.9
• Bridge Life Extension	1,401.6
• Bridge Protective Coating	255.9
• Bridge Vehicles/Equipment	31.2
• Bridge Facilities	9.7
<b>TOTAL</b>	<b>\$4,862.6</b>

The Ten-Year Capital Strategy provides \$4.9 billion to reconstruct the four East River Bridges and 149 other bridge structures. The first four years of this Ten-Year Capital Strategy allocates \$2.42 billion to the Bridge Program, of which \$624.3 million is projected to be committed in 2006. The total commitment reflects the high priority accorded to restoring and maintaining these essential links in the City's transportation system.

**East River Bridges:** All remaining East River Bridge reconstruction contracts will be registered by the year 2011. By this time, the reconstruction of the Queensboro and Williamsburg Bridges will be complete and the reconstruction of the Manhattan and Brooklyn Bridges will be in the final stages. The final work on the four East River Bridges will be the seismic retrofit, planned for commitment in 2011. The Ten-Year Capital Strategy provides \$543.6 million for this program.

**Poor Bridges:** Five structures currently rated "poor" will be committed for reconstruction by 2008, at a total cost of \$378.7 million, including the Mill Basin Bridge over the Belt Parkway. By 2008, all bridges currently rated "poor" will either be reconstructed, committed for reconstruction, under reconstruction or demolished.

**Fair Bridges:** The Ten-Year Capital Strategy provides \$2.24 billion to reconstruct bridge structures currently rated "fair", including the Willis Avenue Bridge, the Roosevelt Avenue Bridge over the Van Wyck Expressway, and the Hamilton Avenue Bridge over the Gowanus Canal. By the year 2015, a total of 69 bridge structures currently rated "fair" will either be reconstructed or committed for reconstruction.

**Bridge Life Extension:** The Ten-Year Capital Strategy provides for rehabilitative work on various bridge structures currently rated "fair" or "good" that require an upgrade to their current condition. In addition to bridge component rehabilitation work on various bridges, a total of 74 bridge structures, all rated "fair," are slated for major rehabilitative work under this program through 2015. This includes the West 79th Street Bridge over Amtrak and the construction of a new bridge at East 153rd Street and Park Avenue. A total of \$1.40 billion will be spent on all programs in this category.

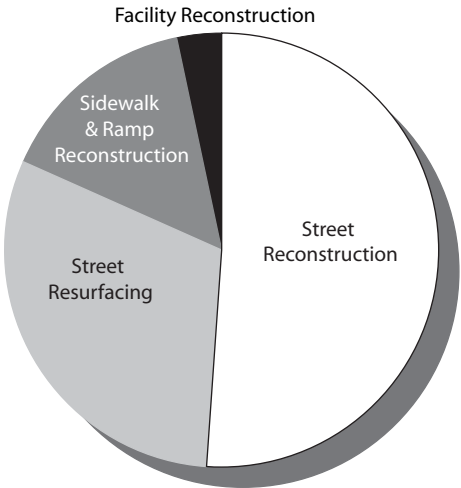
**Bridge Protective Coating:** Funding in the amount of \$255.9 million has been provided for bridge protective coating treatments excluding the painting costs for the four East River Bridges. This program includes protective coating for the bridges crossing over the Bruckner Expressway, the Brooklyn Queens Expressway, and the Long Island Expressway, among others.

**Bridge Facilities and Equipment:** \$40.9 million will be allocated for the reconstruction of bridge facilities and the purchase of equipment and vehicles for field forces.

# Department of Transportation - Bridges

Project Type: BR and HB		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<b>East River Bridges</b>												
	City	49,301	17,100	33,652	182,308	9,788	26,135	0	0	0	0	318,284
	Federal	15,000	0	0	139,518	0	60,828	0	0	0	0	215,346
	State	0	0	0	10,000	0	0	0	0	0	0	10,000
<b>Fair Bridges</b>												
	City	273,023	342,100	145,512	62,402	100,392	35,098	178,202	275,856	121,488	11,449	1,545,522
	Federal	0	154,000	92,127	29,790	98,500	0	141,768	86,827	70,643	0	673,655
	State	5,344	10,000	0	5,500	0	0	0	0	0	0	20,844
	Private	0	1,778	0	0	71	0	0	0	0	0	1,849
<b>Bridge Life Extension and Miscellaneous Work</b>												
	City	165,783	119,166	36,199	60,264	65,611	94,462	194,790	138,176	151,085	247,004	1,272,540
	Federal	0	0	0	0	3,436	10,163	20,000	0	30,509	65,000	129,108
<b>Bridge Painting</b>												
	City	9,824	26,964	12,711	9,990	37,488	24,000	28,000	33,770	45,119	28,000	255,866
<b>Poor Bridges</b>												
	City	90,579	99,533	56,000	0	0	0	0	0	0	0	246,112
	Federal	3,443	33,545	95,583	0	0	0	0	0	0	0	132,571
<b>Equipment for Bridge Maintenance</b>												
	City	10,839	7,160	6,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	30,999
<b>Bridge Facilities</b>												
	City	960	3,150	700	700	700	700	700	700	700	700	9,710
<b>Bridge Vehicles</b>												
	City	244	0	0	0	0	0	0	0	0	0	244
<b>Project Type Total by Source of Funds</b>												
	City	600,553	615,173	290,774	316,664	214,979	181,395	402,692	449,502	319,392	288,153	3,679,277
	Federal	18,443	187,545	187,710	169,308	101,936	70,991	161,768	86,827	101,152	65,000	1,150,680
	State	5,344	10,000	0	15,500	0	0	0	0	0	0	30,844
	Private	0	1,778	0	0	71	0	0	0	0	0	1,849
<b>Project Type Total All Funds</b>		624,340	814,496	478,484	501,472	316,986	252,386	564,460	536,329	420,544	353,153	4,862,650

# Department of Transportation - Highways



## Highways

	(in millions)
• Street Reconstruction	\$1,573.8
• Street Resurfacing	935.2
• Sidewalk & Ramp Reconstruction	457.8
• Facility Reconstruction	101.6
<b>TOTAL</b>	<b>\$3,068.4</b>

The Ten-Year Capital Strategy for Highways of \$3,068.4 million will provide for the rehabilitation of 2,646.4 linear miles (8,672.6 lane miles) of City streets.

**Street Reconstruction:** Total funding in the Ten-Year Capital Strategy for street reconstruction is \$1.57 billion, which provides for the reconstruction of 222.6 linear miles (722.6 lane miles) of streets, citywide, including the reconstruction of 86th Street in Brooklyn, streets in Jamaica, Queens, Forest Hill Road in Staten Island, and Pelham Parkway in the Bronx. Furthermore, a total of \$96.0 million in Federal funding is included for the reconstruction of streets surrounding The World Trade Center.

**Street Resurfacing:** The Ten-Year Capital Strategy calls for the resurfacing and milling of 2,423.8 linear miles (7,950 lane miles) of streets and arterial highways at a ten-year cost of \$935.2 million.

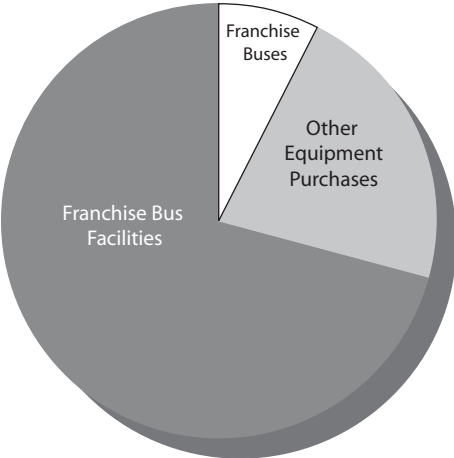
**Sidewalk and Ramp Reconstruction:** For the ten-year period, approximately 46.7 million square feet of sidewalks will be reconstructed throughout the City, at a cost of \$327.5 million. Additionally, pedestrian ramps will be installed at approximately 42,900 corners throughout the City, at a cost of \$130.3 million.

**Facility Reconstruction:** A ten-year total of \$101.6 million is allocated for the design and reconstruction of highway maintenance and repair yards, other Department facilities, and miscellaneous renovations and upgrades.

# Department of Transportation - Highways

Project Type: HW											
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<b>Facility Reconstruction</b>											
City	27,924	5,000	4,000	5,000	34,685	5,000	5,000	5,000	5,000	5,000	101,609
<b>Pedestrian Ramp Construction</b>											
City	32,225	21,255	19,227	20,537	20,100	6,969	2,514	2,703	1,710	1,546	128,786
Federal	733	792	0	0	0	0	0	0	0	0	1,525
State	0	3	0	0	0	0	0	0	0	0	3
Private	3	3	0	0	0	0	0	0	0	0	6
<b>Primary Street Reconstruction</b>											
City	133,423	194,637	142,026	142,245	94,949	143,273	144,267	146,041	151,158	156,037	1,448,056
Federal	66,398	41,805	0	0	2,250	0	0	0	0	0	110,453
State	3,684	1,645	249	0	0	0	0	0	0	0	5,578
Private	3,104	0	0	0	0	0	0	0	0	0	3,104
<b>Primary Street Resurfacing</b>											
City	103,310	98,836	100,433	100,405	93,688	83,302	86,816	86,819	90,825	90,739	935,173
<b>Sidewalk Reconstruction</b>											
City	30,296	33,959	29,277	29,541	31,961	30,080	31,487	31,527	28,911	31,651	308,690
Federal	3,371	15,412	0	0	0	0	0	0	0	0	18,783
State	0	32	0	0	0	0	0	0	0	0	32
<b>Reconstruction of Step Streets</b>											
City	2,630	2,000	2,000	0	0	0	0	0	0	0	6,630
<b>Project Type Total by Source of Funds</b>											
City	329,808	355,687	296,963	297,728	275,383	268,624	270,084	272,090	277,604	284,973	2,928,944
Federal	70,502	58,009	0	0	2,250	0	0	0	0	0	130,761
State	3,684	1,680	249	0	0	0	0	0	0	0	5,613
Private	3,107	3	0	0	0	0	0	0	0	0	3,110
<b>Project Type Total All Funds</b>	407,101	415,379	297,212	297,728	277,633	268,624	270,084	272,090	277,604	284,973	3,068,428

# Department of Transportation - Franchise Transportation



## Franchise Transportation

	(in millions)
• Franchise Buses	\$1.0
• Franchise Bus Facilities	9.4
• Other Equipment Purchases	2.9
<b>TOTAL</b>	<b>\$13.3</b>

In an effort to bring quality bus service to certain areas of the City that are not adequately served by the Transit Authority network, a franchise transportation program has been operating with the support of City subsidies. The City is currently finalizing negotiations with private bus companies with the goal of transitioning to MTA bus service in the areas served by the seven City's franchised bus companies. The MTA Bus Company, a newly established MTA subsidiary, has already commenced service in the areas served by two of the companies. The Ten-Year Capital Strategy provides a total of \$13.3 million (89% non-City funds) for the purchase of equipment, and facility upgrades, which allows the City to continue planning and oversight of existing projects.

**Buses and Equipment:** The Ten-Year Capital Strategy provides a total of \$1.0 million for the purchase of equipment.

**Bus Facilities:** The Ten-Year Capital Strategy provides a total of \$9.4 million for the construction and improvement of various bus facilities.

**Other Equipment Purchases:** The Ten-Year Capital Strategy provides a total of \$2.9 million for other bus-related projects and miscellaneous equipment.

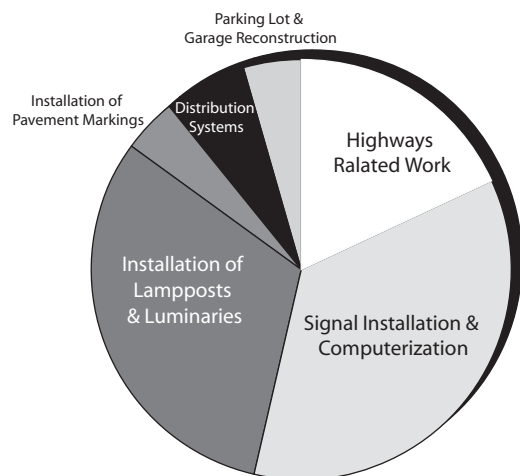
# Department of Transportation - Franchise Transportation

## Project Type: FT

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<b><i>Franchise Buses and Equipment</i></b>											
City	100	0	0	0	0	0	0	0	0	0	100
Federal	800	0	0	0	0	0	0	0	0	0	800
State	100	0	0	0	0	0	0	0	0	0	100
<b><i>Other Equipment Purchases</i></b>											
City	290	0	0	0	0	0	0	0	0	0	290
Federal	2,322	0	0	0	0	0	0	0	0	0	2,322
State	290	0	0	0	0	0	0	0	0	0	290
<b><i>Franchise Bus Facilities</i></b>											
City	1,116	0	0	0	0	0	0	0	0	0	1,116
Federal	7,331	0	0	0	0	0	0	0	0	0	7,331
State	916	0	0	0	0	0	0	0	0	0	916
<b><i>Project Type Total by Source of Funds</i></b>											
City	1,506	0	0	0	0	0	0	0	0	0	1,506
Federal	10,453	0	0	0	0	0	0	0	0	0	10,453
State	1,306	0	0	0	0	0	0	0	0	0	1,306
<b><i>Project Type Total All Funds</i></b>	13,265	0	0	0	0	0	0	0	0	0	13,265



## Department of Transportation - Traffic



### Traffic

	(in millions)
• Signal Installation and Computerization	\$242.6
• Installation of Lampposts and Luminaires	215.8
• Highway Related Work	124.6
• Distribution Systems	43.6
• Parking Lot and Garage Reconstruction	30.0
• Installation of Pavement Markings	27.4
<b>TOTAL</b>	<b>\$ 684.0</b>

The Ten-Year Capital Strategy provides \$684.0 million for Traffic programs.

**Signal Installation and Computerization:** The Ten-Year Capital Strategy provides \$242.6 million for signal installation and computerization. Of this amount, \$145.8 million will be allocated to the installation and replacement of approximately 2,800 signals, citywide, and \$79.2 million spent primarily on signal system modernization and computerization. The Ten-Year Capital Strategy also provides \$17.6 million for the Safe Routes to School Program to improve traffic and pedestrian safety for school children around the City's elementary and intermediate schools.

**Installation of Lampposts and Luminaires:** The Ten-Year Capital Strategy provides \$215.8 million for the installation of 8,000, and replacement of 10,000, lampposts and luminaires, as well as streetlight maintenance, including \$15 million for the painting of lampposts and \$40 million for the replacement of incandescent light bulbs in city streetlights with more energy-efficient bulbs and reflectors.

**Highway Related Work:** A total of \$124.6 million will be used for the installation of signals, streetlights, and lane markings associated with the Highway Reconstruction Program. A total of 222.6 linear miles of highways will be reconstructed during this ten-year period.

**Replacement of Electrical Distribution Systems:** To reduce lighting outages, the Ten-Year Capital Strategy will replace over 1,000,000 linear feet of cable, 250,000 linear feet of conduit, 2,500 cable boxes and 400 control cabinets for the City's roadway and park lighting systems, at a total cost of \$43.6 million.

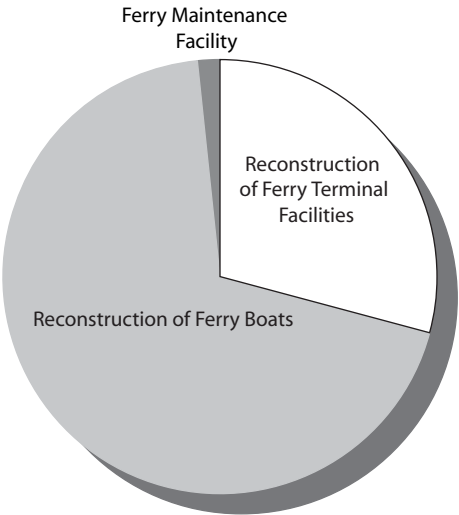
**Parking Lot and Garage Reconstruction:** The Ten-Year Capital Strategy provides \$17.0 million for the rehabilitation and repair of 16 DOT off-street parking facilities. The Plan also provides \$13.0 million for the installation of parking meters.

**Installation of Pavement Markings:** Funding of \$27.5 million for the installation of over 50,000 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		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<b>Highway Drawdown Program</b>												
	City	16,068	8,988	8,364	10,003	13,917	16,745	16,090	17,376	6,177	4,874	118,602
	Federal	4,244	1,003	0	0	0	0	0	0	0	0	5,247
	State	0	33	0	0	0	0	0	0	0	0	33
<b>Installation of Lampposts and Luminaires</b>												
	City	38,772	44,500	10,800	26,000	12,000	20,000	12,500	12,500	15,500	18,000	210,572
	State	5,198	0	0	0	0	0	0	0	0	0	5,198
<b>Parking Lot and Garage Reconstruction</b>												
	City	5,670	5,870	4,000	535	0	0	0	0	655	655	17,385
	State	5,634	7,000	0	0	0	0	0	0	0	0	12,634
<b>Installation of Pavement Markings</b>												
	City	5,940	0	5,340	0	6,000	0	4,800	0	5,300	0	27,380
<b>Traffic Work in Conjunction with Highway Reconstruction</b>												
	City	0	0	0	0	0	0	0	0	0	760	760
<b>Replacement of Electrical Distribution Systems</b>												
	City	3,400	1,800	1,800	1,900	1,900	2,000	2,000	2,000	3,000	3,000	22,800
	State	3,400	1,800	1,800	1,900	1,900	2,000	2,000	2,000	2,000	2,000	20,800
<b>Signal Installation and Computerization</b>												
	City	12,994	4,640	10,532	0	2,659	0	2,792	0	2,931	0	36,548
	Federal	34,064	0	0	0	0	0	0	0	0	0	34,064
	State	35,495	14,500	14,500	15,000	15,000	15,000	15,500	15,500	15,500	16,000	171,995
<b>Project Type Total by Source of Funds</b>												
	City	82,844	65,798	40,836	38,438	36,476	38,745	38,182	31,876	33,563	27,289	434,047
	Federal	38,308	1,003	0	0	0	0	0	0	0	0	39,311
	State	49,727	23,333	16,300	16,900	16,900	17,000	17,500	17,500	17,500	18,000	210,660
<b>Project Type Total</b>												
	All Funds	170,879	90,134	57,136	55,338	53,376	55,745	55,682	49,376	51,063	45,289	684,018

# Department of Transportation - Ferries



## Ferries

(in millions)

• Reconstruction of Ferry Boats	\$120.9
• Reconstruction of Ferry Terminal Facilities	51.0
• Ferry Maintenance Facility	2.8
<b>TOTAL</b>	<b>\$174.7</b>

The Ten-Year Capital Strategy for Ferries provides a total of \$174.7 million for the reconstruction and improvement of various ferry vessels and facilities.

**Reconstruction of Ferry Boats:** The Ten-Year Capital Strategy provides \$120.9 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, \$52.5 million is allocated in the plan for the routine maintenance of the Staten Island Ferry vessel fleet consistent with Coast Guard regulations and \$15.0 million is provided for the replacement of two oil storage barges. In addition, \$10.0 million is split between FY12 and FY13 for preliminary design work on two next-generation Barberi Class boats that will replace the two existing vessels nearing the end of their useful lives. The remaining amount is set aside for various other ferry boat reconstruction and security projects and upgrades.

