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# Preliminary 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

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

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Cover Photo: Queens High School of Teaching,  
Liberal Arts and Science  
*Courtesy of the School Construction Authority*



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

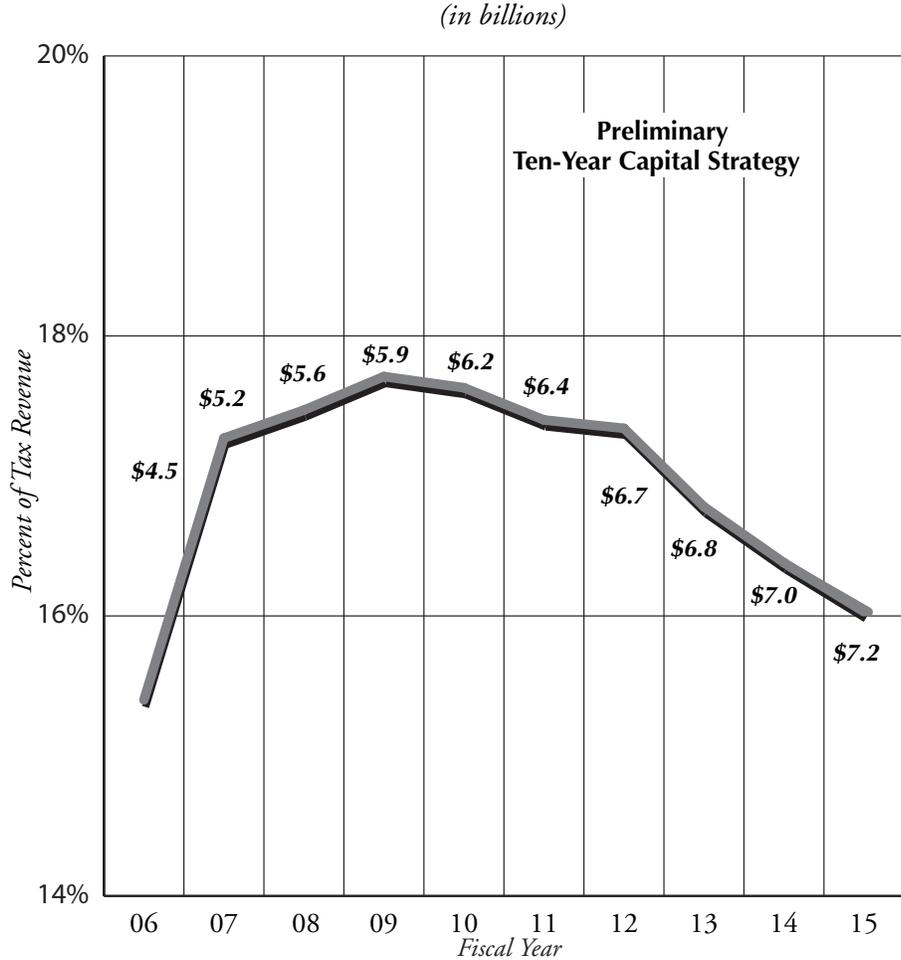
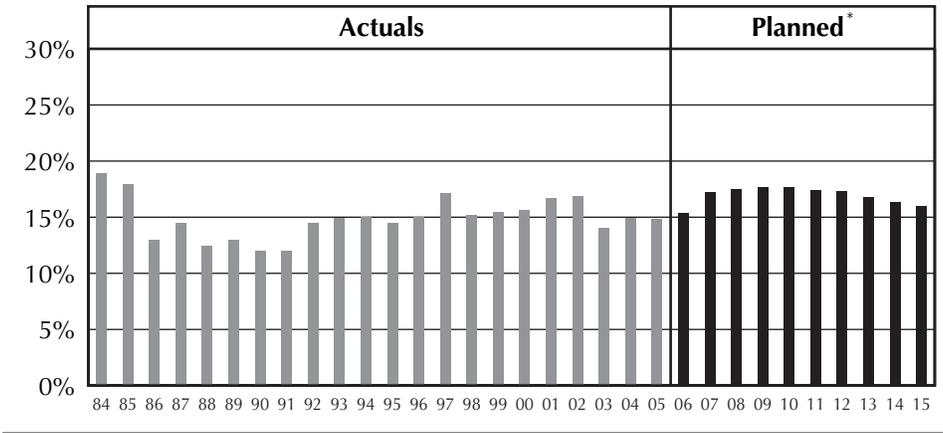
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|   |                          |                              |
|---|--------------------------|------------------------------|
| <b>Total City Funds</b>   |                          | <b>\$51.6 Billion</b>        |
|  | General Obligation       | <b><i>\$36.0 Billion</i></b> |
|  | New York Water Authority | <b><i>\$15.6 Billion</i></b> |

|   |         |                             |
|---|---------|-----------------------------|
| <b>Total Non-City Funds</b>   |         | <b>\$9.2 Billion</b>        |
|  | Federal | <b><i>\$2.1 Billion</i></b> |
|  | State   | <b><i>\$7.1 Billion</i></b> |

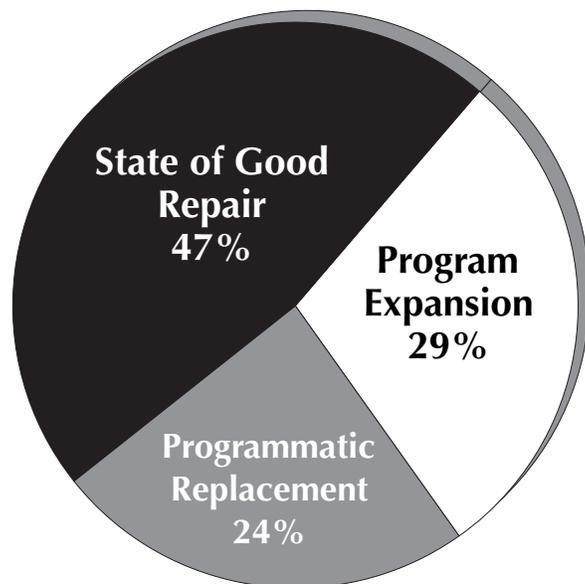
|  |  |                       |
|--|--|-----------------------|
| <b>Total Ten-Year Capital Strategy</b> |  | <b>\$60.8 Billion</b> |
|--|--|-----------------------|

# Debt Service as a Percent of Tax Revenues



\* Planned figures include General Obligation Bonds, Transitional Finance Authority Bonds, TSASC 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 Preliminary Ten-Year Capital Strategy for 2006-2015