**Reconstruction of Ferry Terminal Facilities:** The Ten-Year Capital Strategy includes \$51.0 million for the Department's portion of the rehabilitation and repair work to ferry terminal buildings, slips, and racks. Of this amount, \$15.0 million is provided for the reconstruction of Pier 7 in Staten Island. The remaining amount is provided for other anticipated terminal improvements and related projects. In addition, \$179.1 million is provided in Bridges for the reconstruction of the St. George ramps, which service the St. George Ferry Terminal. The renovations at St. George and Whitehall Ferry Terminals are nearing completion at an estimated combined cost of \$345.6 million.

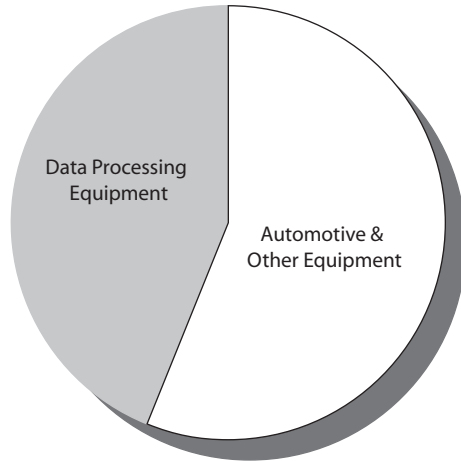
**Reconstruction of Ferry Maintenance Facility:** Funding of \$2.8 million split between FY06 and FY07 is included for general construction work at the ferry maintenance facilities.

# Department of Transportation - Ferries

Project Type: FA											
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<b>Reconstruction of Ferry Boats</b>											
City	17,039	10,450	23,850	4,500	0	14,500	11,700	12,000	8,200	2,400	104,639
Federal	9,100	6,000	0	0	0	0	0	0	0	0	15,100
State	600	600	0	0	0	0	0	0	0	0	1,200
<b>Ferry Maintenance Facility Construction</b>											
City	1,250	1,500	0	0	0	0	0	0	0	0	2,750
<b>Reconstruction of Ferry Terminal Facilities</b>											
City	13,844	15,500	1,700	11,300	600	700	0	0	0	6,000	49,644
Federal	1,400	0	0	0	0	0	0	0	0	0	1,400
<b>Project Type Total by Source of Funds</b>											
City	32,133	27,450	25,550	15,800	600	15,200	11,700	12,000	8,200	8,400	157,033
Federal	10,500	6,000	0	0	0	0	0	0	0	0	16,500
State	600	600	0	0	0	0	0	0	0	0	1,200
<b>Project Type Total All Funds</b>	43,233	34,050	25,550	15,800	600	15,200	11,700	12,000	8,200	8,400	174,733

## Department of Transportation - Equipment

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### Equipment

(in millions)

- Automotive and Other Equipment \$55.9
  - Data Processing Equipment 43.5
- TOTAL \$99.4**

The Ten-Year Capital Strategy provides \$99.4 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											
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<b>Data Processing Equipment</b>											
City	10,209	12,000	1,000	1,000	1,000	1,000	1,000	1,000	2,116	2,235	32,560
Federal	4,500	0	0	0	0	0	0	0	0	0	4,500
State	6,500	0	0	0	0	0	0	0	0	0	6,500
<b>Automotive and Other Equipment</b>											
City	16,244	11,125	5,000	5,000	4,000	4,000	3,000	3,000	2,000	2,000	55,369
Federal	492	0	0	0	0	0	0	0	0	0	492
<b>Project Type Total by Source of Funds</b>											
City	26,453	23,125	6,000	6,000	5,000	5,000	4,000	4,000	4,116	4,235	87,929
Federal	4,992	0	0	0	0	0	0	0	0	0	4,992
State	6,500	0	0	0	0	0	0	0	0	0	6,500
<b>Project Type Total</b>											
All Funds	37,945	23,125	6,000	6,000	5,000	5,000	4,000	4,000	4,116	4,235	99,421
<b>Transportation Total</b>											
<b>Total by Source of Funds</b>											
City	1,073,297	1,087,233	660,123	674,630	532,438	508,964	726,658	769,468	642,875	613,050	7,288,736
Federal	153,198	252,557	187,710	169,308	104,186	70,991	161,768	86,827	101,152	65,000	1,352,697
State	67,161	35,613	16,549	32,400	16,900	17,000	17,500	17,500	17,500	18,000.00	256,123
Private	3,107	1,781	0	0	71	0	0	0	0	0	4,959
All Funds	1,296,763	1,377,184	864,382	876,338	653,595	596,955	905,926	873,795	761,527	696,050	8,902,515

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# Transit Authority

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New York City Transit (NYC Transit) 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 NYC Transit operates the most extensive public transportation system in the country, serving over 2.17 billion subway and bus passengers each year. NYC Transit maintains a fleet of more than 6,100 subway cars and 468 passenger stations in four boroughs, in addition to a 23-station system on Staten Island. It operates 24 hours a day, 365 days a year. In addition, NYC Transit operates a fleet of approximately 4,400 buses on 243 routes throughout the City. Through 2004, total NYC Transit ridership was 2.6 percent higher than 2003, with subway ridership reaching its highest level in over 30 years, as riders have utilized more unlimited ride and bonus discounts.

NYC Transit's Department of Subways maintains nearly 700 miles of subway, at-grade, and elevated track in Brooklyn, Manhattan, Queens, and the Bronx, extending over 233 route miles. The Staten Island Railway (SIR) operates nearly 29 miles of track. The Department of Buses operates bus service on nearly 1,700 route miles in the five boroughs. NYC Transit rail-car and bus maintenance is accomplished at 2 major car overhaul facilities, 14 car maintenance shops, 23 storage yards, and 22 bus depots.

Since 1982, NYC Transit has implemented five multi-year capital reconstruction programs. These plans have committed an average of over \$1 billion per year, to restore the system to a state of good repair and normal replacement, with an emphasis on service and a well-maintained fleet. The transit system currently benefits from a twelve-month average subway car reliability of nearly 156,815 miles between failures. Since 1982 through the end of 2004, the MTA has committed over \$33 billion to NYC Transit capital funding. On July 29, 2004, the MTA released a proposed 5-Year Capital Plan for 2005-2009 totaling \$27.8 billion for all its agencies, including \$17.2 billion for the MTA's Core program. The 2005-2009 MTA Capital Program proposed to invest \$12 billion in the NYC Transit core system, continuing to restore the system to a state of

good repair with normal replacement and safety improvements, in addition to over \$5 billion dedicated towards network expansion and security upgrades. The proposed 2005-2009 MTA Capital Program was approved by the MTA board but was not approved by the New York State Capital Program Review Board (CPRB). The CPRB disapproved the plan to permit additional time to resolve funding issues in the context of the New York State 2005-2006 Budget.

On April 28, 2005, the MTA Board voted to amend the Proposed 2005-2009 Capital Program. The Amended MTA 2005-2009 Capital Program represents 76% of the original proposed plan and includes \$21.15 billion for all its agencies, including \$16 billion for the MTA's Core program (93% of the original proposed Core program). The 2005-2009 MTA Capital Program proposes to invest \$11.3 billion in the NYC Transit core system, continuing to restore the system to a state of good repair with normal replacement and safety improvements, and still plans over \$5 billion dedicated towards network expansion and security upgrades. The revised 2005-2009 program will need to be resubmitted to the CPRB before the full program of work identified in the plan can progress.

The City is currently negotiating with private bus companies with the goal of transitioning to MTA bus service in the areas served by the seven City's franchised bus companies. MTA Bus Company, a newly established MTA subsidiary, has already commenced service in the areas served by two of the companies. Once the transition is completed, the MTA Bus Company's annual ridership is expected to be over 100 million.

## Capital Program Goals

The proposed 2005-2009 MTA Capital Program includes subway station rehabilitations, improvements in the subway's signals, communications, fare collection systems and plans for several network expansion initiatives. More specifically, the improvements will ensure safety, reliability and performance by improving infrastructure and facilities. The proposed Capital Program includes the purchase of 960



# Transit Authority

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new subway cars for \$1.8 billion which will replace 912 aging B Division cars. An additional 47 A Division cars are proposed to be used to expand the fleet and make up 11-car trains on the #7 line when new technology cars are shifted to that line. The Capital Program also includes the purchase of 1,360 new buses for \$824 million which will all use clean fuel technology. These new buses are part of NYC Transit's normal replacement cycle in addition to allowing for expansion of fleet capacity by 2 percent. The remaining amount is budgeted for system-wide infrastructure and other upgrades.

## **Ten-Year Capital Strategy**

In the Ten-Year Capital Strategy, the City will contribute \$723.3 million to NYC Transit, including \$350.0 million for ongoing track improvements and rehabilitation. In addition to the City's contribution to NYCT and SIR, \$206.2 million is provided for bus purchases for the MTA Bus Company. To supplement that, the MTA is reallocating \$322 million from its 2000-2004 Capital Program.

# Transit Authority

Project Type: ST											
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<i>Staten Island Rapid Transit Operating Authority</i> City	450	447	440	442	500	500	500	500	515	529	4,823
<i>Project Type Total by Source of Funds</i> City	450	447	440	442	500	500	500	500	515	529	4,823
<i>Project Type Total</i> All Funds	450	447	440	442	500	500	500	500	515	529	4,823
Project Type: T											
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<i>Core</i> City	17,880	2,275	0	0	0	0	0	0	0	0	20,155
Federal	141,845	19,610	0	0	0	0	0	0	0	0	161,455
State	22,287	2,275	0	0	0	0	0	0	0	0	24,562
<i>Miscellaneous Transit Improvement Projects</i> City	27,787	27,423	25,327	25,694	34,289	34,289	34,289	34,289	36,443	38,660	318,490
<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	85,667	69,698	65,327	65,694	74,289	74,289	74,289	74,289	76,443	78,660	738,645
Federal	141,845	19,610	0	0	0	0	0	0	0	0	161,455
State	22,287	2,275	0	0	0	0	0	0	0	0	24,562
<i>Project Type Total</i> All Funds	249,799	91,583	65,327	65,694	74,289	74,289	74,289	74,289	76,443	78,660	924,662

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# Department of Environmental Protection

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

DEP manages over 2,000 square miles of watershed in upstate New York from which the City and nine upstate counties draw their supply of drinking water. In addition to a system of dams, reservoirs, aqueducts, and water tunnels, DEP maintains approximately 6,300 miles of water mains which distribute water throughout the five boroughs, and 6,600 miles of sewers which collect waste and storm water and transport it to 14 wastewater treatment plants. The Department also operates facilities and equipment to maintain and support these systems.

## Capital Program Goals

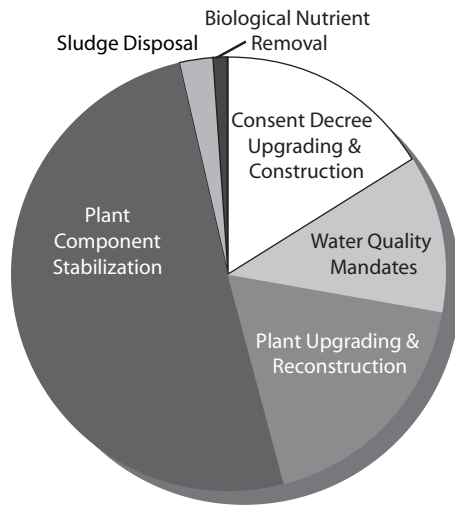
- To maintain the quality of water in the City's watersheds and, where necessary, treat the supply to ensure that supplies continue to be of high quality;
- To maintain and improve the transmission and distribution capacity of the City's water supply system;
- To improve the quality of the surrounding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

## Ten-Year Capital Strategy

DEP's Capital Program, relating to the City's water and sewer systems, is financed by the New York City Municipal Water Finance Authority (Authority) and paid for by water and sewer charges collected through the New York City Water Board. The Ten-Year Capital Strategy includes \$15.8 billion for DEP programs, of which \$15.6 billion is Authority funded.

The water and sewer system is currently facing significant costs for mandate compliance and improvements to its water supply system. This Capital Plan 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 allocates \$6.2 billion, of which \$150.0 million is State funded, towards wastewater treatment programs.

	(in millions)
• Plant Component Stabilization	\$3,115.8
• Plant Upgrading and Reconstruction	1,107.3
• Consent Decree Upgrading & Const.	1,009.1
• Water Quality Mandates	716.8
• Sludge Disposal	148.1
• Biological Nutrient Removal	62.6
<b>TOTAL</b>	<b>\$6,159.8</b>

**Plant Component Stabilization:** \$3.1 billion to stabilize in-City wastewater treatment facilities that are in need of system-wide reconstruction to ensure their continued compliance with State permit requirements.

**Plant Upgrading and Reconstruction:** The Ten-Year Capital Strategy provides \$1.1 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.

**Consent Decree Upgrading and Construction:** \$1.0 billion is allocated to upgrade the Newtown Creek Wastewater Treatment Plant (WWTP) to provide secondary treatment, address odor control concerns at the North River WWTP, and to complete the upgrade of the Coney Island and Owl's Head WWTPs.

**Water Quality Mandates:** Combined Sewer Overflows (CSOs) are currently a source of pollution in New York City waters. CSO events occur during and after rainstorms, when the flow of wastewater and stormwater in the sewers exceeds the treatment capacity of a wastewater treatment plant and therefore enters surrounding waterways untreated. The Ten-Year Capital Strategy includes \$716.8 million, of which \$150.0 million is non-City funded for the reduction of CSOs. DEP is exploring a Total Water Quality Approach in water bodies that are impacted by the discharge of CSOs, which will study alternatives to constructing costly retention tanks.

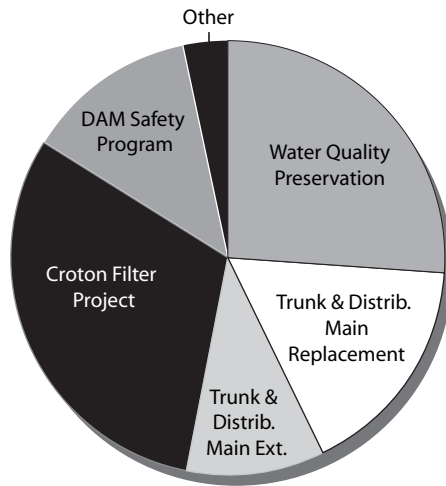
**Sludge Disposal:** The \$148.1 million in this category will be used for the re-construction of facilities that dewater sludge.

**Biological Nutrient Removal:** The Ten-Year Strategy provides \$62.6 million for research and related pilot projects to reduce the amount of nitrogen discharged into New York Harbor, Jamaica Bay, and the Long Island Sound.

# Department of Environmental Protection - Water Pollution Control

Project Type: WP		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<i>Biological Nutrient Removal</i>												
City		53,935	0	0	0	8,712	0	0	0	0	0	62,647
<i>Consent Decree Upgrading and Construction</i>												
City		315,320	0	142,000	274,000	110,457	8,000	31,000	70,000	28,722	29,554	1,009,053
<i>Plant Upgrading and Reconstruction</i>												
City		195,842	86,971	214,686	77,150	110,500	95,465	87,489	89,574	73,721	75,932	1,107,330
<i>Sludge Disposal</i>												
City		7,027	0	0	141,056	0	0	0	0	0	0	148,083
<i>Plant Component Stabilization</i>												
City		286,008	154,160	325,775	185,936	517,130	330,000	280,000	430,000	236,201	370,633	3,115,843
<i>Water Quality Mandates</i>												
City		212,182	-13,896	-17,830	29,700	104,149	102,500	5,000	7,000	30,000	108,000	566,805
State		25,000	25,000	25,000	25,000	25,000	25,000	0	0	0	0	150,000
<i>Project Type Total by Source of Funds</i>												
City		1,070,314	227,235	664,631	707,842	850,948	535,965	403,489	596,574	368,644	584,119	6,009,761
State		25,000	25,000	25,000	25,000	25,000	25,000	0	0	0	0	150,000
<i>Project Type Total</i>												
All Funds		1,095,314	252,235	689,631	732,842	875,948	560,965	403,489	596,574	368,644	584,119	6,159,761

## Department of Environmental Protection - Water Mains



### Water Mains

The Ten-Year Capital Strategy provides approximately \$4.1 billion for the protection and upkeep of the City's source water supply and water distribution systems including funds for the construction of a full-scale filtration plant for the Croton watershed at a cost of \$1.3 billion and the construction of an ultraviolet light water disinfection facility for the Catskill and Delaware Watersheds at a cost of \$517.0 million.

	(in millions)
• Croton Filter Project	\$1,278.5
• Water Quality Preservation	1,080.1
• Trunk and Distribution Main Replacement	686.0
• Dam Safety Program	525.8
• Trunk and Distribution Main Extension	419.8
• Brooklyn-Queens Aquifer	125.4
• Mapping and Telemetry	2.8
<b>TOTAL</b>	<b>\$4,118.4</b>

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## Department of Environmental Protection - Water Mains

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**Croton Filter Project:** The City is required, under a federal court consent decree, to design and construct a filtration plant for its Croton water supply. In September 2004, a notice to proceed was issued for the first phase of construction of the plant. The total amount included for this project in the Ten-Year Capital Strategy is \$1.3 billion.

**Water Quality Preservation:** The Ten-Year Capital Strategy calls for improvements to the upstate watershed including the construction of an ultraviolet light water disinfection facility (\$517.0 million). Funding is provided for the investigation and repair of the leak(s) in the Delaware Aqueduct (\$177.3 million).

**Trunk and Distribution Main Replacement:** This category includes the replacement of distribution and trunk mains at a total cost of \$686.0 million.

**Dam Safety Program:** This category includes the reconstruction of dams and associated bridges in the Croton watershed (\$139.3 million) and the initiation of design and reconstruction of the dams in the Catskill and Delaware watersheds (\$386.6 million).

**Trunk and Distribution Main Extension:** This category includes the extension of distribution and trunk mains at a total cost of \$419.8 million.

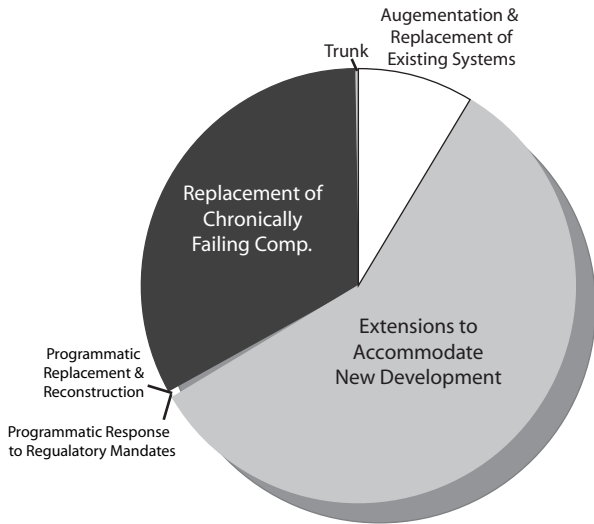
**Brooklyn-Queens Aquifer:** This category includes the construction of a groundwater treatment facility to demonstrate that the Brooklyn-Queens Aquifer can provide quality drinking water while reducing flooding in southeast Queens (\$70.0 million).