**Total Program: \$60,762**

*(\$ in Millions)*

| <b>State of Good Repair</b>   | <b>\$28,472</b> | <b>Program Expansion</b>                           | <b>\$17,820</b> | <b>Programmatic Replacement</b>                         | <b>\$14,470</b> |
|---|-----------------|--|-----------------|---|-----------------|
| • Reconstruction and Rehabilitation of Schools                          | \$13,319        | • New School Construction                          | \$5,484         | • Water Pollution Plant Component Stabilization         | \$3,143         |
| • East River and Other Bridge Reconstruction                            | 4,707           | • Assistance to Owners of Private Housing          | 2,009           | • Water Quality Mandates and Preservation               | 1,777           |
| • Highway Reconstruction & Resurfacing                                  | 3,061           | • Construction of the Kensico-NYC Water Tunnel     | 1,700           | • Citywide Computer Purchases                           | 1,486           |
| • Rehabilitation of Public Buildings and Systems                        | 996             | • Croton Filter Project                            | 1,289           | • Water Main Replacement and DAM Safety Program         | 1,223           |
| • Sanitation Garages and Facilities                                     | 965             | • Neighborhood based and Other Housing Initiatives | 1,110           | • Upgrade of Water Pollution Control Plants             | 1,072           |
| • Park Reconstruction   | 923             | • Sewer Extensions to Accommodate New Development  | 1,017           | • Purchase of Sanitation Equipment                      | 967             |
| • Rehabilitation of In-Rem Housing and Other Housing Support Investment | 769             | • Construction of Alternate Water Sources          | 1,005           | • Consent Decree Upgrading and Construction             | 954             |
| • Reconstruction of Hospitals and Health Facilities                     | 753             | • Prison Construction for Increased Capacity       | 849             | • Transit System Rehabilitation                         | 723             |
| • Prison Reconstruction   | 529             | • Commercial and Industrial Development            | 743             | • Police Facilities and Equipment                       | 565             |
| • Replacement of Failing Sewer Components                               | 398             | • Water Main Construction                          | 541             | • Reconstruction and Renovation of Court Facilities     | 301             |
| • Rehabilitation of Libraries and Cultural Institutions                 | 252             | • Construction of the Third Water Tunnel           | 460             | • Replacement of Fire Department Vehicles and Equipment | 250             |
| • Other   | 1,800           | • Waterfront and Port Development                  | 328             | • Franchise Bus Purchases and Equipment                 | 232             |
|   |                 | • Construction of Court Facilities                 | 254             | • Construction of Prison Support Spaces                 | 137             |
|   |                 | • Shelters for Homeless Individuals and Families   | 241             | • Other   | 1,640           |
|   |                 | • Other  | 790             |   |                 |

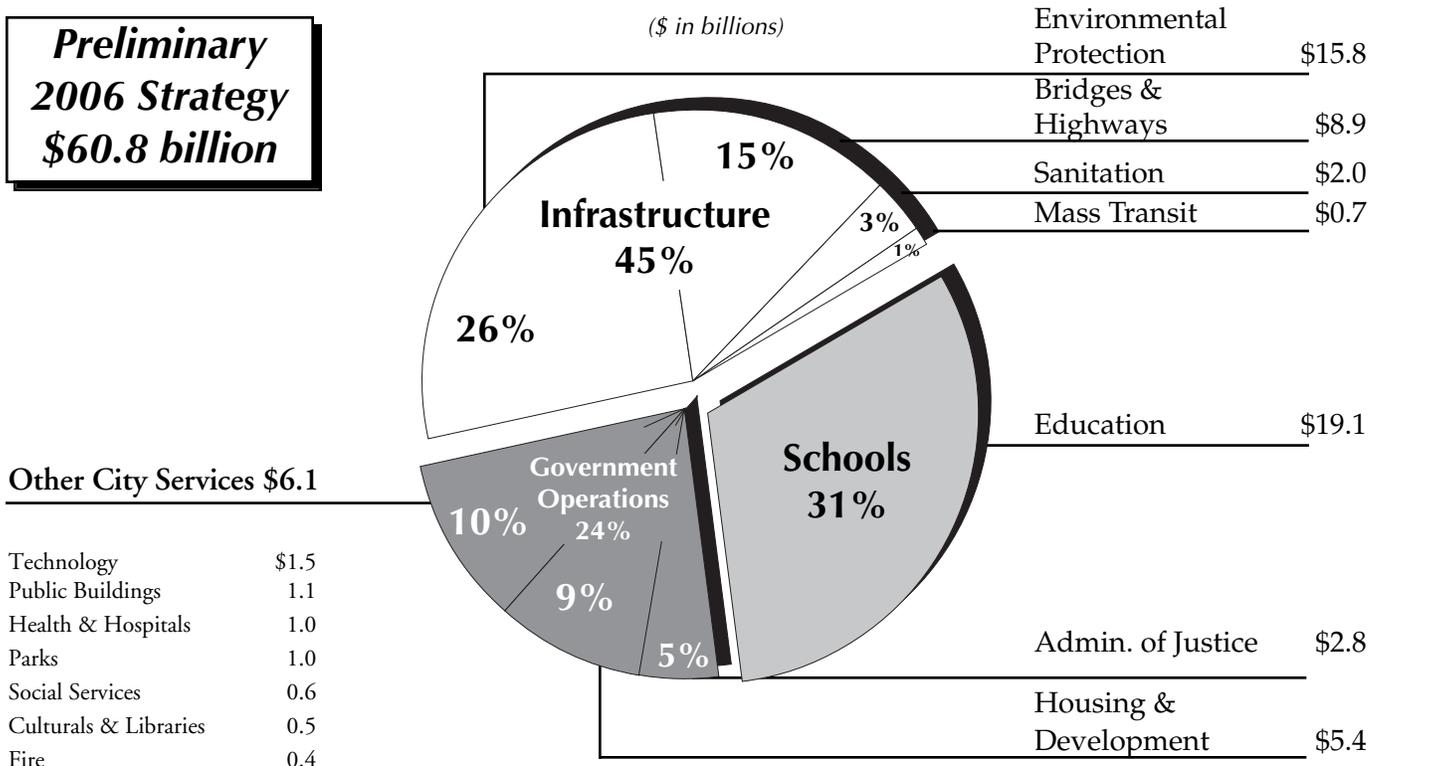
# Funding for the Preliminary Ten-Year Capital Strategy by Agency Program

( \$ in 000's)

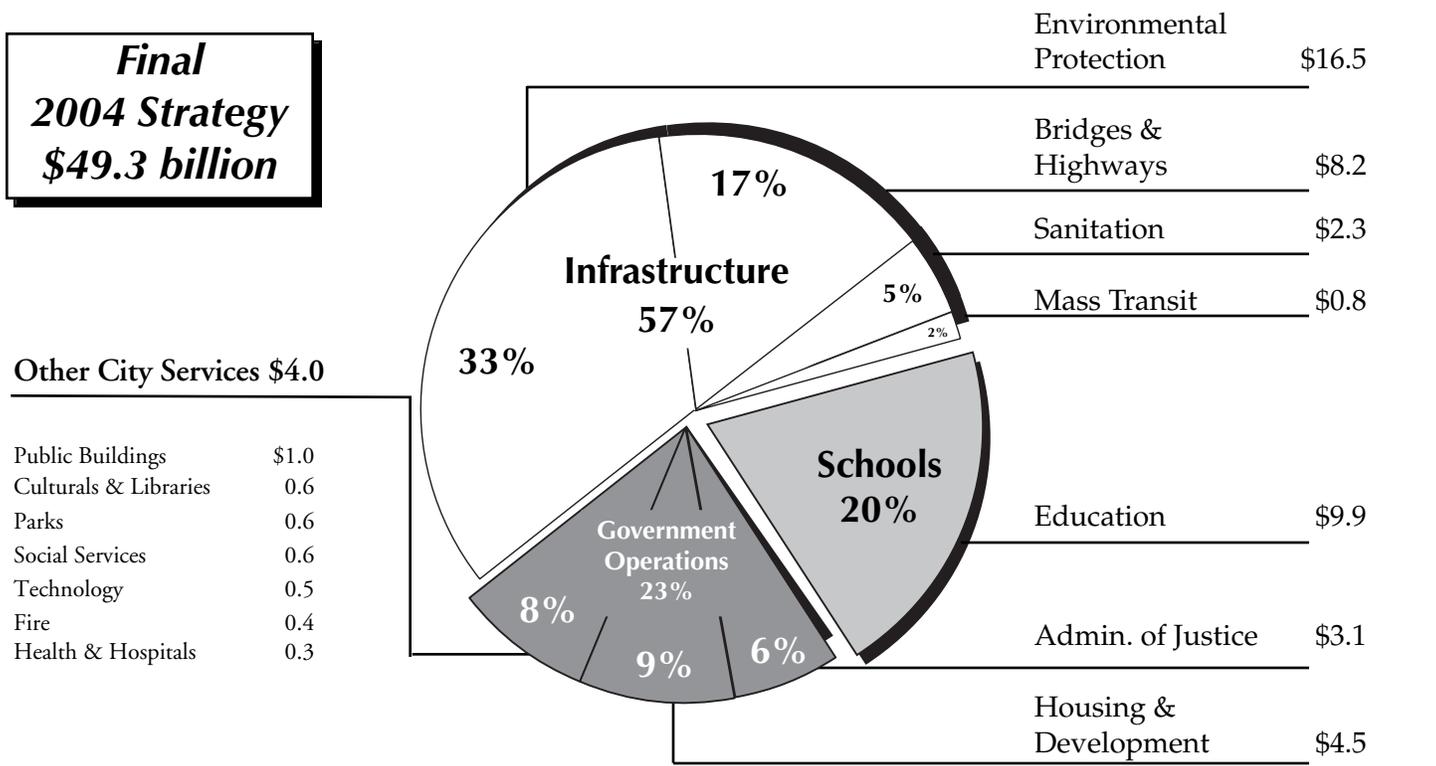
|                                       | FY06-09             |                     | FY06-15             |                     |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|
|                                       | City Funds          | All Funds           | City Funds          | All Funds           |
| Education                             | \$5,254,716         | \$10,505,432        | \$12,319,457        | \$18,882,852        |
| Water Pollution Control               | 2,680,684           | 2,780,684           | 6,001,607           | 6,151,607           |
| Bridges                               | 1,666,103           | 2,246,731           | 3,538,168           | 4,706,541           |
| Water Mains                           | 2,943,075           | 2,943,075           | 4,098,907           | 4,098,907           |
| Housing                               | 1,139,902           | 1,586,988           | 3,455,649           | 3,902,735           |
| Water Supply                          | 368,140             | 368,140             | 3,193,739           | 3,193,739           |
| Highways                              | 1,291,169           | 1,426,512           | 2,923,584           | 3,061,177           |
| Sanitation                            | 732,412             | 732,412             | 2,019,467           | 2,019,467           |
| Sewers                                | 684,033             | 684,033             | 1,560,632           | 1,560,632           |
| Corrections                           | 636,652             | 640,402             | 1,511,706           | 1,515,456           |
| <b>Subtotal-Major Agency Programs</b> | <b>\$17,396,886</b> | <b>\$23,914,409</b> | <b>\$40,622,916</b> | <b>\$49,093,113</b> |
| Techology                             | \$1,440,769         | \$1,485,769         | \$1,440,769         | \$1,485,769         |
| Economic Development                  | 1,150,859           | 1,150,859           | 1,389,547           | 1,389,547           |
| Public Buildings                      | 376,405             | 376,405             | 1,049,207           | 1,049,207           |
| Parks and Recreation                  | 639,193             | 673,780             | 973,203             | 1,007,790           |
| DEP Equipment                         | 376,874             | 471,147             | 696,168             | 790,441             |
| Hospitals                             | 669,086             | 669,086             | 766,943             | 766,943             |
| Transit                               | 268,010             | 268,010             | 723,313             | 723,313             |
| Traffic                               | 220,426             | 354,580             | 424,549             | 663,103             |
| Police                                | 302,371             | 302,371             | 658,966             | 658,966             |
| Courts                                | 415,766             | 416,406             | 554,098             | 554,738             |
| Fire                                  | 218,356             | 218,356             | 443,581             | 443,581             |
| Cultural Affairs                      | 255,537             | 255,537             | 405,238             | 405,238             |
| Homeless Services                     | 113,512             | 113,512             | 256,697             | 256,697             |
| Franchise Transportation              | 22,727              | 231,837             | 22,727              | 231,837             |
| CUNY                                  | 140,197             | 152,545             | 169,934             | 210,317             |
| Health                                | 113,170             | 113,170             | 193,172             | 193,172             |
| Human Resources                       | 49,006              | 77,013              | 116,668             | 175,610             |
| Admin for Children's Services         | 55,283              | 61,132              | 133,010             | 147,164             |
| Housing Authority                     | 68,681              | 68,681              | 142,396             | 142,396             |
| Ferries                               | 73,309              | 77,809              | 129,409             | 133,909             |
| Transportation Equipment              | 32,075              | 37,067              | 58,426              | 63,418              |
| Real Estate                           | 18,713              | 18,713              | 52,984              | 52,984              |
| Aging                                 | 14,582              | 14,582              | 28,440              | 28,440              |
| Brooklyn Libraries                    | 19,361              | 19,361              | 25,591              | 25,591              |
| Queens Libraries                      | 17,259              | 17,259              | 23,795              | 23,795              |
| NY Branch Libraries                   | 15,508              | 15,508              | 23,665              | 23,665              |
| Juvenile Justice                      | 7,250               | 7,250               | 16,486              | 16,486              |
| NY Research Library                   | 4,382               | 4,382               | 4,382               | 4,382               |
| <b>Total</b>                          | <b>\$24,495,553</b> | <b>\$31,586,536</b> | <b>\$51,546,280</b> | <b>\$60,761,612</b> |

# Changes in the Allocation of Resources From the Final 2004 Strategy to the Preliminary 2006 Strategy in All Funds

**Preliminary 2006 Strategy**  
**\$60.8 billion**



**Final 2004 Strategy**  
**\$49.3 billion**



# Preliminary Ten-Year Capital Strategy

## Fiscal Years 2006-2015

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

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# Capital Strategy Framework

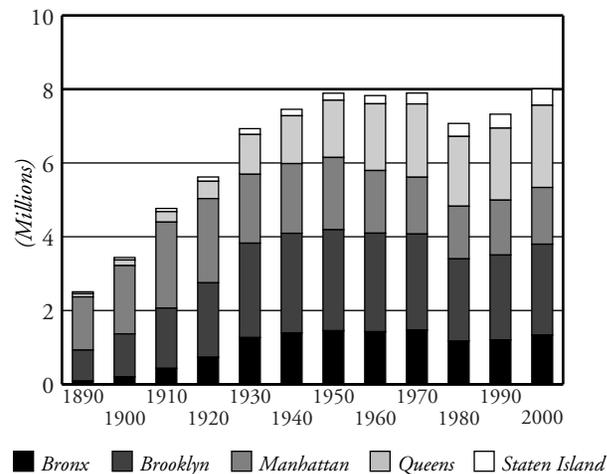
More than three years after the tragic events of September 11th, New York City has surmounted enormous challenges in its economic recovery. The City has emerged from economic recession and fiscal austerity while maintaining and modernizing its capital infrastructure. New York City's Preliminary Ten-Year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