# Department of Environmental Protection - Water Mains

Project Type: WM		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<i>Brooklyn-Queens Aquifer</i> City		24,400	34,000	4,000	39,000	4,000	4,000	4,000	4,000	4,000	4,000	125,400
<i>Croton Filter Project</i> City		193,995	1,016,500	68,000	0	0	0	0	0	0	0	1,278,495
<i>Dam Safety Program</i> City		62,984	8,000	155,875	0	124,000	120,000	55,000	0	0	0	525,859
<i>Mapping and Telemetry</i> City		2,800	0	0	0	0	0	0	0	0	0	2,800
<i>Trunk and Distribution Main Extension</i> City		65,913	23,684	53,171	41,899	34,446	53,622	28,106	38,298	39,644	41,028	419,811
<i>Trunk and Distribution Main Replacement</i> City		70,518	68,918	68,460	38,107	46,004	73,679	84,634	76,356	78,480	80,813	685,969
<i>Water Quality Preservation</i> City		77,178	736,000	33,300	111,759	20,927	21,255	22,593	11,941	21,600	23,545	1,080,098
<i>Project Type Total by Source of Funds</i> City		497,788	1,887,102	382,806	230,765	229,377	272,556	194,333	130,595	143,724	149,386	4,118,432
<i>Project Type Total</i> All Funds		497,788	1,887,102	382,806	230,765	229,377	272,556	194,333	130,595	143,724	149,386	4,118,432

# Department of Environmental Protection - Sewers



## Sewers

Approximately \$1.5 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)
• Extensions to Accommodate New Development	\$890.8
• Replacement of Chronically Failing Components	503.3
• Augmentation and Replacement of Existing Systems	132.9
• Programmatic Response to Regulatory Mandates	9.0
• Trunk and Distribution Main Replacement	3.9
• Programmatic Replacement and Reconstruction	0.5
<b>TOTAL</b>	<b>\$ 1,540.4</b>

**Extensions to Accommodate New Development:** Work 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. The \$890.8 million provided over the next ten years will include the continued construction of storm sewers to alleviate flooding in Southeastern Queens.

**Replacement of Chronically Failing Components:** The Ten-Year Capital Strategy provides \$503.3 million for the replacement of malfunctioning or collapsed cement pipe combined sewers.

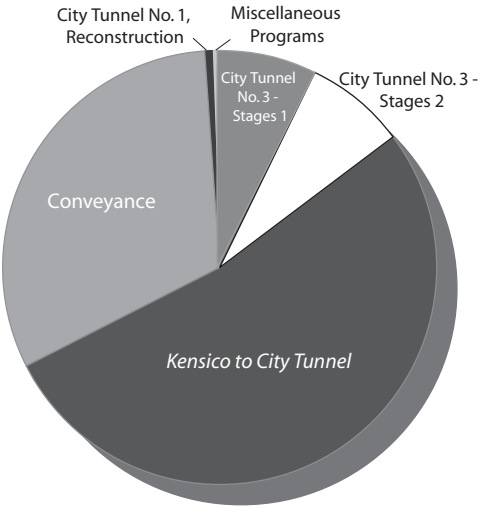
**Augmentation and Replacement of Existing Systems:** The Ten-Year Capital Strategy provides \$132.9 million to increase capacity of the existing system through projects such as Bluebelt land acquisition and construction in Staten Island.

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

# Department of Environmental Protection - Sewers

Project Type: SE		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<i>Replacement or Augmentation of Existing Systems</i>												
	City	30,849	19,130	21,809	27,818	15,000	8,300	5,000	5,000	0	0	132,906
<i>Extensions to Accommodate New Development</i>												
	City	47,218	103,522	76,813	52,509	95,960	122,786	73,641	98,542	107,734	112,047	890,772
	Private	7	0	0	0	0	0	0	0	0	0	7
<i>Programmatic Response to Regulatory Mandates</i>												
	City	0	0	9,000	0	0	0	0	0	0	0	9,000
<i>Programmatic Replacement and Reconstruction</i>												
	City	0	0	0	0	500	0	0	0	0	0	500
<i>Replacement of Chronically Failing Components</i>												
	City	99,556	59,327	63,918	42,486	39,268	42,768	40,498	38,500	38,500	38,500	503,321
	Private	17	0	0	0	0	0	0	0	0	0	17
<i>Trunk and Distribution Main Replacement</i>												
	City	0	2,568	1,284	0	0	0	0	0	0	0	3,852
<i>Project Type Total by Source of Funds</i>												
	City	177,623	184,547	172,824	122,813	150,728	173,854	119,139	142,042	146,234	150,547	1,540,351
	Private	24	0	0	0	0	0	0	0	0	0	24
<i>Project Type Total</i>												
	All Funds	177,647	184,547	172,824	122,813	150,728	173,854	119,139	142,042	146,234	150,547	1,540,375

# Department of Environmental Protection - Water Supply



## Water Supply

Approximately \$3.2 billion will be committed over the next ten years to begin work on the Kensico to City Tunnel, Conveyance and to complete work on Stages 1 and 2 of City Tunnel No. 3.

	(in millions)
• Kensico to City Tunnel	\$1,700.0
• Conveyance	1,004.8
• City Tunnel No. 3 - Stage 1	234.7
• City Tunnel No. 3 - Stage 2	244.1
• City Tunnel No. 1, Reconstruction	25.0
• Miscellaneous Programs	10.1
<b>TOTAL</b>	<b>\$3,218.7</b>

**Kensico to City Tunnel:** DEP will commit \$1.7 billion in this Ten-Year Capital Strategy towards the construction of the Kensico to City Tunnel. This 16 mile long tunnel will run from the Kensico Reservoir to the Van Cortlandt Park Valve Chamber, bypassing the Hillview Reservoir. This project will provide redundancy for sections of the Catskill and Delaware Aqueducts from the Kensico Reservoir in Westchester County to the City.

**Conveyance:** DEP will commit \$1.0 billion in this Ten-Year Capital Strategy towards Conveyance. This program will research and develop alternate water supplies for the City in order to provide more dependability within the water system. The alternate water supplies could be used during drought situations, repairs and inspections of existing aqueducts and tunnels and to augment the City's daily water supply.

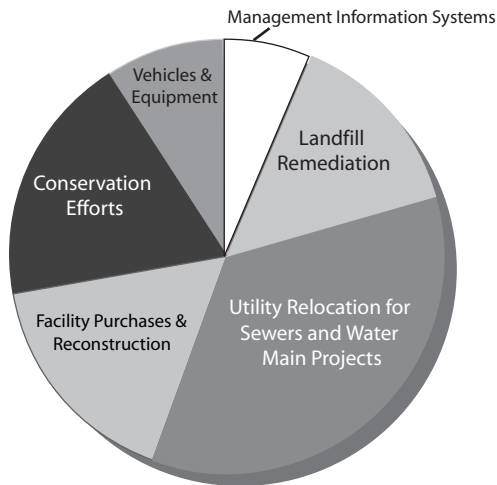
**City Tunnel No. 3 - Stage 1:** DEP will commit \$234.7 million in this Ten-Year Capital Strategy for construction work at the Hillview Reservoir including the modification of chambers and the construction of chlorination and monitoring buildings.

**City Tunnel No. 3 - Stage 2:** In order to complete the construction of Stage Two, DEP will commit \$244.1 million in this Ten-Year Capital Strategy. The bulk of this amount will be committed towards the construction and completion of shaft sites in Manhattan (\$193.1 million).

# Department of Environmental Protection - Water Supply

Project Type: W		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<i>Conveyance</i>												
City		0	0	0	50,000	0	0	301,299	150,000	203,455	300,000	1,004,754
<i>Kensico-City Tunnel</i>												
City		0	0	50,000	100,000	100,000	250,000	300,000	200,000	350,000	350,000	1,700,000
<i>Miscellaneous Programs</i>												
City		0	10,103	0	0	0	0	0	0	0	0	10,103
<i>City Tunnel No. 1, Reconstruction</i>												
City		25,000	0	0	0	0	0	0	0	0	0	25,000
<i>City Tunnel No. 3, Stage 1</i>												
City		84,900	0	0	0	139,000	0	0	0	5,345	5,500	234,745
<i>City Tunnel No. 3, Stage 2</i>												
City		74,126	5,000	0	0	0	150,000	15,000	0	0	0	244,126
<i>Project Type Total by Source of Funds</i>												
City		184,026	15,103	50,000	150,000	239,000	400,000	616,299	350,000	558,800	655,500	3,218,728
<i>Project Type Total</i>												
All Funds		184,026	15,103	50,000	150,000	239,000	400,000	616,299	350,000	558,800	655,500	3,218,728

# Department of Environmental Protection - Equipment



**Equipment & Miscellaneous Programs:** A total of \$805.9 million, including \$86.3 million in State funds, is allocated for the water meter installation program, toilet retrofit program, landfill remediation, facility purchases and reconstruction, payments for gas utility line relocation related to sewer and water main construction and reconstruction, and for equipment purchases, including laboratory instruments, vehicles, and computers.

(in millions)

• Utility Relocation for Sewer and Water Main Projects	\$290.3
• Facility Purchases and Reconstruction	148.8
• Conservation Efforts	131.8
• Landfill Remediation	111.5
• Vehicles and Equipment	71.4
• Management Information Systems	52.1
<b>TOTAL</b>	<b>\$805.9</b>

**Utility Relocation for Sewer and Water Main Projects:** \$290.3 million is allocated for the City's cost sharing agreement with Brooklyn Union Gas, Con Edison, and LIPA. The City is required to pay 51% of gas utility relocation work that is impacted by water and sewer construction projects.

**Facility Purchases and Reconstruction:** \$148.8 million is allocated for the reconstruction and rehabilitation of various water and sewer field operations facilities and DEP administrative offices.

**Conservation Efforts:** \$131.8 million is allocated for efforts to reduce consumption of water through the installation and replacement of water meters in residential and commercial properties. An additional \$24.0 million is allocated for the continuation of the plumbing retrofit rebate program.

**Landfill Remediation:** \$111.5 million is allocated for the remediation of the City's inactive landfill at Brookfield Avenue in Staten Island. This project qualifies for \$86.3 million in reimbursement from the State under the Environmental Quality Bond Act. The remainder of this program will be funded with \$25.3 million of City general obligation bonds rather than bonds supported by water and sewer charges.

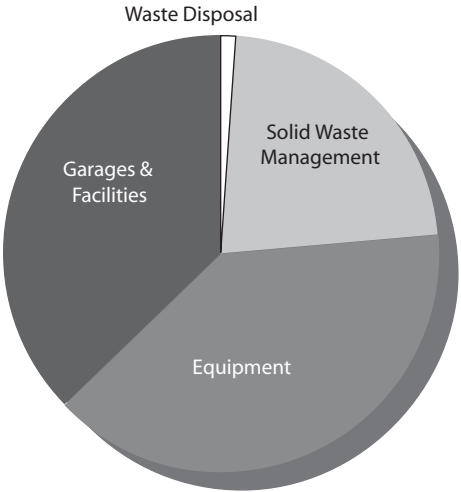
**Vehicles and Equipment:** \$71.4 million is allocated to the systematic replacement of vehicles and equipment used for water and sewer field operations, plant maintenance, upstate maintenance, and customer service operations.

**Management Information Systems:** \$52.1 million is allocated for agency wide improvements in DEP's management information systems, as well as equipment improvements corresponding with various facility upgrades.

# Department of Environmental Protection - Equipment

Project Type: EP											
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<b>Conservation for Water Meter Replacements</b>											
City	24,262	10,000	18,500	10,000	19,000	10,000	10,000	10,000	10,000	10,000	131,762
<b>Management Information Systems</b>											
City	13,472	2,743	2,224	4,061	2,507	2,670	2,843	3,042	3,246	3,290	40,098
Federal	3,000	3,000	3,000	3,000	0	0	0	0	0	0	12,000
<b>Landfill Remediation</b>											
City	25,268	0	0	0	0	0	0	0	0	0	25,268
State	86,273	0	0	0	0	0	0	0	0	0	86,273
<b>Facility Purchases and Reconstruction</b>											
City	73,882	31,228	3,975	1,600	38,118	0	0	0	0	0	148,803
<b>Utility Relocation for SE and WM Projects</b>											
City	25,401	27,725	29,138	39,012	28,175	28,733	28,235	28,310	27,800	27,800	290,329
<b>Vehicles and Equipment</b>											
City	7,675	7,010	6,950	7,090	7,100	7,050	7,035	7,065	7,085	7,290	71,350
<b>Project Type Total by Source of Funds</b>											
City	169,960	78,706	60,787	61,763	94,900	48,453	48,113	48,417	48,131	48,380	707,610
Federal	3,000	3,000	3,000	3,000	0	0	0	0	0	0	12,000
State	86,273	0	0	0	0	0	0	0	0	0	86,273
<b>Project Type Total</b> All Funds	259,233	81,706	63,787	64,763	94,900	48,453	48,113	48,417	48,131	48,380	805,883
<b>Environmental Protection Total</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Total</b>
<b>Total by Source of Funds</b>											
City	2,099,711	2,392,693	1,331,048	1,273,183	1,564,953	1,430,828	1,381,373	1,267,628	1,265,533	1,587,932	15,594,882
Federal	3,000	3,000	3,000	3,000	0	0	0	0	0	0	12,000
State	111,273	25,000	25,000	25,000	25,000	25,000	0	0	0	0.00	236,273
Private	24	0	0	0	0	0	0	0	0	0	24
All Funds	2,214,008	2,420,693	1,359,048	1,301,183	1,589,953	1,455,828	1,381,373	1,267,628	1,265,533	1,587,932	15,843,179

# Department of Sanitation



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

The Department currently disposes, through export, approximately 12,000 tons per day of the City's refuse. The Department requires the use of almost 5,500 vehicles for its operations and also operates 61 local sanitation garages from which it dispatches all community collection, cleaning, and recycling services.

## Capital Program Goals

- To upgrade the capital plant and address facilities' needs;
- To follow vehicle replacement cycles to maintain an adequate and reliable fleet; and
- To implement an efficient and economically viable long-term waste disposal strategy that 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	\$ 985.6
• Garages and Facilities	935.7
• Solid Waste Management	569.9
• Waste Disposal	30.0
<b>TOTAL</b>	<b>\$ 2,521.2</b>



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## Department of Sanitation

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### **Equipment**

The Ten-Year Capital Strategy provides \$985.6 million for equipment acquisition. To perform its day-to-day and emergency operations effectively, the Department must maintain an adequate and reliable fleet of vehicles. The Department's goal is to replace overage vehicles based on fleet size need and the useful life of each type of equipment.

### **Garages and Facilities**

The amount of \$935.7 million is allocated in the Ten-Year Capital Strategy for the construction and reconstruction of garages. Funding is provided for site acquisition and construction of new garages, for replacing existing facilities that may be undersized, sited outside their service district, or require relocating as part of other large-scale City initiatives. The Ten-Year Capital Strategy includes funding for the rehabilitation of existing facilities necessary to address safety issues and provides funding for the construction of salt sheds to cover exposed salt.

### **Solid Waste Management**

The Ten-Year Capital Strategy provides \$569.9 million for Solid Waste Management. Major funding had been provided in FY2006 (\$449.0 million) for the construction of the marine transfer stations.

### **Waste Disposal**

The Ten-Year Capital Strategy provides \$30.0 million for waste disposal infrastructure unrelated to the long term waste export plan, including for the Fresh Kills Landfill end-use development.

# Department of Sanitation

Project Type: S		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<i>Garages and Facilities</i>												
City		91,399	120,100	157,700	13,891	196,669	28,869	97,495	44,649	96,054	88,912	935,738
<i>Equipment</i>												
City		80,450	82,126	85,085	93,706	93,094	120,965	104,048	102,422	105,052	118,647	985,595
<i>Solid Waste Management</i>												
City		477,900	0	0	0	0	0	80,000	0	0	12,000	569,900
<i>Waste Disposal</i>												
City		10,500	10,000	9,500	0	0	0	0	0	0	0	30,000
<i>Project Type Total by Source of Funds</i>												
City		660,249	212,226	252,285	107,597	289,763	149,834	281,543	147,071	201,106	219,559	2,521,233
<i>Project Type Total</i>												
All Funds		660,249	212,226	252,285	107,597	289,763	149,834	281,543	147,071	201,106	219,559	2,521,233

# Department of Correction

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

DOC manages 15 jails, including 10 Rikers Island facilities and 5 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 20,897 beds.

## Capital Program Goals

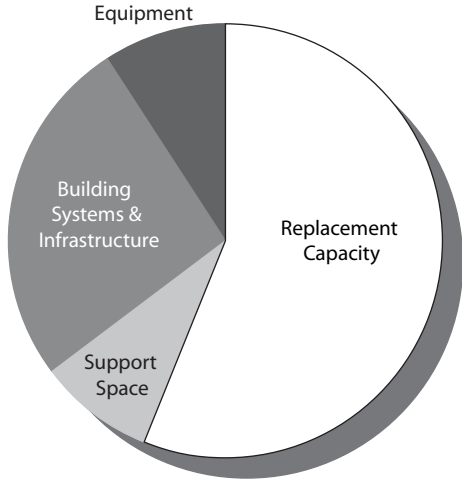
- To ensure sufficient capacity is available to meet the security, programmatic, health, and safety needs of the existing and projected population;
- To replace aging modular and sprung housing units with new permanent housing facilities;
- To upgrade existing support areas to provide sufficient space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

## Ten-Year Capital Strategy

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

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

# Department of Correction



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

	(in millions)
• Replacement Capacity	\$911.0
• Building Systems and Infrastructure	427.3
• Support Space	138.1
• Equipment	144.2
<b>TOTAL</b>	<b>\$ 1,620.6</b>

## Replacement Capacity

The Ten-Year Capital Strategy provides \$911.0 million for capacity replacement of existing modular units and sprungs. A total of 5,732 beds will be replaced over the ten year period and allocated among five facilities. Capacity at three existing facilities will be increased by approximately 1,800 with the remaining capacity to be replaced through the design and construction of two new state-of-the-art facilities.

## Building Systems and Infrastructure

Of the \$427.3 million for Building Systems and Infrastructure, \$130.8 million is for various infrastructure projects, \$80.7 million is for the upgrade of fire/life safety systems, \$22.7 million is for the interior renovation of facilities and \$20.0 million is for the reconstruction of facades at various facilities. The remaining \$173.1 million will provide for the replacement of roofs and windows, and the upgrade of electrical and mechanical systems.

## Support Space

The Ten-Year Capital Strategy allocates \$138.1 million to improve and construct support facilities. New construction includes administration and maintenance buildings, as well as a parking facility, all to be located on Rikers Island.

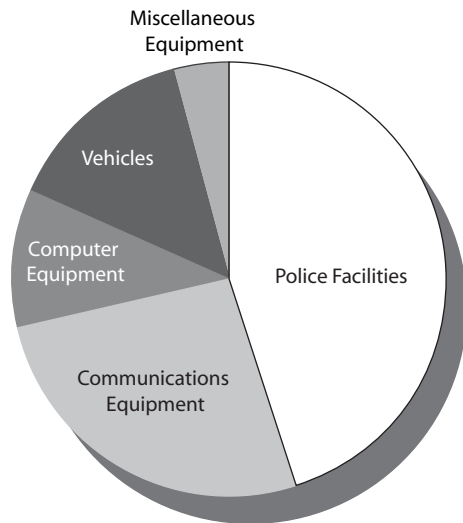
## Equipment

The Ten-Year Capital Strategy includes \$144.2 million for life-cycle replacements and upgrades for vehicles, computers, security, and communication systems.