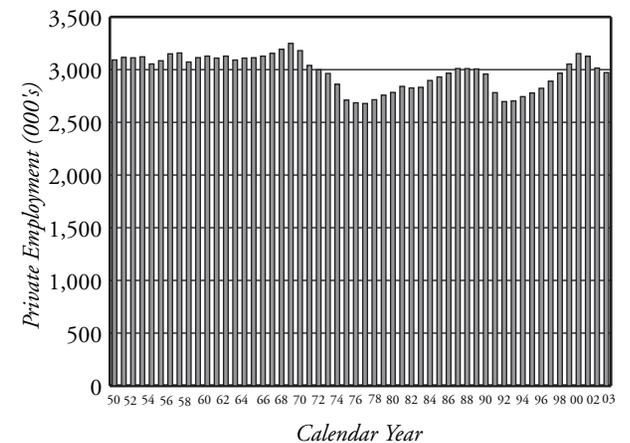
## A Mature City

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

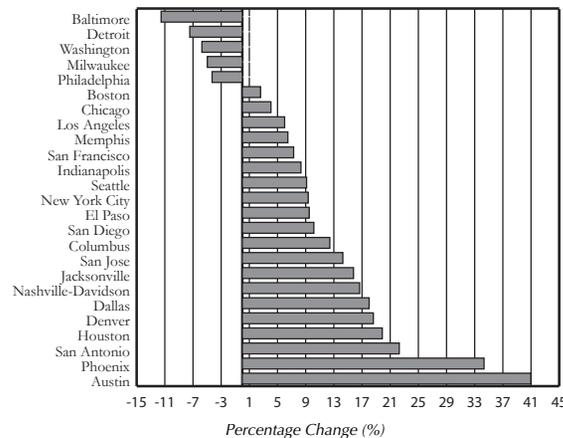
The growth trend is particularly notable because the City's potential for growth is limited by its physical capacity. Its borders are fixed, it is surrounded by other incorporated municipalities, and much of its land is already developed at a high density. The City is growing by using its existing land 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 Preliminary 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.

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



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

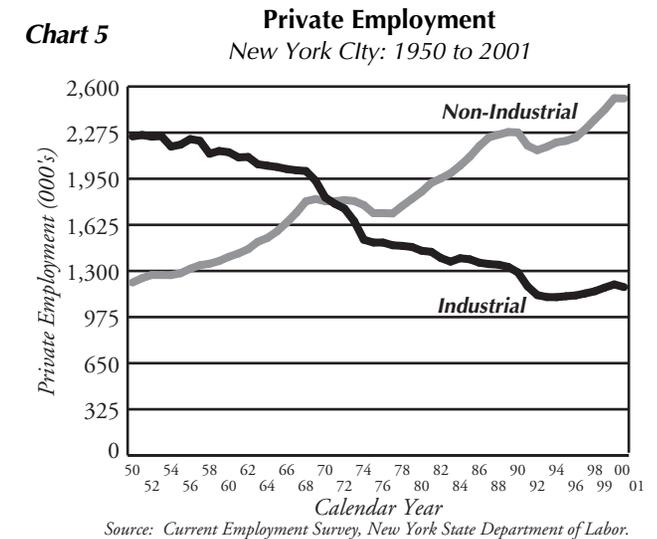
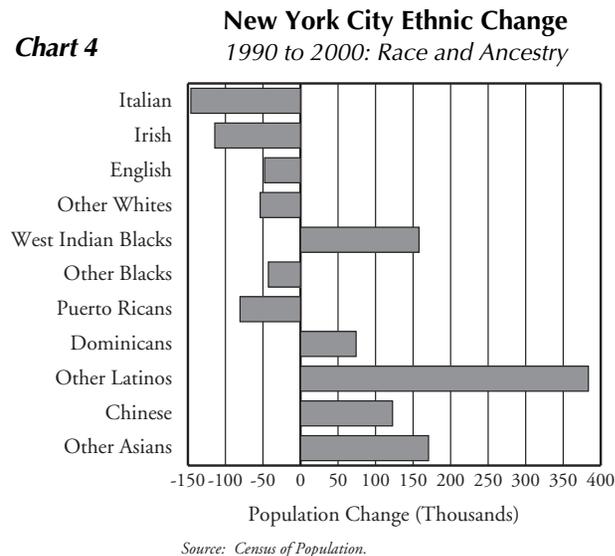
# Capital Strategy Framework

## Structural Change

Despite a relatively constant overall population and employment level, New York City experiences constant economic and demographic change. In New York City, as in other cities, many former residents and their descendants have moved out. Unlike less successful cities, however, New York has continued to attract new people to replace the old. (Chart 4 shows Population Change by Race/Ethnicity). Without the arrival of 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.



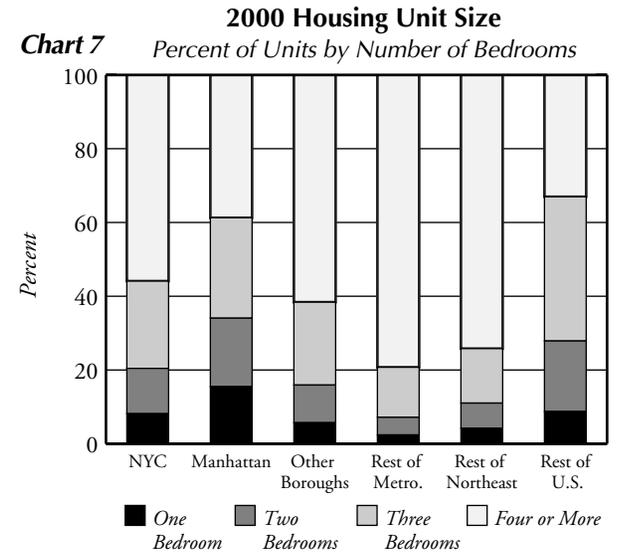
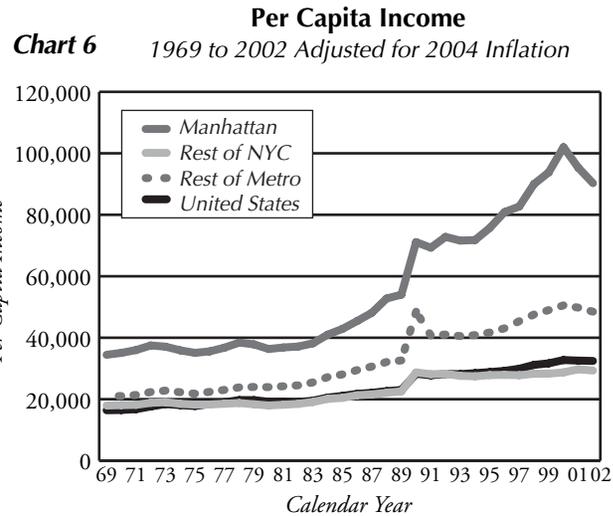
# Capital Strategy Framework

## 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).



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## Capital Strategy Framework

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

In the past, infrastructure was built to accommodate new development on previously undeveloped land. Today, despite the City's relatively stable population, public infrastructure investment is still required to maintain the existing physical plant, 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 \$29.4 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           |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| <b>Sources of Funds:</b>          |                |                |                |                |                |                 |
| City General Obligation Bonds (1) | \$3,880        | \$4,060        | \$4,460        | \$4,600        | \$4,240        | \$21,240        |
| TFA (1)                           | 0              | 0              | 0              | 0              | 0              | 0               |
| TSASC (2)                         | 49             | 0              | 0              | 0              | 0              | 49              |
| NYW <sup>3</sup>                  | 1,570          | 1,794          | 1,676          | 1,137          | 1,718          | 7,895           |
| Conduit Debt                      | 131            | 0              | 86             | 0              | 0              | 217             |
| <b>Total</b>                      | <b>\$5,630</b> | <b>\$5,854</b> | <b>\$6,222</b> | <b>\$5,737</b> | <b>\$5,958</b> | <b>\$29,401</b> |

(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) Amount includes 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 statistical information on debt issued by the financing entities described above.