# Department of Correction

Project Type: C		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<b>Support Space</b> City <b>Equipment</b> City <b>Replacement Capacity</b> City <b>Building Systems and Infrastructure</b> City Federal		8,093	2,500	5,800	1,000	2,716	1,500	500	500	19,242	96,258	138,109
		33,432	14,450	10,144	8,349	10,910	12,739	9,410	10,550	14,450	19,800	144,234
		115,387	90,415	131,650	176,533	27,000	107,000	131,000	132,000	0	0	910,985
		58,492	10,419	21,984	53,144	47,864	44,461	28,450	30,200	65,454	63,050	423,518
		0	0	0	3,750	0	0	0	0	0	0	3,750
<b>Project Type Total by Source of Funds</b>												
	City	215,404	117,784	169,578	239,026	88,490	165,700	169,360	173,250	99,146	179,108	1,616,846
	Federal	0	0	0	3,750	0	0	0	0	0	0	3,750
<b>Project Type Total</b>												
	All Funds	215,404	117,784	169,578	242,776	88,490	165,700	169,360	173,250	99,146	179,108	1,620,596

# Police Department



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

The Police Department occupies over 200 facilities which can be categorized as follow: precincts, housing districts, public service areas, highway units, anti-crime units, mounted troops, aviation unit, administrative buildings, training facilities and storage facilities.

## Capital Program Goals

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

## Ten-Year Capital Strategy

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

	(in millions)
• Police Facilities	\$327.8
• Communications Equipment	190.4
• Vehicles	103.0
• Computer Equipment	74.8
• Miscellaneous Equipment	29.0
<b>TOTAL</b>	<b>\$725.0</b>

## Police Department

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### Police Facilities

The Ten-Year Capital Strategy includes \$96.2 million for the rehabilitation and maintenance of police facilities, citywide. This strategy also includes \$125.0 million for the new construction of a Staten Island precinct and the 40th, 66th, 70th and 110th precincts. Additionally \$36.4 million is provided for the construction of a new 120th precinct, and \$21.0 million for the rehabilitation of the Central Park precinct.

### Communications

The Department will focus on maintaining life cycle replacements for all communications equipment to permit efficient operations. Equipment in this category includes \$89.7 million for the radio system, \$64.3 million for portable radios, \$15.0 million for mobile data computers and \$17.0 million for mobile radios.

### Vehicles

An allocation of \$103.0 million will fund the life cycle replacement of operational and support vehicles.

### Computer Equipment

The Department will replace and upgrade computer equipment, including \$14.0 million for mainframe CPU's, \$13.8 million for security upgrades to the NYPD's computer network, \$12.2 million for the Real Time Crime Center, \$12.5 million for the online warrant system and \$10.4 million for arrest processing equipment.

### Equipment

The Ten-Year Capital Strategy also allocates \$29.0 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		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<i>Communications Equipment</i> City		24,480	19,676	17,543	18,571	38,070	23,782	11,901	11,995	12,105	12,250	190,373
<i>Computer Equipment</i> City		27,981	11,268	1,075	4,925	10,536	7,198	500	100	1,550	9,684	74,817
<i>Miscellaneous Equipment</i> City		6,992	1,659	2,827	3,205	2,468	2,392	3,889	3,297	892	1,418	29,039
<i>Police Facilities</i> City		81,981	44,349	29,500	11,792	35,444	23,803	22,758	45,166	22,408	10,563	327,764
<i>Vehicles</i> City		18,729	16,988	5,250	19,636	3,157	14,440	3,961	1,820	3,727	15,321	103,029
<i>Project Type Total by Source of Funds</i> City		160,163	93,940	56,195	58,129	89,675	71,615	43,009	62,378	40,682	49,236	725,022
<i>Project Type Total</i> All Funds		160,163	93,940	56,195	58,129	89,675	71,615	43,009	62,378	40,682	49,236	725,022



# 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. The Ten-Year Capital Strategy is the result of a collaborative process between the City and State Office of Court Administration. The following strategy reflects the City's current proposal for the court facilities capital plan.

## 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 \$582.0 million for compliances with the Court Facilities Act.

	(in millions)
• Reconstruction/Renovation of Court Facilities	\$405.2
• Construction of New Court Facilities	113.9
• Improvement and Expansion of Court Facilities	62.9
<b>TOTAL</b>	<b>\$582.0</b>

## Construction of New Court Facilities

The Ten-Year Capital Strategy provides \$113.9 million for the construction of a new Supreme Court building in Staten Island.

## Improvement and Expansion of Court Facilities

The strategy includes \$62.9 million for capital improvements in various court facilities.

## Reconstruction/Renovation of Court Facilities

The Ten-Year Capital Strategy provides \$405.2 million for the reconstruction and renovation of various court facilities. This includes \$60.0 million for renovation and systems upgrade work in the Bronx Supreme Court building at 851 Grand Concourse; \$50.0 million for renovation, elevator, chiller plant, and roof reconstruction work in the Bronx Criminal/Family Court building at 215 East 161st Street; \$32.4 million for renovation work in the Manhattan Family Court building at 60 Lafayette Street; \$27.1 million for exterior façade and renovation work in the Manhattan Civil Court building at 111 Centre Street; \$20.3 million for exterior, elevator, fire safety, ADA compliance, and renovation work at the Manhattan Criminal Court building at 100 Centre Street; \$13.0 million for renovation work in the Midtown Community Court building at 314 West 54th Street; \$3.7 million for ADA compliance and renovation work in the Surrogate's Court building at 31 Chambers Street; \$33.6 million for renovation work in the Brooklyn Criminal Court building at 120 Schermerhorn Street; \$8.7 million for exterior and renovation work in the Brooklyn Supreme Court building at 360 Adams Street; \$20.0 million for renovation work in the Staten Island Supreme Court building at 18 Richmond Terrace; \$2.0 million for exterior renovation work at the Staten Island Criminal Court building at 67 Targee Street; \$4.1 million for roof reconstruction and renovation in the Long Island City Courthouse at 25-10 Courthouse Square; and \$6.1 million for chiller replacement in the Queens Supreme Court building at 88-11 Sutphin Boulevard.

# Courts

## Project Type: CO

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
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### Construction of New Court Facilities

City

7,840	0	51,938	54,160	0	0	0	0	0	0	0	113,938
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### Improvement and Expansion of Court Facilities

City

35,995	2,059	9,615	7,184	2,000	2,000	2,000	2,000	0	0	0	62,853
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### Reconstruction/Renovation of Court Facilities

City

112,087	111,012	53,660	5,000	15,000	41,213	18,277	16,212	20,493	11,663	0	404,617
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State

640	0	0	0	0	0	0	0	0	0	0	640
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### Project Type Total by Source of Funds

City

155,922	113,071	115,213	66,344	17,000	43,213	20,277	18,212	20,493	11,663	0	581,408
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State

640	0	0	0	0	0	0	0	0	0	0	640
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### Project Type Total

All Funds

156,562	113,071	115,213	66,344	17,000	43,213	20,277	18,212	20,493	11,663	0	582,048
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# Department of Juvenile Justice

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

The Ten-Year Capital Strategy includes funding for renovations to its detention facilities and central office space.

## **Capital Program Goals**

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

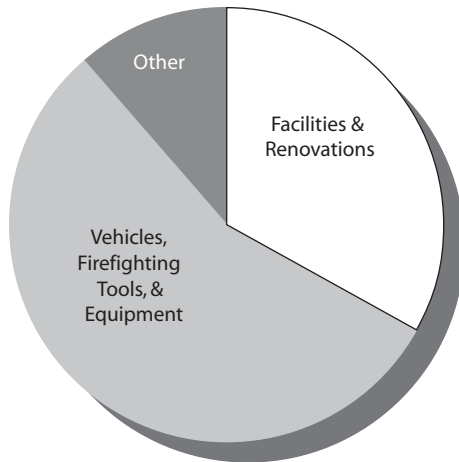
## **Ten-Year Capital Strategy**

The Ten-Year Capital Strategy totals \$20.8 million, which includes \$14.7 million for facilities renovation work at the Bridges, Horizon, and Crossroads detention centers, \$2.7 million for security upgrades, \$2.5 million for fire safety upgrades and renovation for visiting areas, \$0.6 million for renovation of Central Office Space, and \$0.3 million for renovations and improvements at agency-operated Non-Secure detention facilities.

# Department of Juvenile Justice

Project Type: JJ											
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<i>Construction of Secure Detention Facilities</i> City	40	500	500	1,238	1,435	1,471	1,513	1,560	1,605	1,652	11,514
<i>Equipment Juvenile Justice</i> City	200	0	0	0	0	0	0	0	0	0	200
<i>Reconstruction of Secure Detention Facilities</i> City	7,596	752	731	0	0	0	0	0	0	0	9,079
<i>Project Type Total by Source of Funds</i> City	7,836	1,252	1,231	1,238	1,435	1,471	1,513	1,560	1,605	1,652	20,793
<i>Project Type Total</i> All Funds	7,836	1,252	1,231	1,238	1,435	1,471	1,513	1,560	1,605	1,652	20,793

# Fire Department



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

The Fire Department extinguishes fires, promotes fire prevention awareness, investigates suspicious fires, provides ambulance and pre-hospital emergency medical services, and inspects for building safety. The 356 Fire Companies, including 197 Engine Companies, 143 Ladder Companies, seven Squads, five Rescue Units, three Marine Companies, and one Hazardous Materials ("Hazmat") Unit, provide fire and rescue services, while public outreach and enforcement of New York City's fire codes promote fire prevention. The Department's Fire Marshals investigate arson cases and apprehend perpetrators. The Bureau of Emergency Medical Services (EMS), along with the Certified First Responder - Defibrillation (CFR-D) trained personnel responding from Engine Companies, provide pre-hospital emergency medical care and ambulance transport. Building inspectors enforce the various building code regulations. To support these activities, the Department's facilities include 221 firehouses including three marine stations, 30 EMS Stations, and ancillary facilities such as administration, training, repair operations, communications offices, and fire investigation bases.

## Capital Program Goals

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

## Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides for the acquisition of equipment and facilities, communications and computer systems to maintain fire-fighting capability and to provide emergency medical assistance.

	(in millions)
• Vehicles, Fire-fighting Tools, and Equipment	\$310.6
• Facilities Renovation	186.1
• Communications	44.1
• Electronics and Data Processing	18.5
<b>TOTAL</b>	<b>\$ 559.3</b>

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## Fire Department

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The Ten-Year Capital Strategy allocates \$559.3 million to the Department.

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

The Department's mandate to procure front-line vehicles on a predetermined replacement cycle, usually 11 years, requires that the Ten-Year Capital Strategy provide for the scheduled replacement of these vehicles. \$310.6 million is provided for both mandated and support vehicle replacement and necessary fire-fighting tools and equipment, including \$13.8 million of federal funding from the U.S. Department of Homeland Security to replace the FDNY's oldest fireboat.

### **Facilities Renovation**

The average age of the Fire Department's 221 firehouses is 75 years. Many of them were built in the 19th Century and are in need of renovations. The Ten-Year Capital Strategy provides \$119.9 million to replace building components within individual firehouses. Another \$16.8 million is included for the complete rehabilitation of three firehouses and \$21.3 million is allocated for the design and construction of a new facility for Rescue 3 in the Bronx and Engine Company 201 in Brooklyn. In addition, the Ten-Year Capital Strategy funds \$9.8 million for the acquisition, design and construction of a new fleet maintenance facility, \$7.0 million for a new EMS Station at Queens Hospital Center and \$3.6 million for the renovation of Marine 1 Pier.

### **Communications**

The Communications category contains \$44.1 million which is allocated toward radio replacement and repair and fire alarm call box cabling.

### **Electronic Data Processing**

The Electronics and Data Processing category contains \$18.5 million which is allocated toward computer network and applications development. The Ten-Year Capital Strategy includes \$5.1 million for a new asset management system and \$10.3 million to replace aging systems including the Fire Prevention Information Management System (FPIMS).

# Fire Department

Project Type: F		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<i>Communications</i>												
City		24,685	1,223	200	200	200	5,008	4,124	4,124	4,124	200	44,088
<i>Electronics and Data Processing</i>												
City		3,648	6,675	5,350	1,922	150	150	150	150	150	150	18,495
<i>New Facilities and Renovations</i>												
City		89,130	24,400	17,250	11,847	13,619	6,939	5,345	4,000	6,529	7,059	186,118
<i>Vehicles, Firefighting Tools and Equipment</i>												
City		16,628	25,540	24,984	31,979	24,732	52,261	47,966	33,855	14,523	24,296	296,764
Federal		13,885	0	0	0	0	0	0	0	0	0	13,885
<i>Project Type Total by Source of Funds</i>												
City		134,091	57,838	47,784	45,948	38,701	64,358	57,585	42,129	25,326	31,705	545,465
Federal		13,885	0	0	0	0	0	0	0	0	0	13,885
<i>Project Type Total</i>												
All Funds		147,976	57,838	47,784	45,948	38,701	64,358	57,585	42,129	25,326	31,705	559,350

# Department of Education

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The New York City public school system, with approximately 1,500 school buildings and support facilities (including transportables and leased facilities), served over one million pupils in the 2004-2005 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 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 Strategy (2006) is also the second year of the Department of Education's approved \$13.3 billion Five-Year Capital Plan. This historic plan assumes \$6.5 billion of State assistance from 2006 to 2009; this assumption is justified by the court order in the Campaign for Fiscal Equity's lawsuit against the State of New York.

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

## Capital Program Goals

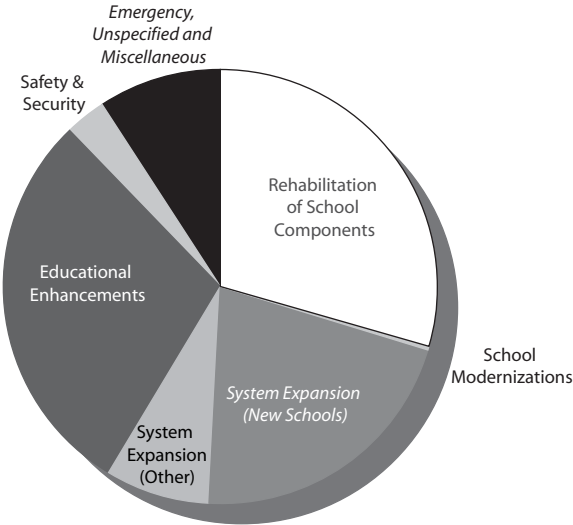
- To halt and reverse the deterioration of school buildings;
- To restore the system to a state of good repair and maintain facilities in a state of good repair via preventive maintenance and life cycle replacement;
- To produce a physically-modernized school system that meets all building and fire code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



# Department of Education

## Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides the Department with a lump-sum allocation of \$17.6 billion to spend at its discretion on school-related capital projects. Funding is distributed across seven broad categories of capital work in the following manner:



	(in millions)
• Rehabilitation of School Components	\$5,205.5
• Educational Enhancements	5,141.2
• System Expansion (New Schools)	3,712.6
• Emergency, Unspecified and Miscellaneous	1,572.2
• System Expansion (Other)	1,355.9
• Safety and Security	527.2
• Major Modernization of Schools	56.4
<b>TOTAL</b>	<b>\$17,571.0</b>

## 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.

## 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 \$56.4 million for this purpose. Projects include major replacements of electrical, plumbing and heating systems.

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## Department of Education

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### **System Expansion**

To address the shortage of seating in public schools, the Ten-Year Capital Strategy provides \$3.7 billion for the construction of new schools. An additional \$1.4 billion is allocated for leases, building additions, transportables, modular classrooms, and new athletic fields and playgrounds.

### **Educational Enhancements**

The Department will designate \$5.1 billion to capital improvements associated with recent programmatic needs. The Department will provide desktop and laptop computers for teachers and students. Funds will also be used to purchase educational software, upgrade networks, and re-wire schools for internet access. To further its science education program, the Department will upgrade and replace science labs citywide.

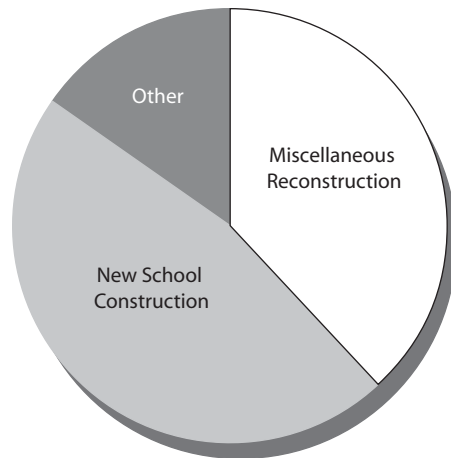
### **Other Funding**

Other miscellaneous capital improvements make up the balance of funding. \$1.6 billion covers the Mayoral/Council Program, administrative costs, emergency projects, research and development, and prior plan completion costs. Finally, \$527.2 million is for security systems, emergency lighting and code compliance.

# Department of Education

Project Type: E											
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<b>Ancillary Facilities (Administration)</b>											
City	4,195	2,416	4,038	7,602	6,897	7,069	7,274	7,500	7,718	7,941	62,650
State	9,354	4,559	6,463	8,898	0	0	0	0	0	0	29,274
<b>Emergency, Inspection and Miscellaneous</b>											
City	77,175	82,550	65,304	102,713	93,196	95,526	98,296	101,343	104,282	107,306	927,691
State	172,103	155,735	104,527	120,236	0	0	0	0	0	0	552,601
<b>Educational Enhancements</b>											
City	258,132	271,184	315,381	337,566	306,286	313,944	323,048	333,062	342,721	352,660	3,153,984
State	575,634	511,607	504,808	395,154	0	0	0	0	0	0	1,987,203
<b>Major Modernization of Schools</b>											
City	2,964	2,780	3,964	3,561	3,231	3,312	3,408	3,514	3,616	3,720	34,070
State	6,609	5,244	6,346	4,170	0	0	0	0	0	0	22,369
<b>Rehabilitation of School Components</b>											
City	178,607	206,407	219,951	431,973	391,946	401,744	413,395	426,210	438,570	451,288	3,560,091
State	398,295	389,399	352,059	505,666	0	0	0	0	0	0	1,645,419
<b>Safety and Security</b>											
City	34,344	41,906	28,328	27,661	25,098	25,725	26,471	27,292	28,083	28,897	293,805
State	76,588	79,060	45,342	32,379	0	0	0	0	0	0	233,369
<b>System Expansion (New Schools)</b>											
City	205,419	101,665	264,036	258,242	234,313	240,171	247,136	254,797	262,186	269,790	2,337,755
State	458,086	191,797	422,623	302,298	0	0	0	0	0	0	1,374,804
<b>System Expansion (Other)</b>											
City	53,444	200,602	108,508	40,192	36,467	37,379	38,463	39,655	40,805	41,990	637,505
State	119,180	378,448	173,681	47,048	0	0	0	0	0	0	718,357
<b>Project Type Total by Source of Funds</b>											
City	814,280	909,510	1,009,510	1,209,510	1,097,434	1,124,870	1,157,491	1,193,373	1,227,981	1,263,592	11,007,551
State	1,815,849	1,715,849	1,615,849	1,415,849	0	0	0	0	0	0	6,563,396
<b>Project Type Total All Funds</b>											
All Funds	2,630,129	2,625,359	2,625,359	2,625,359	1,097,434	1,124,870	1,157,491	1,193,373	1,227,981	1,263,592	17,570,947

# City University



New York City's intellectual resources are unmatched by those of any other city in the country. The City University of New York (CUNY), with a Fiscal Year 2005 registration of approximately 219,023 students, primarily serves City residents; however, it also attracts students from all over the world. Divided into colleges and graduate schools, CUNY facilities are distributed throughout the five boroughs and range in curricula from liberal arts to law and medicine. CUNY maintains 21 campuses in the City, including senior colleges, community colleges, and graduate and professional schools.

Changes in enrollment patterns may have a significant impact on future plant use and capital needs. From Fiscal Year 2000 to 2004, enrollment at New York City colleges and universities grew from 414,199 to 452,179. During this period, enrollment at CUNY went up from 193,875 to 212,711. The total enrollment at all New York City colleges increased by 9.2% while CUNY's total enrollment increased by 9.7%; undergraduate enrollment at CUNY increased by 9.5% and graduate and professional degree programs enrollment increased by 11.0%.

## Capital Program Goals

- To construct new academic buildings;
- 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 \$352.0 million and fully matches the State appropriations for the community college affording CUNY an unprecedented opportunity to enhance its facilities. The City now funds its share of the University's large construction projects through its Capital Plan. In the past the City and State funded these projects through the Dormitory Authority, therefore, any previously funded large construction projects were not reflected in this Strategy. All work associated with the senior colleges is funded by the State. The community college projects are funded jointly by the City and the State. In some cases the City also independently funds some senior and community college related work. For this Strategy, CUNY emphasizes the construction of new buildings; rehabilitation of electrical, mechanical, heating, ventilating and air-conditioning systems; interiors and exteriors of buildings, roofs and windows; security systems; and access for the disabled. Work is also required for early childhood and day care centers, athletic fields and capital equipment.

	(in millions)
• New School Construction	\$164.1
• Miscellaneous Reconstruction	134.5
• Data Processing and Other Equipment	20.0
• Electrical, Mechanical and HVAC System Upgrading	14.3
• Security Systems	8.7
• Federal, State and Local Mandates	4.8
• Athletic Fields, Gymnasiums and Equipment	4.0
• Energy Conservation	1.6
<b>TOTAL</b>	<b>\$352.0</b>

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## City University

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### **New School Construction**

The Ten-Year Capital Strategy provides for the design and construction of Fiterman Hall at Borough of Manhattan Community College, Academic Building I at Medgar Evers College, and the North Instructional Building at Bronx Community College. Funding for the design of the Instructional Building at Queensborough Community College is also provided.

### **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.

### **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.

### **Security Systems**

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

### **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.

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

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

### **Energy Conservation**

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

# City University

Project Type: HN		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<b>Data Processing and Other Equipment</b>												
	City	6,353	427	455	11,170	1,401	0	0	0	0	0	19,806
	State	39	12	0	95	0	0	0	0	0	0	146
<b>Energy Conservation Projects</b>												
	City	1,597	0	0	0	0	0	0	0	0	0	1,597
<b>Athletic Fields, Gymnasiums and Equipment</b>												
	City	0	0	1,515	2,495	0	0	0	0	0	0	4,010
<b>Federal, State and Local Mandates</b>												
	City	2,519	1,529	0	0	339	0	0	0	0	200	4,587
	State	0	10	0	0	0	0	0	0	0	200	210
<b>Electrical, Mechanical and HVAC System Upgrading</b>												
	City	163	1,287	1,656	2,468	727	1,509	0	470	400	0	8,680
	State	184	1,287	656	431	727	1,509	0	470	400	0	5,664
<b>New School Construction</b>												
	City	125,448	11,521	20,113	6,511	119	0	0	0	0	0	163,712
	State	0	94	0	230	119	0	0	0	0	0	443
<b>Miscellaneous Reconstruction</b>												
	City	17,628	17,988	17,776	23,252	8,660	3,226	4,049	3,719	4,769	4,318	105,385
	State	77	2,286	2,292	2,438	1,945	3,226	4,049	3,719	4,769	4,318	29,119
<b>Security Systems</b>												
	City	139	104	808	526	126	0	823	834	0	801	4,161
	State	139	478	808	526	126	0	823	834	0	801	4,535
<b>Project Type Total by Source of Funds</b>												
	City	153,847	32,856	42,323	46,422	11,372	4,735	4,872	5,023	5,169	5,319	311,938
	State	439	4,167	3,756	3,720	2,917	4,735	4,872	5,023	5,169	5,319	40,117
<b>Project Type Total</b>												
	All Funds	154,286	37,023	46,079	50,142	14,289	9,470	9,744	10,046	10,338	10,638	352,055

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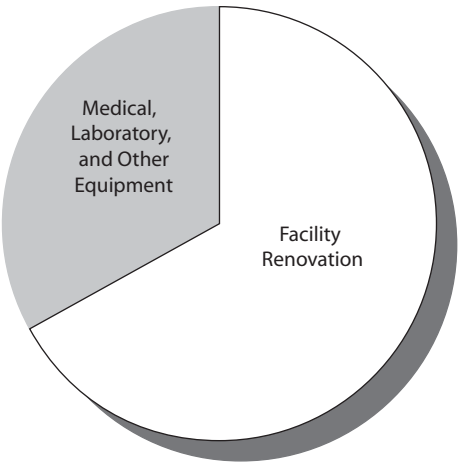
# Department of Health and Mental Hygiene

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The Department of Health and Mental Hygiene (DOHMH) promotes and protects the health and mental well being of all New Yorkers by administering a broad range of public health programs and services. DOHMH maintains 22 public health facilities, including its Public Health Laboratory. Community-based services include District Public Health Offices, seven immunization walk-in clinics, 10 tuberculosis chest centers, and 10 sexually transmitted disease clinics. DOHMH provides HIV/AIDS prevention and support services; health services at more than 850 schools; mental health, mental retardation, developmental disability, and chemical dependency prevention, 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 other facilities.

The Ten-Year Capital Strategy includes funds for the Office of Chief Medical Examiner (OCME), which is responsible for determining the cause and manner of deaths occurring in the City, operating the County Mortuaries and operating an accredited Forensic Biology Laboratory that processes DNA evidence from over 3,000 homicides and sexual assaults.

# Department of Health and Mental Hygiene



### 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 to maintaining quality conditions in these facilities;
- To improve the Public Health Laboratory's capacity to meet the evolving needs of emergency preparedness and communicable diseases;
- To provide effective service delivery by investing in technology for automation and basic infrastructure; and
- To meet legal mandates for animal care and control.

### Ten-Year Capital Strategy

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

	(in millions)
• Facility Renovation and Construction	\$161.9
• Medical, Laboratory and Other Equipment	79.6
<b>TOTAL</b>	<b>\$ 241.5</b>

### Facility Renovation and Construction

Approximately \$104 million will be devoted to the renovation of various City-owned public health facilities. This strategy reflects a commitment to assessing, maintaining and improving conditions throughout entire facilities. Highlights include: \$88.3 million for clinic interior and exterior renovations, equipment purchase and initial outfitting, \$15.7 million to expand renovation scopes of work to address site specific conditions such as installation of smoke purge systems, upgrades of electrical systems, and hazardous material abatements.

The Ten-Year Capital Strategy also includes \$43.4 million for improvements to the Public Health Laboratory spaces and \$900,000 for upgrades for Rapid HIV Testing in STD clinics.

The Department is legally mandated to provide animal care and control services; \$12.7 million is funded to support site acquisition and facility upgrades, and for the purchase of animal rescue vans.

### Medical, Laboratory & Other Equipment

Approximately \$24.6 million will be invested in critical automation needed to maintain and improve services. Highlights include \$13.6 million for digital radiography at TB, correctional and oral health facilities, \$3.8 million to address the needs of legally mandated correctional facility discharge planning, \$1.3 million for Correctional Health Program Medical Equipment Replacement, \$5.9 million for an Electronic Health Record and automated clinical decision support for Correctional Health Services.

Another \$30.3 million will support basic technology infrastructure and security needs, including routine equipment replacement and upgrade, and data backup.

Approximately \$22.0 million for purchase and replacement of laboratory and other equipment and for development and maintenance of information technology for the OCME.



# Department of Health and Mental Hygiene

Project Type: HL		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<i>Medical, Laboratory, and Other Equipment</i> City		25,374	6,828	7,238	5,157	4,600	4,600	4,661	4,803	4,593	11,759	79,613
	<i>Facility Renovation</i> City	35,218	44,891	14,170	14,738	9,550	8,850	8,941	9,142	8,139	8,239	161,878
<i>Project Type Total by Source of Funds</i> City		60,592	51,719	21,408	19,895	14,150	13,450	13,602	13,945	12,732	19,998	241,491
<i>Project Type Total</i> All Funds		60,592	51,719	21,408	19,895	14,150	13,450	13,602	13,945	12,732	19,998	241,491

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# Health and Hospitals Corporation

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The Health and Hospitals Corporation (HHC) was established in 1969 as the successor to the former Department of Hospitals to provide greater flexibility in the operation of the municipal hospital system. The Corporation operates 11 acute care hospitals, 6 Diagnostic and Treatment Centers, 4 long-term care facilities, a certified home health care agency, and more than 100 community health clinics, including Communicare Centers and Child Health Clinics. Through its wholly owned subsidiary, MetroPlus, HHC operates a health plan which has approximately 225,000 Medicaid, Child Health Plus, Family Health Plus and HIV Special Needs Plan enrollees. HHC facilities treat nearly one-fifth of all general hospital discharges and more than one-third of the emergency room and hospital-based clinic visits in NYC.

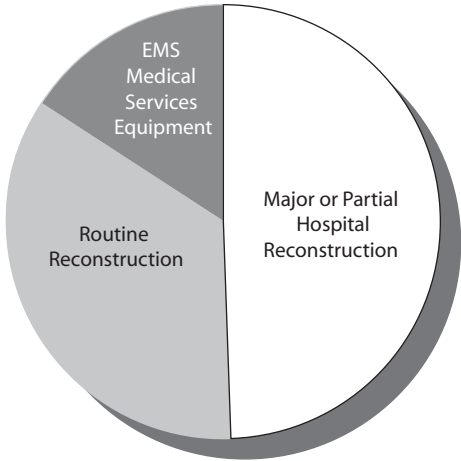
## **Capital Program Goals**

The Health and Hospitals Corporation is in the midst of a \$1.45 billion capital program that will modernize many of its hospitals and facilities across the city. The 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 failing building components or systems critical to safety, comfort, plant integrity and/or effective operations;
- Upgrade aging building infrastructure, systems, or service areas to accommodate increased utilization or to achieve improved operating efficiencies;
- Purchase new and replacement medical equipment;
- Capital improvements to facilitate unmet needs intended to protect market share; and
- Replace aging ambulance fleet for the FDNY/EMS.

The funding of the Corporation's capital plan is accomplished through a combination of City, Dormitory Authority of the State of New York and HHC issued 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)
• Major or Partial Hospital Reconstruction	\$471.6
• Routine Reconstruction	331.5
• EMS Ambulance Purchases	148.2
<b>TOTAL</b>	<b>\$951.2</b>

## Major or Partial Hospital Reconstruction

The Ten-Year Capital Strategy includes \$100 million for the Gouverneur Healthcare Services modernization and expansion project which will increase the nursing facility bed count from 210 to 330, increase the number of private and semi-private patient rooms, renovate and enlarge the ambulatory care areas; \$203 million for Harlem Hospital Center consolidation and modernization of 183,000 sq. ft. of existing space and construction of a new 150,000 sq. ft. diagnostic, treatment and emergency care pavilion; and \$53.5 million for Jacobi Medical Center consolidation of ambulatory care clinics.

## Routine Reconstruction

The Ten-Year Capital Strategy includes \$190.5 million for corporation-wide ongoing maintenance, code compliance, and facility and equipment expansion and upgrades including: \$75 million for improvements and an expansion of HHC's emergency power systems; \$63 million for Local Law 11 compliance with building façade preservation; \$15 million for remediation and replacement of aging underground fuel storage tanks; \$14 million for replacement of air handling systems at Woodhull Medical and Mental Health Center; \$4 million for a Kings County Health Center Catheterization laboratory; and \$6 million for Sea View Hospital Rehabilitation Center & Home upgrades. Also includes \$126 million for Kings County Hospital Center behavioral health services consolidation.

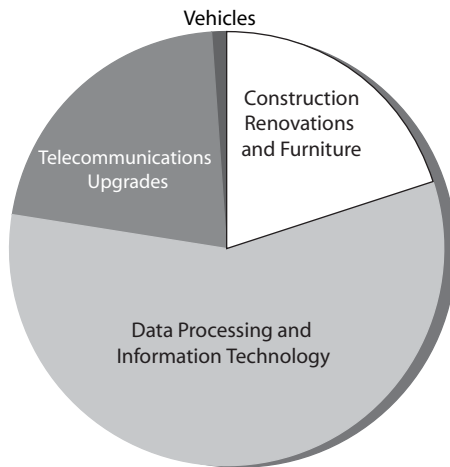
## Emergency Medical Services Ambulance Purchases

Approximately \$148.2 million will be provided for the purchase of EMS ambulances through FY 2015.

# Health and Hospitals Corporations

Project Type: HO		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<i>Emergency Medical Services Equipment</i> City		20,098	13,640	13,315	13,315	13,648	13,989	14,394	14,841	15,271	15,714	148,225
<i>Major or Partial Hospital Reconstruction</i> City		185,359	130,819	111,388	38,000	6,000	0	0	0	0	0	471,566
<i>Routine Reconstruction</i> City		115,502	94,300	76,600	45,071	0	0	0	0	0	0	331,473
<i>Project Type Total by Source of Funds</i> City		320,959	238,759	201,303	96,386	19,648	13,989	14,394	14,841	15,271	15,714	951,264
<i>Project Type Total</i> All Funds		320,959	238,759	201,303	96,386	19,648	13,989	14,394	14,841	15,271	15,714	951,264

# Human Resources Administration



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

## Capital Program Goals

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

## Ten-Year Capital Strategy

The primary focus of this Ten-Year Capital Strategy is to improve cost-effectiveness and improve the delivery of customer services and employee productivity through renovations and upgrades of DSS sites. The Strategy also provides for acquisition and upgrade of computer technology, including Wide and Local Area Networks; and information systems development to meet the needs of the Department's many programs and social services.

	(in millions)
• Data Processing and Information Technology	\$104.9
• Telecommunications Infrastructure	39.4
• Construction/Renovations and Furniture	37.0
• Vehicles	1.7
<b>TOTAL</b>	<b>\$183.0</b>

## 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.

The Capital Strategy also includes funds for the initial stages of development of a project to integrate case management services throughout the City's human services agencies.

## Telecommunications Infrastructure

The Department will continue to enhance productivity and create a Wide Area Network to provide greater connectivity among agency personnel and contracted service providers. These will strengthen operations management and maximize the efficient allocation of resources using the latest technology including Voice Over Internet Protocol (VOIP) and an Interactive Voice Response System (IVRS).

## Construction/Renovations and Furniture

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 space agency-wide; as well as for improvements to maintain the structural integrity of various DSS facilities. Funds are also provided to assure the necessary infrastructure to address emergencies, improvements for HVAC, masonry, roofing, electrical, plumbing, and renovations.

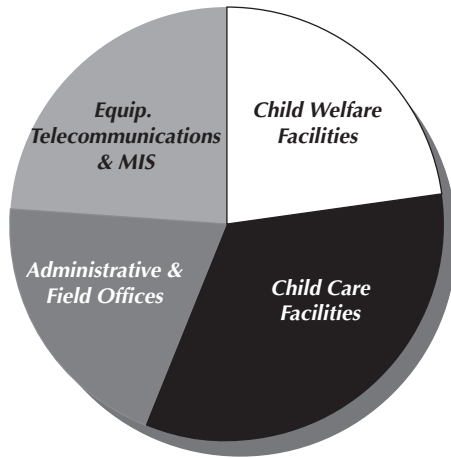
## Vehicles

The Ten-Year Capital Strategy allocates funding for the replacement of aging cars, vans, and trucks used to carry out vital program support operations for child support enforcement, investigations, and field trips to reconstruction projects throughout the five Boroughs.

# Human Resources Administration

Project Type: HR		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<b>Telecommunications Equipment</b>												
	City	4,059	2,172	2,170	989	2,861	2,034	2,357	2,371	2,386	2,245	23,644
	Federal	2,706	1,447	1,446	659	1,906	1,355	1,570	1,580	1,590	1,496	15,755
<b>Data Processing Equipment</b>												
	City	14,729	5,611	3,034	5,936	9,153	8,412	5,015	4,052	4,184	4,646	64,772
	Federal	9,484	3,738	2,021	3,955	6,100	2,866	3,340	2,700	2,788	3,096	40,088
<b>Equipment</b>												
	City	1,035	0	0	0	0	0	0	0	0	0	1,035
	Federal	690	0	0	0	0	0	0	0	0	0	690
<b>Social Services Buildings</b>												
	City	8,823	0	2,023	1,500	1,721	3,634	2,892	4,329	4,329	4,329	33,580
	Federal	1,711	0	0	0	0	0	0	0	0	0	1,711
<b>Automotive Equipment</b>												
	City	66	0	0	159	162	165	165	0	165	165	1,047
	Federal	44	0	0	106	108	110	110	0	110	110	698
<b>Project Type Total by Source of Funds</b>												
	City	28,712	7,783	7,227	8,584	13,897	14,245	10,429	10,752	11,064	11,385	124,078
	Federal	14,635	5,185	3,467	4,720	8,114	4,331	5,020	4,280	4,488	4,702	58,942
<b>Project Type Total All Funds</b>		43,347	12,968	10,694	13,304	22,011	18,576	15,449	15,032	15,552	16,087	183,020

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

## 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

	(in millions)
• Child Care Facilities	\$51.3
• Equipment, Telecommunications, & MIS	36.3
• Child Welfare Facilities	35.0
• Administrative & Field Offices	30.9
<b>TOTAL</b>	<b>\$153.5</b>

The primary focus of the Ten-Year Capital Strategy is to continue to improve delivery of services to children and families through the improvement of community based field offices and the enhancement of integrated management information systems to better track outcomes. Major projects include renovation of administrative offices to meet building and health code compliance, computer hardware/software replacement and upgrades, as well as construction of new child care centers in Washington Heights and the Southeast Bronx.

# Children's Services

Project Type: CS		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<b>Child Welfare Facilities</b>												
	City	2,973	3,732	2,584	2,469	2,422	2,346	4,372	4,569	4,701	4,837	35,005
<b>Day Care Facilities</b>												
	City	9,591	2,624	2,585	2,747	2,422	2,347	6,371	6,569	6,760	6,956	48,972
	Federal	169	0	0	0	0	0	532	532	547	563	2,343
<b>Equipment</b>												
	City	4,413	4,938	3,745	4,360	4,000	4,192	0	0	1,942	1,882	29,472
	Federal	1,174	1,314	997	1,159	1,064	1,115	0	0	0	0	6,823
<b>Social Service Buildings</b>												
	City	9,056	1,000	1,000	0	3,188	3,499	2,000	2,000	2,058	2,118	25,919
	Federal	504	266	266	0	848	930	532	532	547	563	4,988
<b>Project Type Total by Source of Funds</b>												
	City	26,033	12,294	9,914	9,576	12,032	12,384	12,743	13,138	15,461	15,793	139,368
	Federal	1,847	1,580	1,263	1,159	1,912	2,045	1,064	1,064	1,094	1,126	14,154
<b>Project Type Total All Funds</b>		27,880	13,874	11,177	10,735	13,944	14,429	13,807	14,202	16,555	16,919	153,522



# Department For The Aging

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

## Capital Program Goals

- Rehabilitation of facilities that provide services for senior citizens; and
- Development of a computerized network to assist applicants in accessing services and entitlement programs.