### 2005–2009 Debt Outstanding

(\$ in millions)

|                               | 2005          | 2006          | 2007          | 2008          | 2009          |
|-------------------------------|---------------|---------------|---------------|---------------|---------------|
| City General Obligation Bonds | 31,249        | 33,719        | 36,507        | 39,227        | 42,013        |
| TFA                           | 13,064        | 12,682        | 12,335        | 11,948        | 11,538        |
| TSASC                         | 1,256         | 1,283         | 1,269         | 1,252         | 1,234         |
| MAC                           | 2,151         | 0             | 0             | 0             | 0             |
| Conduit Debt                  | 2,848         | 2,766         | 2,688         | 2,587         | 2,477         |
| <b>Total Debt Outstanding</b> | <b>50,568</b> | <b>50,450</b> | <b>52,799</b> | <b>55,014</b> | <b>57,262</b> |
| Water Finance Authority       | 14,017        | 15,621        | 17,094        | 18,609        | 20,055        |

## Financing Program

### 2005–2009 Annual Debt Service Costs

(\$ in millions)

|                                | 2005  | 2006  | 2007  | 2008  | 2009  |
|--------------------------------|-------|-------|-------|-------|-------|
| City General Obligation Bonds* | 2,999 | 3,169 | 3,822 | 4,105 | 4,448 |
| TFA                            | 925   | 956   | 977   | 983   | 988   |
| TSASC                          | 91    | 92    | 92    | 99    | 100   |
| MAC                            | 130   | 10    | 10    | 10    | 0     |
| Conduit Debt                   | 129   | 296   | 346   | 404   | 405   |
| Total Debt Service             | 4,274 | 4,523 | 5,247 | 5,601 | 5,941 |
| Water Finance Authority        | 724   | 855   | 978   | 1,117 | 1,250 |

\* Includes interest on short-term obligation (RANs). FY 2005 and 2006 do not reflect prepayment of debt service.

### 2005–2009 Debt Burden

|   | 2005  | 2006  | 2007  | 2008  | 2009  |
|---|-------|-------|-------|-------|-------|
| Total Debt Service (NYC GO,<br>Conduit, MAC & TFA) as %:        |       |       |       |       |       |
| a. Total Revenue*   | 8.2%  | 9.2%  | 10.6% | 11.0% | 11.3% |
| b. Total Taxes**  | 14.4% | 15.4% | 17.3% | 17.5% | 17.7% |
| c. Total NYC Personal Income                                    | 1.3%  | 1.3%  | 1.4%  | 1.4%  | 1.4%  |
| Total Debt Outstanding (NYC GO,<br>MAC, Conduit & TFA) as % of: |       |       |       |       |       |
| a. Total NYC Personal Income                                    | 14.8% | 14.1% | 14.1% | 14.0% | 13.8% |

\* Total revenue includes amounts required to support TFA.

\*\* Total tax includes amount required to support TFA debt service.

## 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 seven 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 \$21.2 billion of GO bonds during the plan period, which will equal 72.2% 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 \$10.5 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 30% of the total financing program.

### New York City General Obligation Bonds

Since July 1, 2004, the City has implemented \$1.8 billion refundings and \$1.9 billion new money financings, totaling \$3.7 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

| <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                     |
| Total         |                          |                   | 3,511                   | 216                   |            | 3,727                   |

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

## Financing Program

The three refunding transactions the City has completed to date in FY2005, totaling \$1.8 billion in aggregate principal amount, generated \$103 million of debt service savings in FY2006. The present value savings from the refundings were in excess of \$76.8 million. The Fiscal 2005 Series A and B refunding issue included CPI bonds which bear interest indexed to changes in the Consumer Price Index. The City entered into a swap 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 three 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 \$216 million of taxable bonds 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 eight months, the City's taxable bonds were priced approximately 35 to 63 basis points higher than those of the US Treasury bonds for maturities ranging between two and five years. For maturities between five and thirteen years, the spreads increased to 68 to 71 basis points. The absolute yields on the Series 2005D taxable bonds were 3.02% for a two-year maturity, 4.53% for an eight-year maturity and 4.80% for a 10-year maturity.

In addition to the financings described above, the City plans to issue \$1.95 billion of GO bonds for capital purposes in the second half of FY2005 and \$4.06 billion, \$4.46 billion, \$4.6 billion and \$4.24 billion in FY2006, FY2007, FY2008 and FY2009, respectively.

Currently the debt service for the City and its related financing entities (TFA, TSASC, Municipal Assistance Corporation for the City of New York (MAC) and conduit debt, excluding the effect of pre-payments, and excluding debt service supported by rental revenues from NYW) is 8.2% of the City's total budgeted revenues in FY2005. That ratio will rise to 11.3% in FY2009. As a percentage of tax revenues, the debt service ratio is 14.4% in FY2005 and is projected to increase to 17.7% in FY2009.

During fiscal year 2005, short-term interest costs relating to the \$5.2 billion of variable rate bonds (including synthetic floating-rate debt, auction-rate bonds and variable-rate demand bonds)

issued by the City have been 1.2% on average for tax-exempt and 1.6% for taxable GO floating rate debt. These variable rate bonds which have traded on average at rates that are approximately 4 percentage points lower than those for the City's fixed-rate debt, resulted in an annual savings of over \$208 million.

In fiscal year 2005, the City did not require a note issuance to satisfy cashflow needs. The City expects to issue \$2.4 billion of Revenue Anticipation Notes or Tax Anticipation Notes in each of the next four fiscal years.

### Variable Rate Debt

As discussed above, variable rate 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 separately for such purposes. Included would be not only City GO, TFA and TSASC bonds but also conduit and MAC debt. The City and its related entities have over \$8.6 billion of variable rate demand bonds and auction rate bonds currently outstanding. The TFA bonds are supported by liquidity facilities while the City general obligation and conduit bonds are supported by credit enhancements 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 December 31, 2004 was \$3.026 billion, on which the termination value was negative \$58 million. This is the theoretical amount which the City would pay if all of the swaps terminated under market conditions as of December 31, 2004. 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 four derivative transactions with various counterparties. The City entered into a Muni-CPI swap with Morgan Stanley. 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

## Financing Program

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. The notional amounts of certain swaps are counted toward floating rate exposure at less than 100%, representing an equivalent tax exempt floating-rate risk. (See the Mayor's Message in the Executive Budget for FY2004 for a more detailed discussion on how these percentages are determined.) 38% of the \$965 million notional amount of the synthetic fixed rate swaps, 136% of the taxable basis swap and 100% of the total return swap are considered floating rate exposure. Since the TFA cap is only a contingent liability, it is not counted as floating rate exposure.

### 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   | \$3,513         | \$2,904         | \$0        | \$1,141        | \$0            | \$7,559         |
| Synthetic Fixed   | 367             |                 |            |                |                | 367             |
| Taxable Basis Swap  | 900             |                 |            |                |                | 900             |
| Total Return Swap   | 500             |                 |            | 76             |                | 576             |
| Enhanced Basis Swap   | 500             |                 |            |                |                | 500             |
| <b>Total Floating-Rate</b>  | <b>5,780</b>    | <b>2,904</b>    | <b>0</b>   | <b>1,218</b>   | <b>0</b>       | <b>9,901</b>    |
| <b>Total Debt Outstanding*</b>  | <b>\$31,789</b> | <b>\$12,682</b> | <b>\$0</b> | <b>\$2,766</b> | <b>\$1,283</b> | <b>\$48,521</b> |
| <br>  |                 |                 |            |                |                |                 |
| % of Floating-Rate / Total Debt Outstanding   |                 |                 |            |                |                | 20.4%           |
| Total Floating-Rate Less \$2 Billion Average Balance in General Fund (Floating-Rate Assets) |                 |                 |            |                |                | \$7,901         |
| % of Net Floating Rate / Total Debt Outstanding   |                 |                 |            |                |                | 16.3%           |

\* Debt Outstanding as of the January Financial Plan

## Financing Program

The 20.4% 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 16.3% of its outstanding debt. The increase in floating rate exposure from April 2004 is due primarily to the defeasance of MAC facilitated by the STAR issuance in November 2004 as discussed below.

### 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 \$25 billion in General (First) and Second General Resolution bonds and subordinated special resolution crossover refunding bonds. Refunding bond issuance amounted to \$9.3 billion. Of this aggregate bond par amount, \$13.8 billion is outstanding, \$8.9 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 and \$600 million of commercial paper notes backed by a line of credit.

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 fiscal year 2005, NYW has closed four bond transactions, the First Resolution Fiscal 2005 Series A and B 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 \$1.7 billion in bonds were issued in fiscal year 2005, to date, including \$517.9 million in First Resolution advance refunding bonds, which achieved 5.8% in present value savings. The remaining long term bond issuance included \$567.6 million in First Resolution bonds and \$621 million of Second General Resolution bonds issued through the EFC.

The four transactions 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 are also used to fund a debt service reserve fund.

### NYW Issuance

| Series               | Money<br>/(R)ef. | (N)ew<br>Issue<br>Date | Par<br>Amount | Cost<br>(TIC) | True<br>Interest<br>Cost<br>(EIC) (3) | Effective<br>Interest<br>Longest<br>Maturity | Max<br>Yield        | Spread<br>to<br>"AAA"<br>MMD |
|----------------------|------------------|------------------------|---------------|---------------|---------------------------------------|--|---------------------|------------------------------|
| FY 2005 Series A     | N                | 5-Aug-04               | \$150,000,000 | 5.11%         | NA                                    | 2039   | 5.07%               | 16 bp                        |
| FY 2005 Series 1 (1) | N                | 11-Aug-04              | 230,408,946   | 4.66          | 2.75                                  | 2034   | 5.02                | 5 bp                         |
| FY 2005 Series 2 (2) | N                | 30-Nov-04              | 390,624,553   | 4.53          | 2.62%                                 | 2034   | 4.70 <sup>(4)</sup> | 3 bp                         |
| FY 2005 Series B     | N & R            | 8-Dec-04               | 935,480,000   | 4.82          | NA                                    | 2036   | 4.88 <sup>(4)</sup> | 20 bp                        |

(1) EFC Series 2004 E

(2) EFC Series 2004 F

(3) Effective cost after interest rate subsidy

(4) Yield to call

## Financing Program

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% 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%, which is 11 bp lower than conventional fixed rate debt at the time of issuance.

The projected financing activity for the remainder of fiscal year 2005 will consist of First Resolution bonds to be sold by NYW directly to the public for an estimated \$350 million. Additionally, 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. The Authority also expects to defease certain outstanding First Resolution Bonds with revenues before the end of the fiscal year.

During the period from 2005 to 2016 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 during this period 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 to defease the remaining debt of the 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 FY 2006.

### **The Hudson Yards Infrastructure Corporation (HYIC)**

In July 2004, the Hudson Yards Infrastructure Corporation, 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 over 24 million square feet of office space and over 13,000 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

## Financing Program

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 will be financed by the securitization of certain revenue streams to be identified in the near future.

### **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% 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 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 bonds, \$4.5 billion of Bond Anticipation Notes (BAN's) and \$2.3 billion of subordinate bonds. Refunding bonds, excluding bonds issued to refund BANs, amounted to \$2.7 billion. Of the \$13 billion of bonds currently outstanding, 53.5% will be retired by the end of 2018, with the annual amortization of about \$348 million in 2005, growing gradually to \$644 million in 2019 and then decreasing gradually to

\$244 million in 2029 and \$0 in 2034.

### **Conduit Debt**

In March 2005, JSDC expects to conclude its new money borrowing program with an issuance of approximately \$45 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% 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 \$1.448 billion, including \$139 million of draws against a loan from the US Department of Transportation (USDOT) under the Transportation Infrastructure Finance and Innovation Act of 1998 (TIFIA). TSASC expects to draw down the remaining \$49 million of the TIFIA loan this year to fund one third of the capital costs associated with the Staten Island ferries and ferry terminals project. The repayment of the loan is secured with TSASC's revenues, payable over the next 30 years on parity with other TSASC program bonds.

In May 2003, RJ Reynolds, one of the four major tobacco manufacturers, was downgraded below investment grade, triggering a trapping event for TSASC. In addition, the Non-Participating Manufacturers' market share in calendar year 2003 was reported to exceed 7% based on the MSA Independent Auditor's report dated April 14, 2004, also triggering a 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% of the outstanding program bonds. Since TSASC has only issued approximately 47% of the \$2.76 billion program bonds, 47% 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 \$320 million or 25% of

## Financing Program

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the \$1.32 billion of the outstanding program bonds, including \$102 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 \$58 million, \$59 million, \$61 million and \$60 million in FY2005, FY2006, FY2007 and FY2008 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.

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# **Program Detail by Agency**

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# Department of Transportation

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

Although future demands on the transportation network will depend on a host of economic, demographic, and social trends that are difficult to predict, all indicators point to increased transportation demand. Regional employment is expected to rise approximately 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.

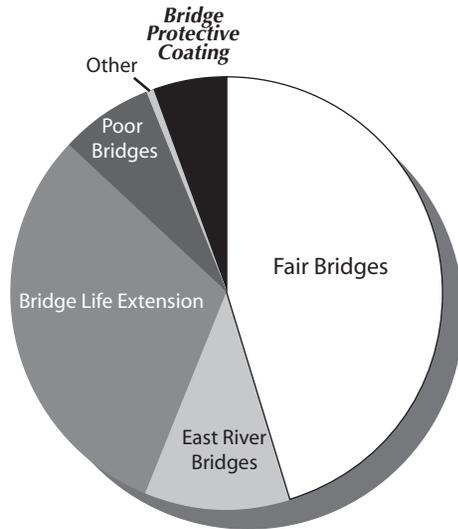
## **Capital Program Goals**

- 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.

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

The Preliminary Ten-Year Capital Strategy provides approximately \$8.9 billion to the Department, with Bridges and Highways receiving the bulk of funding, totaling approximately \$7.8 billion (88%).

# Department of Transportation - Bridges



## Bridges

|                             | (in millions)    |
|-----------------------------|------------------|
| • East River Bridges        | \$514.0          |
| • Poor Bridges              | 330.2            |
| • Fair Bridges              | 2,131.4          |
| • Bridge Life Extension     | 1,452.1          |
| • Bridge Protective Coating | 255.4            |
| • Bridge Vehicles/Equipment | 14.0             |
| • Bridge Facilities         | 9.4              |
| <b>TOTAL</b>                | <b>\$4,706.5</b> |

The Preliminary Ten-Year Capital Strategy provides \$4.7 billion to reconstruct the four East River Bridges and 145 other bridge structures. The first four years of this Preliminary Ten-Year Capital Strategy allocates \$2.25 billion to the Bridge Program, of which \$517.4 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 Preliminary Ten-Year Capital Strategy provides \$514.0 million for this program.