## Ten-Year Capital Strategy

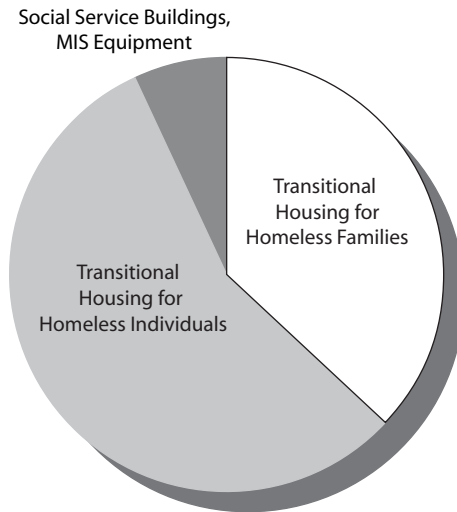
	(in millions)
• Building Reconstruction	\$21.3
• Data Processing and Information Technology	13.6
<b>TOTAL</b>	<b>\$34.9</b>

The Department's primary focus for Senior Center improvements include: fire suppression systems, heat and hot water systems and renovations for handicapped accessibility. Technology projects include continued development of the Uniform Benefits Assessment System (Uni-form) and Provider Data System (PDS). The Uni-form system allows seniors to apply for various entitlement programs including Medicaid, food stamps, and Supplemental Security Income, by completing one simple application. The Department has allocated \$1 million in the Ten-Year Capital Strategy for the migration of PDS and Uni-form to a web based platform.

# Department for the Aging

Project Type: AG		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<i>Electronic Data Processing</i> City  <i>Department for the Aging Building Reconstruction</i> City		4,878	1,030	1,750	700	1,200	700	1,200	700	700	700	13,558
		5,729	1,449	350	1,400	1,453	1,506	2,270	2,341	2,409	2,479	21,386
<i>Project Type Total by Source of Funds</i> City		10,607	2,479	2,100	2,100	2,653	2,206	3,470	3,041	3,109	3,179	34,944
<i>Project Type Total</i> All Funds		10,607	2,479	2,100	2,100	2,653	2,206	3,470	3,041	3,109	3,179	34,944

# 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 Departments to develop permanent and transitional housing.

The Department is currently responsible for the maintenance of 26 facilities for homeless singles, 24 facilities for homeless families and 6 Single Room Occupancy (SRO) permanent residences.

## Capital Program Goals

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

## Ten-Year Capital Strategy

(in millions)

• Transitional Housing for Homeless Individuals	\$153.6
• Transitional Housing for Homeless Families	101.4
• Social Service Buildings, MIS Equipment	18.4
<b>TOTAL</b>	<b>\$273.4</b>

## Transitional Housing for Homeless Individuals & Families

The 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 93 percent of funding to the rehabilitation and development of these facilities. Major priorities for the agency continue to be code compliance, fire safety, and exterior building stabilization. Major family projects include building upgrades at Auburn, Briarwood, Linden, Jackson, Jennie Clark, Powers, Flatlands and Springfield. In addition, funds are allocated for upgrades to several family sites constructed by NYCHA and HPD in the early 1990s, and construction of a new Intake Center for Families with Children. Adult projects include exterior envelope stabilization at the Manhattan Bowery and building upgrades at Charles Gay, Harlem Men's Shelter, Webster SRO and Willow Avenue.

## MIS & Equipment

Major MIS initiatives include continued expansion of the LAN/WAN to complete the connectivity of all shelter sites, allowing access to the new Client Tracking System being developed to enhance shelter management, reporting, and interagency data sharing.

# Department of Homeless Services

Project Type: HH		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<i>Shelters for Homeless Individuals</i>												
City		24,218	13,702	13,382	14,489	16,243	16,798	13,075	13,512	13,904	14,307	153,630
<i>Equipment</i>												
City		4,100	4,000	1,000	1,000	1,000	1,000	1,000	1,000	2,028	2,058	18,186
<i>Shelters for Homeless Families</i>												
City		27,037	16,700	4,700	3,700	5,000	5,000	9,384	9,675	9,956	10,245	101,397
<i>Social Services Buildings</i>												
City		200	0	0	0	0	0	0	0	0	0	200
<i>Project Type Total by Source of Funds</i>												
City		55,555	34,402	19,082	19,189	22,243	22,798	23,459	24,187	25,888	26,610	273,413
<i>Project Type Total</i>												
All Funds		55,555	34,402	19,082	19,189	22,243	22,798	23,459	24,187	25,888	26,610	273,413

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# Housing Preservation & Development

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The Department of Housing Preservation and Development (HPD) preserves, upgrades, and assists in the expansion of the City's affordable housing stock. Its primary goals are: to spur the preservation and development of affordable housing through direct investment and the provision of loans; to maximize neighborhood ownership and management of housing by generating local participation in disposition and development programs; and to enforce compliance with housing quality standards. 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 defined by its newest initiative, "The New Housing Marketplace," a \$3 billion plan to create and preserve more than 65,000 homes citywide from FY04 to FY08. The agency projects that a total over 26,000 units will be completed by the end of FY05.

HPD continues to expand the use of public-private partnerships throughout the Ten-Year Capital Strategy. The agency is firmly committed to completing the rehabilitation and disposition of all remaining *in rem* buildings, both occupied and vacant, before the end of the Ten-Year Capital Strategy. These privatization initiatives will foster the rehabilitation of the approximately 4,253 remaining *in rem* dwelling units. The current inventory of City owned occupied housing is scheduled to be completely exhausted by 2007 and sold by 2011.

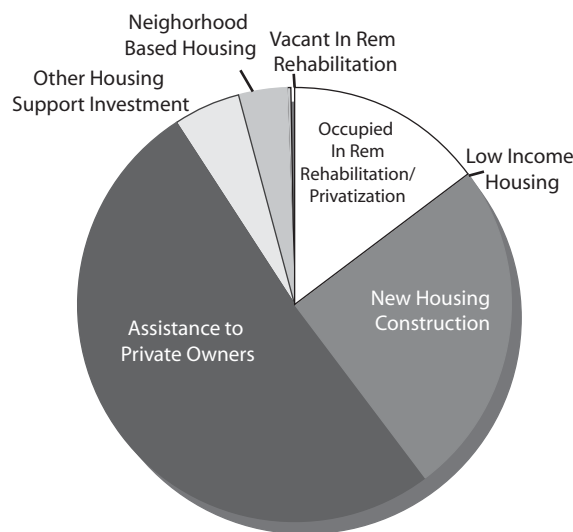
Concurrently, through its Anti-Abandonment programs, the City is expanding efforts to prevent the abandonment of privately owned buildings and avert their entry into City ownership by providing financial and technical assistance to private landlords. Finally, the City maintains its commitment to provide new homeownership opportunities, particularly through existing new construction programs. HPD will continue to build on assemblages of vacant land and urban renewal sites through the Neighborhood Initiative, Partnership and Nehemiah homeownership programs. Construction activity engendered by the City's

housing commitment also provides a substantial stimulus to the New York City economy.

In this Ten-Year Capital Strategy, new programs have been created and existing programs expanded to provide an array of new housing options. The funding provided in this strategy will be used in conjunction with Housing Development Corporation (HDC) funding and Federal Low Income Housing Tax Credits (LIHTC) to create new markets for affordable housing at all income levels. Specifically, \$500 million in HDC funding will be invested in New Development Initiatives, wherein low cost loans will be provided to private developers to create 17,000 units of low and moderate income housing from fiscal year 2004 to 2008. Over the same period, an additional \$26.7 million in LIHTC will be used for the construction and preservation of 2,670 units of affordable housing.

Funding is provided for the New Partners program, which will provide a total of \$9.2 million to owners of small buildings to renovate and lease approximately 115 vacant apartments that have been unavailable for rent. Funding is also included for expanded and new housing initiatives for homeless, very low income, and special needs populations. These initiatives will increase the production of rental and homeownership units for the homeless; and provide new supportive housing programs for families and youth aging out of foster care. Over \$473 million will be invested in these initiatives to produce 3,960 units for homeless and formerly homeless households.

# Housing Preservation & Development



## Capital Program Goals

- To complete the disposition of City owned occupied and vacant housing units by the end of fiscal year 2011 to tenants, community based not-for-profit organizations, and selected private owners;
- To promote the preservation and improvement of the City's existing housing stock and prevent abandonment through financial assistance – low interest loans – to private owners;
- To spur the private market and create new markets for the construction of affordable housing at all income levels through New Development Initiatives, which will provide low-cost loans to private developers of affordable housing;
- To promote the construction of affordable owner occupied housing for moderate, low and very low income households, including the formerly homeless, and to foster neighborhood retail and commercial development; and
- To produce permanent Supportive Housing for homeless and low income singles and families, through the provision of low and zero interest loans to community based not-for-profit organizations and private developers.

## Ten-Year Capital Strategy

The Ten-Year Capital Strategy allocates a total of nearly \$3.9 billion for HPD to achieve the goals of the New Housing Marketplace plan. Of this amount, \$3.5 billion represents City funding, while approximately \$467 million will be leveraged in Federal funds. Substantial private equity is also leveraged through HPD programs.

	(in millions)
• Assistance to Private Owners	\$2,007.5
• New Housing Construction	978.2
• Occupied <i>In Rem</i> Rehabilitation/Privatization	582.5
• Other Housing Support Investment	205.8
• Neighborhood-Based Housing	139.3
• Low-Income Housing	14.7
• Vacant <i>In Rem</i> Rehabilitation	2.9
<b>TOTAL</b>	<b>\$3,930.9</b>

## Assistance to Private Owners

Activities under the Third Party Transfer, Article 7A, Article 8A, Small Homes Private, Participation Loan, Home Improvement, and Supportive Housing Loan programs are funded at over \$2 billion over the ten-year period for the rehabilitation and preservation of roughly 43,079 units in privately owned multiple dwellings and one- to four-unit homes.

## New Housing Construction

The Ten-Year Capital Strategy allocates \$978.2 million to foster the new construction of 21,434 housing units affordable to low and moderate income homeowners and renters through existing programs such as Nehemiah, ANCHOR, and Mixed Use, and Homeless Production programs.

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# Housing Preservation & Development

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

Approximately \$582.5 million is provided to fund the rehabilitation and disposition of 4,615 City owned housing units through a variety of programs including the Tenant Interim Lease (TIL), Neighborhood Redevelopment (NRP), Neighborhood Homes (NHP), and Neighborhood Entrepreneurs (NEP) programs. Buildings are sold to: low income tenant cooperatives through TIL; community based not-for-profit owners/managers through NRP and NHP; and local for-profit property managers through NEP.

## **Neighborhood Based Housing**

The Ten-Year Capital Strategy allocates \$139.3 million to fund the Neighborhood Initiative program through which HPD drafts or modifies urban renewal plans; seeks approval of the plans from local community boards, borough presidents, the City Planning Commission, the City Council, and the Mayor; acquires property through condemnation and other means; sells properties for the purpose of redevelopment; manages the relocation of residents and businesses; and coordinates redevelopment of the area. Some of HPD's Neighborhood Initiatives include Gateway Estates at Spring Creek in Brooklyn and Edgemere and Arverne in Queens. HPD expects 4,000 units to result from these Neighborhood Based Initiatives.

## **Other Housing Support Investment**

Funds totaling \$205.8 million are provided for a variety of projects supporting HPD's affordable housing initiatives, including the demolition of unsafe buildings, urban renewal costs, computer based productivity initiatives, lead paint abatement programs, and other infrastructure supports.

## **Low-Income Housing**

The Ten-Year Capital Strategy provides \$14.7 million for Low-Income Housing programs such as the Grandparent Family Apartments, Kingston Avenue Senior Residence, and Association of Community Organizations for Reform Now (ACORN) projects. Funds will contribute to construction, rehabilitation and site work.

## **Vacant *In Rem* Rehabilitation**

The Ten-Year Capital Strategy allocates \$2.9 million for the treatment of smaller vacant City owned buildings for return to the private market, primarily through the Storeworks program. HPD expects 43 units to be rehabilitated through this program.

# Housing Preservation & Development

Project Type: HD		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<b>Low-Income Housing Production</b>												
City		13,521	629	0	0	0	0	0	0	0	0	14,150
<b>Low Income Housing Retention</b>												
City		500	0	0	0	0	0	0	0	0	0	500
<b>Neighborhood-Based Housing Initiatives</b>												
City		20,977	55,136	23,691	31,035	8,440	0	0	0	0	0	139,279
<b>New Housing Construction</b>												
City		17,235	37,140	0	0	62,698	86,647	143,883	154,030	190,719	202,392	894,744
Federal		14,411	14,048	55,000	0	0	0	0	0	0	0	83,459
<b>Other Housing Support Investment</b>												
City		15,616	6,086	14,462	8,000	20,385	15,705	23,800	23,800	23,800	23,800	175,454
Private		20,000	0	0	0	0	0	0	0	0	0	20,000
<b>Occupied In Rem Rehabilitation</b>												
City		160,751	53,332	61,000	63,500	76,000	64,188	0	0	0	0	478,771
Federal		70,418	13,346	10,000	10,000	0	0	0	0	0	0	103,764
<b>Other Housing Programs</b>												
City		10,300	0	0	0	0	0	0	0	0	0	10,300
<b>Assistance to Private Owners</b>												
City		123,327	150,840	154,910	123,159	192,205	202,180	211,730	213,345	188,000	188,000	1,747,696
Federal		55,363	70,500	82,000	52,000	0	0	0	0	0	0	259,863
<b>Vacant In Rem Rehabilitation</b>												
City		2,900	0	0	0	0	0	0	0	0	0	2,900
<b>Project Type Total by Source of Funds</b>												
City		365,127	303,163	254,063	225,694	359,728	368,720	379,413	391,175	402,519	414,192	3,463,794
Federal		140,192	97,894	147,000	62,000	0	0	0	0	0	0	447,086
Private		20,000	0	0	0	0	0	0	0	0	0	20,000
<b>Project Type Total</b>												
All Funds		525,319	401,057	401,063	287,694	359,728	368,720	379,413	391,175	402,519	414,192	3,930,880



# Housing Authority

The New York City Housing Authority builds, operates and maintains affordable housing for low income New Yorkers. The mandate of the Housing Authority, created in 1934, is to provide decent, safe and affordable housing for low-income families, despite the challenges of managing an aging public housing inventory with a 99% occupancy rate.

The New York City Housing Authority owns and operates the nation's largest public housing program, with 345 developments (181,856 apartments in 2,968 buildings), housing over 420,000 tenants throughout the city. The Authority also operates the Leased Housing (Section 8) Program in the private housing market, with approximately 92,000 occupied apartments. More than 30,000 landlords participate in the Section 8 program.

Managing the Housing Authority's vast physical plant and its 13,000 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.

## Capital Program Goals

- To modernize existing developments and continue to construct new units in order to maintain decent, safe and sanitary housing for low to moderate income residents; and
- To focus available resources on necessary building system replacements, such as heating and plumbing, to maintain essential services for Housing Authority residents.

## Ten-Year Capital Strategy

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

(in millions)

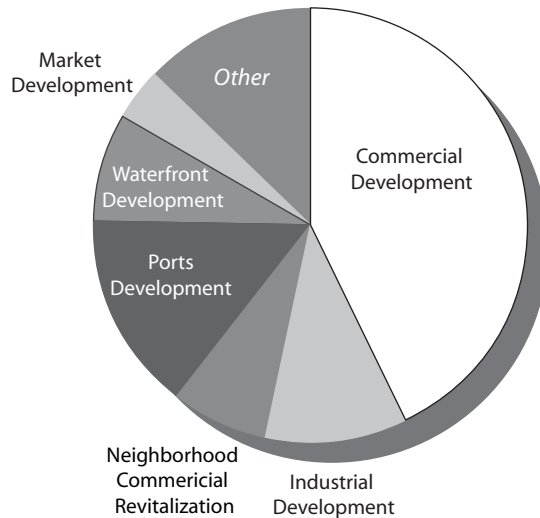
- |  |         |
|--|---------|
| • Low to Moderate Income<br>Public Housing Upgrade | \$142.4 |
|--|---------|

The Ten-Year Capital Strategy provides \$142.4 million primarily for the upgrade of existing City-aided public housing units, which number 7,980, and the enhancement of security at these six developments. In addition, some of these funds will be used to upgrade Federal and State developments. These funds cover a wide range of projects including, but not limited to, heating and plumbing work, door and entrance replacements, roof and window replacements, and site related improvements such as steel bar fencing and lighting.

# Housing Authority

Project Type: HA		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<b>Low to Moderate Income Public Housing Construction</b> City		264	0	0	0	0	0	0	0	0	0	264
	<b>Low to Moderate Income Public Housing Upgrade</b> City	27,902	15,728	12,209	12,578	11,451	11,737	12,077	12,452	12,813	13,185	142,132
<b>Project Type Total by Source of Funds</b> City		28,166	15,728	12,209	12,578	11,451	11,737	12,077	12,452	12,813	13,185	142,396
<b>Project Type Total</b> All Funds		28,166	15,728	12,209	12,578	11,451	11,737	12,077	12,452	12,813	13,185	142,396

# Department of Small Business Services



The Department of Small Business Services (SBS) provides business assistance directly to the public and administers other City economic development initiatives, including capital improvements to City-owned properties. Under contract with SBS, the Economic Development Corporation (EDC) coordinates the City's commercial, industrial, market, waterfront and intermodal transportation development projects.

## Capital Program Goals

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

## Ten-Year Capital Strategy

	(in millions)
• Commercial Development	\$632.0
• Port Development	218.2
• Miscellaneous	163.6
• Industrial Development	152.7
• Waterfront Development	119.9
• Neighborhood Commercial Revitalization	104.5
• Market Development	54.0
• Rail Development	23.1
<b>TOTAL</b>	<b>\$1,467.8</b>

## Commercial Development

EDC continues its efforts to expand the City's commercial base and diversify the City's economy by fostering the growth of new industries and new retail opportunities. The Ten-Year Capital Strategy supports the City's vision of developing central business districts in Long Island City and downtown Brooklyn. For example, the plan supports the redevelopment of downtown Brooklyn by facilitating the creation of Class A office space, retail, and cultural land uses. In addition to the central business districts, the anticipated redevelopment of Homeport, a former naval base on Staten Island, will create a similar mixture of commercial uses such as restaurants, a farmers market, as well as a community sports complex.

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## Department of Small Business Services

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### Industrial Development

EDC markets City-owned real estate to industrial users and works closely with firms to find sites for their expansion and relocation. In support of these efforts, the plan includes health and safety related infrastructure improvements at the Brooklyn Navy Yard, which houses over 200 small business and 3,000 jobs. Other projects include upgrades to the physical plant of the City's industrial parks and city-owned properties such as the South Brooklyn Marine Terminal and the Brooklyn Army Terminal (BAT).