**Poor Bridges:** Five structures currently rated "poor" will be committed for reconstruction by 2008, at a total cost of \$330.2 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 Preliminary Ten-Year Capital Strategy provides \$2.13 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 66 bridge structures currently rated "fair" will either be reconstructed or committed for reconstruction.

**Bridge Life Extension:** The Preliminary 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 \$1.45 billion will be spent on all programs in this category.

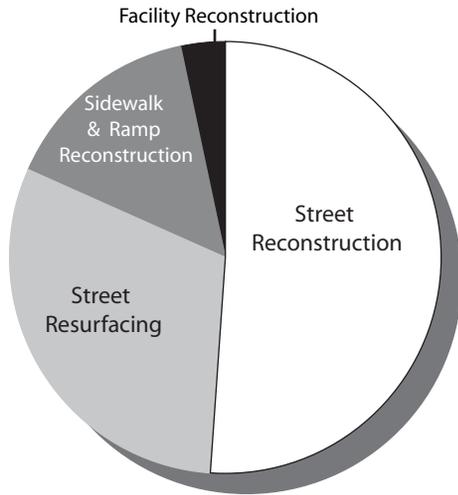
**Bridge Protective Coating:** Funding in the amount of \$255.4 million has been provided for bridge protective coating treatments excluding the painting costs for the four East River Bridges. This program includes protective coating for the bridges crossing over the Bruckner Expressway, the Brooklyn Queens Expressway, and the Long Island Expressway, among others.

**Bridge Facilities and Equipment:** \$23.4 million will be allocated for the reconstruction of bridge facilities and the purchase of equipment and vehicles for field forces.

# Department of Transportation - Bridges

| <b>Project Type: BR and HB</b>                             |             |             |             |             |             |             |             |             |             |             |              |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
|  | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
| <b><i>East River Bridges</i></b>                           |             |             |             |             |             |             |             |             |             |             |              |
| City   | 46,630      | 5,100       | 33,652      | 182,308     | 9,788       | 26,135      | 0           | 0           | 0           | 0           | 303,613      |
| Federal  | 0           | 0           | 0           | 139,518     | 0           | 60,828      | 0           | 0           | 0           | 0           | 200,346      |
| State  | 0           | 0           | 0           | 10,000      | 0           | 0           | 0           | 0           | 0           | 0           | 10,000       |
| <b><i>Fair Bridges</i></b>                                 |             |             |             |             |             |             |             |             |             |             |              |
| City   | 212,730     | 348,586     | 132,000     | 56,542      | 96,721      | 30,544      | 196,964     | 250,278     | 99,207      | 11,449      | 1,435,021    |
| Federal  | 0           | 154,000     | 92,127      | 29,790      | 98,500      | 0           | 228,595     | 0           | 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><i>Bridge Life Extension and Miscellaneous Work</i></b> |             |             |             |             |             |             |             |             |             |             |              |
| City   | 187,919     | 75,445      | 46,559      | 68,706      | 69,282      | 105,723     | 160,807     | 163,754     | 173,366     | 271,470     | 1,323,031    |
| Federal  | 0           | 0           | 0           | 0           | 3,436       | 10,163      | 20,000      | 0           | 30,509      | 65,000      | 129,108      |
| <b><i>Bridge Painting</i></b>                              |             |             |             |             |             |             |             |             |             |             |              |
| City   | 14,660      | 21,683      | 12,711      | 9,990       | 37,488      | 24,000      | 28,000      | 33,770      | 45,119      | 28,000      | 255,421      |
| <b><i>Poor Bridges</i></b>                                 |             |             |             |             |             |             |             |             |             |             |              |
| City   | 42,144      | 99,489      | 56,000      | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 197,633      |
| Federal  | 3,443       | 33,545      | 95,583      | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 132,571      |
| <b><i>Equipment for Bridge Maintenance</i></b>             |             |             |             |             |             |             |             |             |             |             |              |
| City   | 3,839       | 2,160       | 1,000       | 1,000       | 1,000       | 1,000       | 1,000       | 1,000       | 1,000       | 1,000       | 13,999       |
| <b><i>Bridge Facilities</i></b>                            |             |             |             |             |             |             |             |             |             |             |              |
| City   | 700         | 3,150       | 700         | 700         | 700         | 700         | 700         | 700         | 700         | 700         | 9,450        |
| <b><i>Project Type Total by Source of Funds</i></b>        |             |             |             |             |             |             |             |             |             |             |              |
| City   | 508,622     | 555,613     | 282,622     | 319,246     | 214,979     | 188,102     | 387,471     | 449,502     | 319,392     | 312,619     | 3,538,168    |
| Federal  | 3,443       | 187,545     | 187,710     | 169,308     | 101,936     | 70,991      | 248,595     | 0           | 101,152     | 65,000      | 1,135,680    |
| 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><i>Project Type Total All Funds</i></b>                 |             |             |             |             |             |             |             |             |             |             |              |
| All Funds  | 517,409     | 754,936     | 470,332     | 504,054     | 316,986     | 259,093     | 636,066     | 449,502     | 420,544     | 377,619     | 4,706,541    |

# Department of Transportation - Highways



## Highways

|                                  | (in millions)    |
|----------------------------------|------------------|
| • Street Reconstruction          | \$1,568.7        |
| • Street Resurfacing             | 935.1            |
| • Sidewalk & Ramp Reconstruction | 455.8            |
| • Facility Reconstruction        | 101.6            |
| <b>TOTAL</b>                     | <b>\$3,061.2</b> |

The Preliminary Ten-Year Capital Strategy for Highways of \$3,061.2 million will provide for the rehabilitation of 2,646.3 linear miles (8,671.9 lane miles) of City streets.

**Street Reconstruction:** Total funding in the Preliminary Ten-Year Capital Strategy for street reconstruction is \$1.57 billion, which provides for the reconstruction of 222.5 linear miles (721.9 lane miles) of streets, citywide, including the reconstruction of Bergen Avenue and surrounding streets in Brooklyn, streets in Jamaica, Queens, streets in the South Beach Area of Staten Island, and Pelham Parkway in the Bronx. Furthermore, a total of \$102.1 million in Federal funding is included for the reconstruction of streets surrounding The World Trade Center.