### 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. A prime example of such efforts is the Downtown Flushing Pedestrian project, which will visibly link the developing waterfront, retail core, transportation hub, historic sites precinct and the mixed-use district. A similar project on 125th Street in Harlem will make the neighborhood a 24-hour destination for shopping and entertainment by facilitating improvements in transportation, land use, and streetscape beautification. Resources have also been allocated to comprehensively develop the proposed site of an 18,000-seat Nets basketball arena in Brooklyn (i.e. streets, sidewalks, open space enhancements, and parking garage). The overall project will add 4,500 new housing units and create 300,000 square feet of retail space for the community.

### Port and Waterfront 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 strategy includes major improvements to the piers and bulkheads at the New York Cruise Terminal along with similar improvements along the waterfront for the creation of

the Brooklyn Cruise Terminal. Together, these terminals will increase the City's ability to serve a growing number of passengers and retain and expand tourism-related business. In addition, the capital plan 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 plan also includes funding for the redevelopment of public space along the City's waterfront. Implementation of the Bush Terminal Piers Open Space project and the Hunts Point Vision Plan will result in improved waterfront access and recreation space for these communities.

### Market Development

The City's ongoing commitment to preserve its markets through various infrastructure improvements is also reflected in the Ten-Year Capital Strategy. It provides funding for infrastructure improvements at the Brooklyn Wholesale Meat Market and various markets at Hunt's Point in the Bronx and other locations citywide.

### Rail Development

In conjunction with the Port Authority of New York and New Jersey, EDC is in the process of reactivating the Staten Island Railroad. The project will restore freight service between Staten Island and the national freight network in New Jersey. This will promote the retention of industrial businesses on Staten Island and will allow cargo to be transported to and from destinations throughout the United States, supporting the City's major marine terminals and the export of municipal solid waste.

# Department Business Services - Economic Development

Project Type: ED		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<b>Commercial Development</b>												
City		142,892	434,580	4,454	3,368	4,316	9,200	7,395	7,626	8,946	9,205	631,982
<b>Industrial Development</b>												
City		73,626	26,665	21,659	6,596	4,316	0	7,395	7,626	2,353	2,423	152,659
<b>Market Development</b>												
City		8,585	1,450	3,061	3,388	4,316	0	7,395	7,626	8,946	9,205	53,972
<b>Miscellaneous</b>												
City		60,425	45,449	29,431	2,900	2,000	0	0	0	0	0	140,205
Federal		5,040	0	0	0	0	0	0	0	0	0	5,040
State		18,350	0	0	0	0	0	0	0	0	0	18,350
<b>Neighborhood Revitalization</b>												
City		10,825	10,000	20,000	23,378	4,317	0	7,395	7,626	8,946	9,205	101,692
Federal		2,800	0	0	0	0	0	0	0	0	0	2,800
<b>Port Development</b>												
City		53,112	59,392	48,093	10,903	5,316	8,222	7,395	7,626	8,946	9,205	218,210
<b>Rail Development</b>												
City		23,050	0	0	0	0	0	0	0	0	0	23,050
<b>Waterfront Development</b>												
City		26,205	26,165	10,087	12,632	1,317	9,700	7,406	7,626	8,946	9,205	119,289
State		550	0	0	0	0	0	0	0	0	0	550
<b>Project Type Total by Source of Funds</b>												
City		398,720	603,701	136,785	63,165	25,898	27,122	44,381	45,756	47,083	48,448	1,441,059
Federal		7,840	0	0	0	0	0	0	0	0	0	7,840
State		18,900	0	0	0	0	0	0	0	0	0	18,900
<b>Project Type Total</b>												
All Funds		425,460	603,701	136,785	63,165	25,898	27,122	44,381	45,756	47,083	48,448	1,467,799

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# Department of Citywide Administrative Services

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

DCAS operates, maintains, and reconstructs the 54 public buildings in its real estate portfolio, including court facilities, totaling nearly 13.9 million square feet of space. The Department acquires, manages, and leases nonresidential real properties. DCAS also provides municipal supply services to agencies. The services include the acquisition, testing, and distribution of supplies and equipment as well as the administration of the Citywide vehicle fleet.

## Capital Program Goals

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

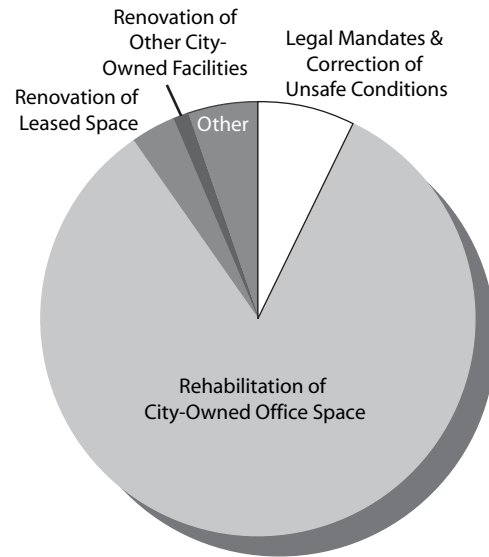
## Ten-Year Capital Strategy

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

The Ten-Year Capital Strategy totals \$1,137.8 million and is allocated between Public Works and Real Property as follows:

## Department of Citywide Administrative Services - Public Buildings



### Public Works

	(in millions)
• Rehabilitation of City-owned Office Space	\$891.3
• Legal Mandates and Correction of Unsafe Conditions	80.2
• Miscellaneous Construction	43.4
• Renovation of Leased Space	36.9
• Equipment and Interagency Services	13.6
• Renovation of Other City-owned Facilities	12.1
• Board of Elections Modernization	7.1
• Communications Equipment	0.5
<b>TOTAL</b>	<b>\$1,085.1</b>

### Rehabilitation of City-Owned Office Space

The Ten-Year Capital Strategy allocates \$891.3 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 includes interior and exterior renovations of the Manhattan Municipal Building (\$23.0 million), the Brooklyn Municipal Building (\$22.5 million), City Hall (\$15.7 million), and Queens Borough Hall (\$8.4 million).

### Legal Mandates and Correction of Unsafe Conditions

The correction of code violations and compliance with legal mandates is a capital focus of the Department, representing \$80.2 million of the Ten-Year Capital Strategy. Funding of \$26.6 million is provided for various environmental services contracts, land surveys, subsurface site engineering, geotechnical investigations, and topography contracts. Other legally mandated work will include asbestos and lead abatement (\$27.5 million) in DCAS-managed buildings and other City-owned facilities and the repair and replacement of petroleum underground storage tanks (\$14.0

million). Other projects include the modernization of fire safety systems (\$7.8 million) and upgrades to comply with the Americans with Disabilities Act (\$3.5 million).

### Miscellaneous Construction

The Ten-Year Capital Strategy provides \$43.4 million for construction in non-City owned facilities. Included are construction at the Seaview Senior Housing in Staten Island (\$10.0 million), Cooper Union in Manhattan (\$5.5 million), and the South Queens Boys and Girls Club (\$1.0 million).

### Renovation of Leased Space

The Ten-Year Capital Strategy allocates \$36.9 million for leased space renovations over the ten-year period. Funding is primarily for agency office consolidations and office space needs when City-owned facilities are not available. The Ten-Year Capital Strategy provides for the expansion of the Financial Information Services Agency office space in Manhattan (\$4.1 million), the relocation of the Department of Buildings' Bronx office (\$3.4 million), and the expansion of the Department of Youth and Community Development offices at 156 William Street in Manhattan (\$1.6 million).

## Department of Citywide Administrative Services - Public Buildings

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### **Equipment and Interagency Services**

The Ten-Year Capital Strategy provides \$13.6 million over the ten-year period for this category to fund equipment purchases, including management information systems equipment, citywide.

### **Renovation of Other City-Owned Facilities**

The Ten-Year Capital Strategy provides \$12.2 million for the renovation of other City-owned facilities, excluding the 54 public buildings in the DCAS portfolio, including the completion of the Department of Emergency Management Command Center in Brooklyn (\$8.7 million) and the construction of the Rockaway Education Center (\$3.0 million).

### **Board of Elections Modernization**

The Ten-Year Capital Strategy provides \$7.1 million for the Board of Elections' warehouse and office consolidation in Manhattan.

### **Communications Equipment**

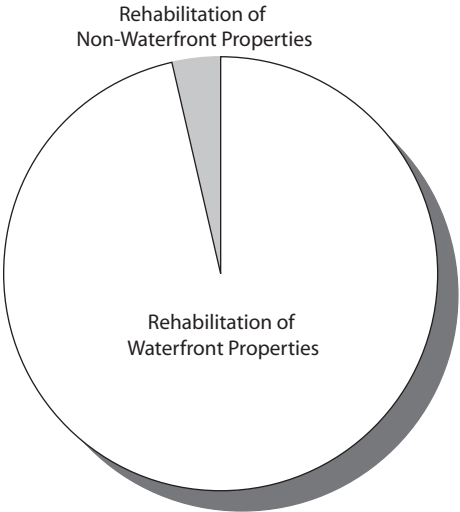
The Ten-Year Capital Strategy provides \$0.5 million for the Ethernet connection of DCAS's Buildings Management System.



# Department of Citywide Administrative Services - Public Buildings

Project Type: PW		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<i>Communications Equipment</i>												
City		250	250	0	0	0	0	0	0	0	0	500
<i>Board of Elections Modernization</i>												
City		7,118	0	0	0	0	0	0	0	0	0	7,118
<i>Equipment and Interagency Services</i>												
City		6,346	2,050	750	1,500	750	1,500	750	0	0	0	13,646
<i>Legal Mandates and Correction of Unsafe Conditions</i>												
City		26,890	14,175	9,300	18,926	1,360	8,210	960	110	110	110	80,151
<i>Miscellaneous Construction</i>												
City		40,103	3,250	0	0	0	0	0	0	0	0	43,353
<i>Rehabilitation of City-Owned Office Space</i>												
City		86,908	41,461	51,373	52,605	94,155	100,250	109,892	114,849	118,183	121,613	891,289
<i>Renovation of Leased Space</i>												
City		21,346	15,539	0	0	0	0	0	0	0	0	36,885
<i>Renovation of Other City-Owned Facilities</i>												
City		8,348	0	0	0	0	0	0	0	0	0	8,348
Federal		2,981	0	0	0	0	0	0	0	0	0	2,981
Private		850	0	0	0	0	0	0	0	0	0	850
<i>Project Type Total by Source of Funds</i>												
City		197,309	76,725	61,423	73,031	96,265	109,960	111,602	114,959	118,293	121,723	1,081,290
Federal		2,981	0	0	0	0	0	0	0	0	0	2,981
Private		850	0	0	0	0	0	0	0	0	0	850
<i>Project Type Total</i>												
All Funds		201,140	76,725	61,423	73,031	96,265	109,960	111,602	114,959	118,293	121,723	1,085,121

# Department of Citywide Administrative Services - Real Estate



**Real Estate**

	(in millions)
• Rehabilitation of Waterfront Properties	\$50.9
• Rehabilitation of Non-Waterfront Properties	1.8
<b>TOTAL</b>	<b>\$52.7</b>

**Rehabilitation of Waterfront Properties**

The Ten-Year Capital Strategy includes the reconstruction of DCAS-managed waterfront properties. DCAS has \$50.9 million allocated for pier and bulkhead reconstruction over the ten-year period, including \$1.5 million for the reconstruction of the 44th Drive Pier in Long Island City.

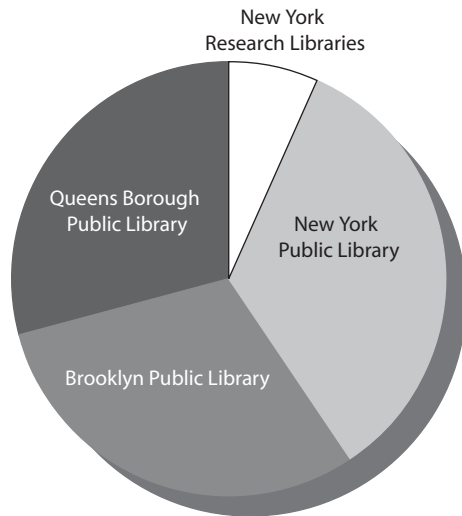
**Rehabilitation of Non-Waterfront Properties**

The Ten-Year Capital Strategy includes \$1.8 million for the rehabilitation of miscellaneous properties managed by the Department.

# Department of Citywide Administrative Services -Real Estate

Project Type: RE		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<i>Rehabilitation of Non-Waterfront Properties</i> City		933	420	150	150	150	0	0	0	0	0	1,803
<i>Rehabilitation of Waterfront Properties</i> City		3,138	4,957	4,271	4,442	5,173	5,457	5,615	5,789	5,957	6,130	50,929
<i>Project Type Total by Source of Funds</i> City		4,071	5,377	4,421	4,592	5,323	5,457	5,615	5,789	5,957	6,130	52,732
<i>Project Type Total</i> All Funds		4,071	5,377	4,421	4,592	5,323	5,457	5,615	5,789	5,957	6,130	52,732

# Public Libraries



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

The New York Public Library (NYPL) manages the libraries in three boroughs: the Bronx, with 34 branches; Manhattan, with 39 branches; and Staten Island, with 12 branches. In addition, the New York Public Library oversees four Research Libraries, including the Humanities and Social Sciences Library, the Library for the Performing Arts, the Schomburg Center for Research in Black Culture, and the Science, Industry, and Business Library (SIBL).

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

## 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; and
- To improve the management of data through enhancement of computerized records management 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, selective reconstruction of branch libraries, elimination of potential hazards to staff and the public and increasing accessibility for persons with disabilities. The Ten-Year Capital Strategy provides a total of \$145.8 million (97 percent in City funds), with an additional \$67.3 million in FY 2005, allocated as follows:

### New York Research Libraries

	(in millions)
• Essential Reconstruction of Facilities	\$4.6
• Expansion and Construction of Facilities	3.0
• Improvements to Existing Facilities	2.2
<b>Subtotal</b>	<b>\$9.8</b>

### New York Public Library

• Improvements to Existing Facilities	\$16.0
• Essential Reconstruction of Facilities	15.9
• Expansion and Construction of Facilities	8.7
• Reconstruction to Maintain Facilities	4.8
• Support Services Improvements	4.0
<b>Subtotal</b>	<b>\$49.4</b>

## Public Libraries

### Queens Borough Public Library

• Reconstruction Necessary to Maintain Facilities	\$19.2
• Replacement Branches	17.8
• Essential Reconstruction of Facilities	5.2
<b>Subtotal</b>	<b>\$42.2</b>

### Brooklyn Public Library

• Essential Reconstruction of Facilities	\$ 33.2
• Reconstruction Necessary to Maintain Facilities	11.2
<b>Subtotal</b>	<b>\$44.4</b>
<b>TOTAL</b>	<b>\$145.8</b>

### New York Research Libraries

The Ten-Year Capital Strategy for New York Research Libraries includes \$4.4 million for the Schomburg Center for Research in Black Culture reconstruction project, with an additional \$7.0 million in FY 2005; and \$5.3 million for the restoration and renovation of the Center for the Humanities and Social Sciences Library including HVAC, emergency façade stabilization and main stacks, added to \$3.1 million in FY 2005.

### New York Public Library

The New York Public Library's 85 branches exhibit a wide variety of conditions. They range in size from less than 300 square feet to more than 200,000 square feet, and in age from brand new to over one hundred years. Highlights of the Ten-Year Capital Strategy include \$7.7 million for the acquisition and renovation of the Kingsbridge Branch Library in the Bronx, with an additional \$50,000 in FY 2005; \$4.7 million, plus an additional \$108,000 in FY 2005, for the renovation and expansion of the Stapleton branch in Staten Island; \$3.2 million, in addition to \$18,000 in FY 2005, for extensive renovation and ADA compliance at the St. Agnes Branch Library in Manhattan; \$4.7 million for second floor renovations to the Woodstock branch in the Bronx, with an additional \$364,000 in FY 2005; and \$4.0 million for the construction of a new branch at Mariners Harbor in Staten Island. Additional funding for the branch libraries focuses on maintaining and upgrading facilities; roof, window and door replacement; systems work and compliance with the Americans with Disabilities Act (ADA).

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## Public Libraries

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### **Queens Borough Public Library**

The Ten-Year Capital Strategy for the Queens Borough Public Library reflects a continued commitment to maintain and upgrade existing facilities, support system-wide infrastructure, and initiate construction of replacement facilities as needed. Highlights of the Ten-Year Capital Strategy include \$13.3 million for a new Children's Library Discovery Center at the Central Library added to \$1.1 million in FY 2005; \$5.7 million for the replacement of the Glen Oaks branch, with an additional \$623,000 in FY 2005; \$3.0 million added to \$1.3 million in FY 2005 for the construction of a new and expanded facility for the Jackson Heights branch; and \$4.2 million, plus \$211,000 in FY 2005, for the expansion of the Elmhurst branch. Additional funding for the branch libraries focuses on ADA renovation, HVAC replacement, computer infrastructure, and roof replacement.

### **Brooklyn Public Library**

The Ten-Year Capital Strategy for the Brooklyn Public Library emphasizes the essential reconstruction of facilities and system-wide infrastructure improvements. Highlights of the Ten-Year Capital Strategy include \$14.6 million for a new front plaza surface, a new auditorium, ADA compliance work, upgrades to the heating and cooling systems and an expansion of the electrical system at the Central branch, with an additional \$17.4 million in FY 2005; \$6.0 million for the design and construction of a new Visual and Performing Arts Library; \$4.4 million added to \$552,000 in FY 2005 for the construction phase of the rehabilitation and expansion of the Kings Highway Branch; and \$3.3 million for the rehabilitation and expansion of the Fort Hamilton branch. Additional funding for the branch libraries concentrates on public service enhancements, technology training centers, cyclical replacements of building components (roofs, HVAC, boilers) and ADA compliance.

# New York Research Libraries

## Project Type: L

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<i>Expansion and Construction of Research Libraries</i>											
City	3,000	0	0	0	0	0	0	0	0	0	3,000
<i>Improvements to Existing Facilities</i>											
City	2,225	0	0	0	0	0	0	0	0	0	2,225
<i>Essential Reconstruction of Facilities</i>											
City	3,275	1,262	0	0	0	0	0	0	0	0	4,537
<i>Project Type Total by Source of Funds</i>											
City	8,500	1,262	0	0	0	0	0	0	0	0	9,762
<i>Project Type Total</i>											
All Funds	8,500	1,262	0	0	0	0	0	0	0	0	9,762

# New York Public Library

Project Type: LN											
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<i>Expansion and Construction of Facilities</i> City	8,656	0	0	0	0	0	0	0	0	0	8,656
<i>Improvements to Existing Facilities</i> City	15,749	250	0	0	0	0	0	0	0	0	15,999
<i>Essential Reconstruction of Facilities</i> City	7,710	0	0	0	1,267	1,299	1,336	1,378	1,418	1,459	15,867
<i>Reconstruction Necessary to Maintain Facilities</i> City	4,853	0	0	0	0	0	0	0	0	0	4,853
<i>Support Services Improvements</i> City	4,015	0	0	0	0	0	0	0	0	0	4,015
<i>Project Type Total by Source of Funds</i> City	40,983	250	0	0	1,267	1,299	1,336	1,378	1,418	1,459	49,390
<i>Project Type Total</i> All Funds	40,983	250	0	0	1,267	1,299	1,336	1,378	1,418	1,459	49,390



# Queens Public Library

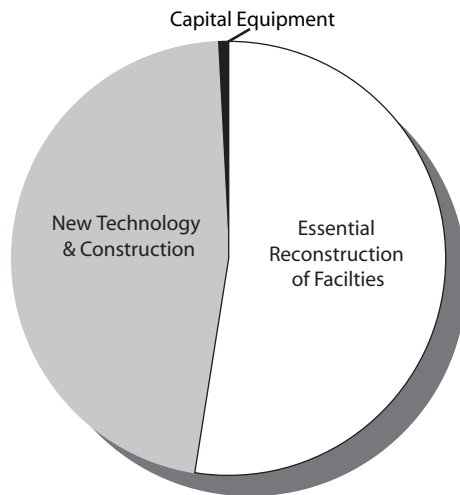
Project Type: LQ		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<i>Replacement Branches</i> City		14,808	3,000	0	0	0	0	0	0	0	0	17,808
<i>Essential Reconstruction of Facilities</i> City		486	0	10	876	108	1,041	1,071	450	504	665	5,211
<i>Reconstruction Necessary to Maintain Facilities</i> City		12,830	3,300	339	0	1,015	0	0	546	632	504	19,166
<i>Project Type Total by Source of Funds</i> City		28,124	6,300	349	876	1,123	1,041	1,071	996	1,136	1,169	42,185
<i>Project Type Total</i> All Funds		28,124	6,300	349	876	1,123	1,041	1,071	996	1,136	1,169	42,185

# Brooklyn Public Library

## Project Type: LB

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<b><i>Essential Reconstruction of Facilities</i></b>											
City	21,592	706	804	835	500	500	1,021	1,052	1,083	1,114	29,207
Private	4,000	0	0	0	0	0	0	0	0	0	4,000
<b><i>Reconstruction Necessary to Maintain Facilities</i></b>											
City	10,179	86	0	0	468	492	0	0	0	0	11,225
<b><i>Support Services Improvements</i></b>											
City	26	0	0	0	0	0	0	0	0	0	26
<b><i>Project Type Total by Source of Funds</i></b>											
City	31,797	792	804	835	968	992	1,021	1,052	1,083	1,114	40,458
Private	4,000	0	0	0	0	0	0	0	0	0	4,000
<b><i>Project Type Total</i></b>											
All Funds	35,797	792	804	835	968	992	1,021	1,052	1,083	1,114	44,458

# Department of Cultural Affairs



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

DCA's mission of fostering dynamic public partnerships with private cultural organizations has its most prominent expression in its relationship with the Cultural Institutions Group (CIG). The 34 members of this group are each located on City-owned property, and receive significant capital and operating support from the City to help meet basic security, maintenance, administration, and energy costs. In return for this support, these institutions operate as publicly-owned facilities whose mandate is to provide cultural services accessible to all New Yorkers. In 2004, the members of the CIG welcomed 16.9 million visitors, including New Yorkers, and national and international tourists. Of the total visits in 2004, 1.1 million were by schoolchildren.

DCA is responsible for monitoring and maintaining facilities occupied by 60 cultural organizations housed in City-owned buildings. The buildings under DCA's jurisdiction, many of which are landmarks, comprise over 9.8 million gross square feet. The institutions receiving capital support in the Ten-Year Capital Strategy include large comprehensive institutions, such as the Lincoln Center for the Performing Arts, the Metropolitan Museum of Art, the Wildlife Conservation Society, the Brooklyn Museum of Art, and the American Museum of Natural History. The Ten-Year Capital Strategy also includes specialized institutions and other distinguished cultural organizations, such as the Museum of the City of New York, the Guggenheim Museum, the Museum of African Art, the New York Hall of Science, the Museum of Chinese in Americas, the Staten Island Zoo, and the Museum of Jewish Heritage.

## Capital Program Goals

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

## Ten-Year Capital Strategy

The Ten-Year Capital Strategy for cultural institutions and organizations, which reflects DCA's focus on facility reconstruction and programmatic enhancement, provides a total of \$480.6 million (96 percent in City funds), with an additional \$318.7 million (99 percent in City funds) in FY 2005, allocated as follows:

	(in millions)
• Essential Reconstruction of Facilities	\$253.6
• New Technology and Construction	224.3
• Capital Equipment	2.7
<b>TOTAL</b>	<b>\$480.6</b>

The City's cultural institutions have significantly benefited from high levels of City capital investment. Approximately \$1.1 billion of City funds were committed from 1990 through 2004 for the reconstruction, modernization, and expansion of these facilities. This Plan reflects the City's commitment toward maintaining the infrastructure of the facilities, thus allowing the institutions to concentrate more on operational and programmatic areas.

## Department of Cultural Affairs

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

- Lincoln Center Redevelopment: \$205.8 million, with an additional \$27.3 million in FY 2005.
- American Museum of Natural History improvements: \$24.5 million, with an additional \$21.2 million in FY 2005.
- City Center Theater HVAC and roof replacement: \$3.0 million, with an additional \$8.3 million in FY 2005.
- Brooklyn Children's Museum Centennial Expansion: \$6.0 million, with an additional \$9.1 million in FY 2005.
- New York Botanical Garden Capital Campaign: \$9.2 million, with an additional \$11.8 million in FY 2005.
- Metropolitan Museum of Art Master Plan: \$6.4 million, with an additional \$18.0 million in FY 2005.
- Brooklyn Museum of Art Climate Control and reconstruction: \$14.4 million, with an additional \$8.2 million in FY 2005.
- Bronx Zoo/Wildlife Conservation Society improvements: \$17.0 million, plus an additional \$22.3 million in FY 2005.
- Snug Harbor Cultural Center renovation of Music Hall and site-wide improvements: \$6.7 million, added to \$2.4 million in FY 2005.
- Queens Museum of Art Expansion: \$24.9 million.
- Master Plan and Performing Center at the Jamaica Center for Arts & Learning: \$3.5 million, with an additional \$4.7 million in FY 2005.
- Queens Botanical Garden new administration building and maintenance complex: \$5.2 million, with an additional \$4.9 million in FY 2005.
- Museum of the City of New York Expansion: \$14.8 million, with an additional \$4.1 million in FY 2005.
- Staten Island Zoo Master Plan: \$7.5 million, with an additional \$10.3 million in FY 2005.
- New York Aquarium/Wildlife Conservation Society Master Plan: \$27.8 million, with an additional \$12.2 million in FY 2005.
- Brooklyn Botanic Garden new construction: \$5.6 million, with an additional \$11.3 million in FY 2005.
- New York Shakespeare Festival construction and reconstruction: \$7.4 million, with an additional \$6.8 million in FY 2005.
- New York Hall of Science construction: \$7.1 million, added to \$4.9 million in FY 2005.
- Weeksville Master Plan: \$10.1 million, with an additional \$553,000 in FY 2005.
- Staten Island Institute of Arts and Science construction on Buildings A and B: \$5.1 million, with an additional \$3.4 million in FY 2005.
- P.S.1 exterior improvements: \$4.9 million, with an additional \$1.2 million in FY 2005.
- Wave Hill ADA compliance work: \$3.3 million.
- Staten Island Historical Society reconstruction and storage facility: \$4.3 million.
- Father Duffy Square TKTS booth construction: \$4.1 million.
- Museum of African Art site acquisition and new museum: \$3.0 million, with an additional \$1.0 million in FY 2005.
- Guggenheim rehabilitation: \$2.5 million, with an additional \$2.0 million in FY 2005.
- Brooklyn Academy of Music improvements: \$1.2 million, with an additional \$11.8 million in FY 2005.

# Department of Cultural Affairs

Project Type: PV											
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<b>Capital Equipment</b>											
City	2,683	0	0	0	0	0	0	0	0	0	2,683
<b>Essential Reconstruction of Facilities</b>											
City	169,400	24,100	16,762	2,727	4,996	5,537	7,816	10,501	849	1,663	244,351
State	494	0	0	0	0	0	0	0	0	0	494
Private	8,750	0	0	0	0	0	0	0	0	0	8,750
<b>New Technology and Construction</b>											
City	36,588	45,999	22,300	1,177	9,354	19,802	18,000	16,750	27,192	27,191	224,353
<b>Project Type Total by Source of Funds</b>											
City	208,671	70,099	39,062	3,904	14,350	25,339	25,816	27,251	28,041	28,854	471,387
State	494	0	0	0	0	0	0	0	0	0	494
Private	8,750	0	0	0	0	0	0	0	0	0	8,750
<b>Project Type Total All Funds</b>	217,915	70,099	39,062	3,904	14,350	25,339	25,816	27,251	28,041	28,854	480,631

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# Department of Parks & Recreation

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The primary responsibilities of the Department of Parks and Recreation (DPR) are to maintain 28,800 acres of developed, natural and undeveloped parkland and to operate its parks, playgrounds, playing fields, tennis courts, swimming pools, golf courses, recreation centers, beaches, skating rinks, stadia and zoos. The Department is also responsible for the care and cultivation of approximately 2.5 million park and street trees.

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

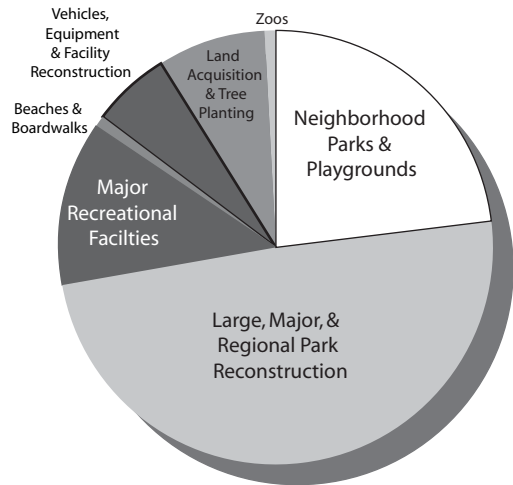
The City's park system includes 614 turf ball fields, 565 tennis courts, 53 outdoor swimming pools, 11 indoor swimming pools, 39 recreation centers, 14 miles of beaches, 7.5 miles of boardwalks, 13 golf courses, 6 ice skating rinks, 4 major stadia and 4 zoos.

The Ten-Year Capital Strategy provides \$1,083.6 million for capital construction and reconstruction projects.

## Capital Program Goals

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

# Department of Parks & Recreation



## 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)
• Major Recreational Facilities	\$134.1
• Large, Major, and Regional Park Reconstruction	531.6
• Neighborhood Parks and Playgrounds	251.0
• Land Acquisition and Tree Planting	89.2
• Vehicles, Equipment, and Facility Reconstruction	64.4
• Beaches and Boardwalks	7.1
• Zoos	6.2
<b>TOTAL</b>	<b>\$1,083.6</b>

## Neighborhood Parks and Playgrounds

The Ten-Year Capital Strategy provides funding of \$251.0 million for the reconstruction of neighborhood parks and playgrounds. Within this allocation, \$172.2 million is directed toward requirements contracts for the reconstruction and replacement of safety surfaces, play equipment and paths citywide, \$46.2 million is provided for the development of High Line Park and \$3.0 million for the reconstruction of the Eastern Parkway Malls. In addition, the Department of Environmental Protection allocates approximately \$45 million for various neighborhood parks and playgrounds throughout the Bronx.

## Large, Major, and Regional Park Reconstruction

The Ten-Year Capital Strategy provides for the continuation of natural landscape restorations and other improvements in the larger parks, which for many of them are the first large-scale reconstruction since their original development over 100 years ago. The Ten-Year Capital Strategy allocates \$531.6 million for reconstruction to be implemented at numerous sites, citywide. This includes \$100 million for the development of a new regional park at the former Fresh Kills landfill, \$100 million for the development of waterfront parks in Greenpoint and Williamsburg, \$45.3 million for the construction of Brooklyn Bridge Park, \$18.0 million for the completion of the Flushing Meadow Corona Park Pool and Hockey Rink, \$12.0 million for the renovation of the waterfront park at Fort Totten, \$10.6 million for the rehabilitation of Randall's Island sports fields, \$11.5 million for projects along the Bronx River, and \$18.3 to reconstruct the landscape and bikeway at East River Park. In addition, the Department of Environmental Protection allocates \$141 million for various large and regional parks projects throughout the Bronx.

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## Department of Parks & Recreation

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### **Major Recreational Facilities**

The Ten-Year Capital Strategy provides \$134.1 million for the rehabilitation of specialized and youth-oriented major recreational facilities, such as indoor recreation centers, pools, tennis courts, and playing fields. The Ten-Year Capital Strategy allocates \$47.5 million for priority reconstruction work at Shea and Yankee Stadium. Also included is \$17.2 million for pool reconstruction citywide, \$1.5 million for the completion of the Bronx International Youth Tennis Center and \$4.9 million for West 59th Street Recreation Center.

### **Beaches and Boardwalks**

The Ten-Year Capital Strategy includes \$7.1 million for continued reconstruction of boardwalks and beaches, as needed, at such locations as Coney Island and Rockaway Beach. This allocation includes \$5 million for contracts to perform required reconstruction to beaches and boardwalks citywide and additional funding of \$1.3 million for Orchard Beach and \$500,000 for South Beach Boardwalk.

### **Vehicles, Equipment, and Facility Reconstruction**

The Ten-Year Capital Strategy includes \$64.4 million will support infrastructure improvements and equipment purchases. This allocation includes \$16.7 million for improvements to computer systems and \$46.5 million for the replacement of vehicles and equipment.

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

The Ten-Year Capital Strategy provides \$89.2 million for the acquisition of new parkland and tree planting. With \$76.9 million of this allocation directed toward tree planting and the Greenstreets program, the Parks Department will plant, on average, over 12,000 trees per year and continue to transform concrete traffic triangles and malls into green spaces. Tree planting and the Greenstreets program contribute visibly to an improved quality of life, helping to stabilize neighborhoods at a relatively low cost. In addition, the Department of Environmental Protection allocates \$10 million for tree-planting projects in the Bronx. Acquisitions will include \$5.0 million for Long Pond Park, \$453,000 for Chapin Pond and \$600,000 for Yellowstone Municipal Park.



# Department of Parks & Recreation

Project Type: P											
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<b>Beaches and Boardwalks</b>											
City	1,174	700	1,700	500	500	500	500	500	500	500	7,074
<b>Land Acquisition and Tree Planting</b>											
City	17,959	11,076	7,907	6,400	8,000	8,000	7,600	8,260	7,000	7,000	89,202
<b>Major Recreational Facilities</b>											
City	32,954	19,250	18,500	7,200	7,700	7,700	9,350	9,500	9,500	9,500	131,154
State	280	0	0	0	0	0	0	0	0	0	280
Private	2,658	0	0	0	0	0	0	0	0	0	2,658
<b>Neighborhood Parks and Playgrounds</b>											
City	62,618	34,500	26,750	15,000	17,000	18,000	18,000	18,000	18,000	18,065	245,933
Federal	3,080	0	0	0	0	0	0	0	0	0	3,080
State	1,275	0	0	0	0	0	0	0	0	0	1,275
Private	660	0	0	0	0	0	0	0	0	0	660
<b>Vehicles, Equipment and Facility Reconstruction</b>											
City	9,613	5,700	5,200	5,700	5,700	5,700	6,700	6,700	6,700	6,700	64,413
<b>Large, Major and Regional Park Reconstruction Flushing Meadow</b>											
City	195,887	125,863	52,049	33,767	15,158	14,700	12,700	12,700	12,700	12,700	488,224
Federal	32,829	1,792	0	0	0	0	0	0	0	0	34,621
State	8,485	300	0	0	0	0	0	0	0	0	8,785
<b>Zoos</b>											
City	6,244	0	0	0	0	0	0	0	0	0	6,244
<b>Project Type Total by Source of Funds</b>											
City	326,449	197,089	112,106	68,567	54,058	54,600	54,850	55,660	54,400	54,465	1,032,244
Federal	35,909	1,792	0	0	0	0	0	0	0	0	37,701
State	10,040	300	0	0	0	0	0	0	0	0	10,340
Private	3,318	0	0	0	0	0	0	0	0	0	3,318
<b>Project Type Total All Funds</b>											
All Funds	375,716	199,181	112,106	68,567	54,058	54,600	54,850	55,660	54,400	54,465	1,083,603

# Citywide Equipment

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The City purchases computer equipment for its major central data centers, and for the departmental computer systems of many City agencies.

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

The New York City Department of Information Technology and Telecommunications (DoITT) was created to consolidate Citywide management of information and communications technologies to achieve long-term productivity improvements, revenue enhancements, and cost savings. Among the services provided by DoITT are the Computer Service Center (CSC), state-of-the-art host computer facilities supporting City agencies' systems which are critical to the City's operations; application development for the consolidation and coordination of City IT resources; the City's website (NYC.GOV); telecommunication services; NYC-TV; and CityNet, the Citywide data communications network.

DoITT has responsibility for the New York City 3-1-1 Center, which provides a centralized source for information about non-emergency City services and is coordinating the development of the new e-911 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.

# Citywide Equipment

Project Type: DP											
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<i>Electronic Data Processing Equipment for DoITT,Citynet</i>											
City	474,550	500,339	251,750	23,000	0	0	0	0	0	0	1,249,639
Federal	45,000	0	0	0	0	0	0	0	0	0	45,000
<i>Project Type Total by Source of Funds</i>											
City	474,550	500,339	251,750	23,000	0	0	0	0	0	0	1,249,639
Federal	45,000	0	0	0	0	0	0	0	0	0	45,000
<i>Project Type Total All Funds</i>	519,550	500,339	251,750	23,000	0	0	0	0	0	0	1,294,639
Project Type: PU											
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<i>Unallocated Borough Presidents</i>											
City	28,638	71,977	78,909	71,500	0	0	0	0	0	0	251,024
<i>Electronic Data Processing Equipment - FISA</i>											
City	30,000	16,145	0	0	0	0	0	0	0	0	46,145
<i>Electronic Data Processing Equipment - City-Wide</i>											
City	375,700	356,866	125,841	71,000	5,000	0	0	0	0	0	934,407
Federal	30,000	0	0	0	0	0	0	0	0	0	30,000
<i>Project Type Total by Source of Funds</i>											
City	434,338	444,988	204,750	142,500	5,000	0	0	0	0	0	1,231,576
Federal	30,000	0	0	0	0	0	0	0	0	0	30,000
<i>Project Type Total All Funds</i>	464,338	444,988	204,750	142,500	5,000	0	0	0	0	0	1,261,576

# Citywide Summary

Project Type: CW

2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 Total

Citywide Total  
by Source of Funds

City	8,610,180	7,661,797	5,089,813	4,562,635	4,466,104	4,325,716	4,633,749	4,491,253	4,363,142	4,825,423	53,029,812
Federal	590,332	381,618	342,440	243,937	114,212	77,367	167,852	92,171	106,734	70,828	2,187,491
State	2,047,083	1,783,204	1,661,154	1,476,969	44,817	46,735	22,372	22,523	22,669	23,319	7,150,845
Private	40,049	1,781	0	0	71	0	0	0	0	0	41,901

All Funds	11,287,644	9,828,400	7,093,407	6,283,541	4,625,204	4,449,818	4,823,973	4,605,947	4,492,545	4,919,570	62,410,049
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