**Street Resurfacing:** The Preliminary 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 \$935.1 million.

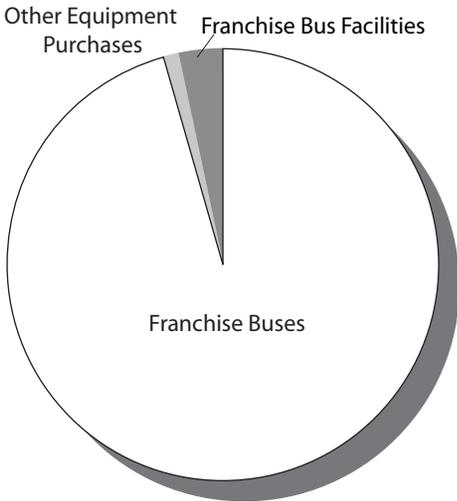
**Sidewalk and Ramp Reconstruction:** For the ten-year period, approximately 46.8 million square feet of sidewalks will be reconstructed throughout the City, at a cost of \$327.9 million. Additionally, pedestrian ramps will be installed at approximately 42,150 corners throughout the City, at a cost of \$127.9 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

| <b>Project Type: HW</b>                             |             |             |             |             |             |             |             |             |             |             |              |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
|   | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
| <b><i>Facility Reconstruction</i></b>               |             |             |             |             |             |             |             |             |             |             |              |
| City  | 57,489      | 5,070       | 4,000       | 5,000       | 5,000       | 5,000       | 5,000       | 5,000       | 5,000       | 5,000       | 101,559      |
| <b><i>Pedestrian Ramp Construction</i></b>          |             |             |             |             |             |             |             |             |             |             |              |
| City  | 30,008      | 20,502      | 19,522      | 20,933      | 20,060      | 6,888       | 2,514       | 2,703       | 1,710       | 1,546       | 126,386      |
| Federal   | 1,015       | 510         | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 1,525        |
| <b><i>Primary Street Reconstruction</i></b>         |             |             |             |             |             |             |             |             |             |             |              |
| City  | 152,848     | 162,194     | 135,395     | 151,637     | 107,337     | 143,349     | 144,267     | 146,041     | 151,158     | 156,037     | 1,450,263    |
| Federal   | 82,779      | 25,099      | 0           | 0           | 2,250       | 0           | 0           | 0           | 0           | 0           | 110,128      |
| State   | 3,806       | 0           | 249         | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 4,055        |
| Private   | 3,102       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 3,102        |
| <b><i>Primary Street Resurfacing</i></b>            |             |             |             |             |             |             |             |             |             |             |              |
| City  | 103,547     | 97,936      | 100,733     | 99,505      | 94,888      | 83,302      | 86,816      | 86,819      | 90,825      | 90,739      | 935,110      |
| <b><i>Sidewalk Reconstruction</i></b>               |             |             |             |             |             |             |             |             |             |             |              |
| City  | 31,218      | 32,964      | 29,426      | 30,042      | 31,760      | 30,080      | 31,487      | 31,527      | 28,911      | 31,651      | 309,066      |
| Federal   | 10,700      | 8,083       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 18,783       |
| <b><i>Reconstruction of Step Streets</i></b>        |             |             |             |             |             |             |             |             |             |             |              |
| City  | 1,200       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 1,200        |
| <b><i>Project Type Total by Source of Funds</i></b> |             |             |             |             |             |             |             |             |             |             |              |
| City  | 376,310     | 318,666     | 289,076     | 307,117     | 259,045     | 268,619     | 270,084     | 272,090     | 277,604     | 284,973     | 2,923,584    |
| Federal   | 94,494      | 33,692      | 0           | 0           | 2,250       | 0           | 0           | 0           | 0           | 0           | 130,436      |
| State   | 3,806       | 0           | 249         | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 4,055        |
| Private   | 3,102       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 3,102        |
| <b><i>Project Type Total</i></b>                    |             |             |             |             |             |             |             |             |             |             |              |
| All Funds   | 477,712     | 352,358     | 289,325     | 307,117     | 261,295     | 268,619     | 270,084     | 272,090     | 277,604     | 284,973     | 3,061,177    |

# Department of Transportation - Franchise Transportation



### Franchise Transportation

(in millions)

- Franchise Buses \$221.8
- Franchise Bus Facilities 7.1
- Other Equipment Purchases 2.9
- TOTAL \$231.8**

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 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. The MTA Bus Company, a newly established MTA subsidiary, has already commenced service in the area served by one of the companies. The Preliminary Ten-Year Capital Strategy provides a total of \$231.8 million (90% non-City funds) for the purchase of buses, equipment, and facility upgrades.

**Buses and Equipment:** The Preliminary Ten-Year Capital Strategy provides a total of \$221.8 million (\$200.1 million in non-City funds) for the purchase of buses in FY06-09.

**Bus Facilities:** The Preliminary Ten-Year Capital Strategy provides a total of \$7.1 million for the construction and improvement of various bus facilities.

**Other Equipment Purchases:** The Preliminary 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>Franchise Buses and Equipment</b>         |         |        |      |      |      |      |      |      |      |      |         |
| City   | 18,853  | 2,875  | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 21,728  |
| Federal                                      | 148,645 | 25,610 | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 174,255 |
| State  | 22,987  | 2,875  | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 25,862  |
| <b>Other Equipment Purchases</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>Franchise Bus Facilities</b>              |         |        |      |      |      |      |      |      |      |      |         |
| City   | 709     | 0      | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 709     |
| Federal                                      | 5,672   | 0      | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 5,672   |
| State  | 709     | 0      | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 709     |
| <b>Project Type Total by Source of Funds</b> |         |        |      |      |      |      |      |      |      |      |         |
| City   | 19,852  | 2,875  | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 22,727  |
| Federal                                      | 156,639 | 25,610 | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 182,249 |
| State  | 23,986  | 2,875  | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 26,861  |
| <b>Project Type Total All Funds</b>          |         |        |      |      |      |      |      |      |      |      |         |
| All Funds                                    | 200,477 | 31,360 | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 231,837 |

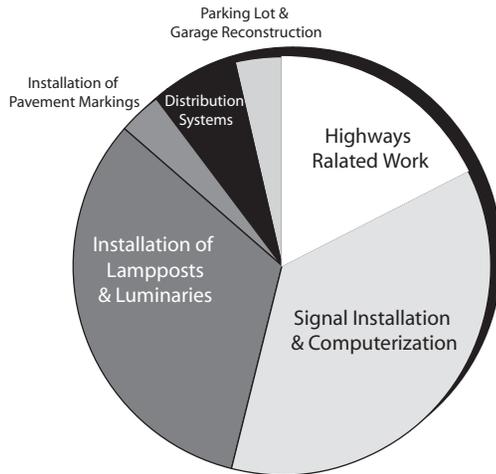
# Department of Transportation - Traffic

## Traffic

(in millions)

|  |                 |
|--|-----------------|
| • Signal Installation and Computerization  | \$241.2         |
| • Installation of Lampposts and Luminaires | 215.3           |
| • Highway Related Work                     | 117.5           |
| • Distribution Systems                     | 43.6            |
| • Parking Lot and Garage Reconstruction    | 23              |
| • Installation of Pavement Markings        | 22.5            |
| <b>TOTAL</b>                               | <b>\$ 663.1</b> |

The Preliminary Ten-Year Capital Strategy provides \$663.1 million for Traffic programs.



**Signal Installation and Computerization:** The Preliminary Ten-Year Capital Strategy provides \$241.2 million for signal installation and computerization. Of this amount, \$154 million will be allocated to the installation and replacement of approximately 2,800 signals, citywide, with \$73 million spent primarily on signal system modernization and computerization. The Preliminary Ten-Year Capital Strategy also provides \$14.2 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. The remaining \$79.2 million will be spent primarily on signal system modernization and computerization.

**Installation of Lampposts and Luminaires:** The Preliminary Ten-Year Capital Strategy provides \$215.3 million for the installation of 8,000 and replacement of 10,000 lampposts and luminaires, as well as streetlight maintenance, including \$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 \$117.5 million will be used for the installation of signals, streetlights, and lane markings associated with the Highway Reconstruction Program. A total of 222.5 linear miles of highways will be reconstructed during this ten-year period.

**Replacement of Electrical Distribution Systems:** To reduce lighting outages, the Preliminary 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.

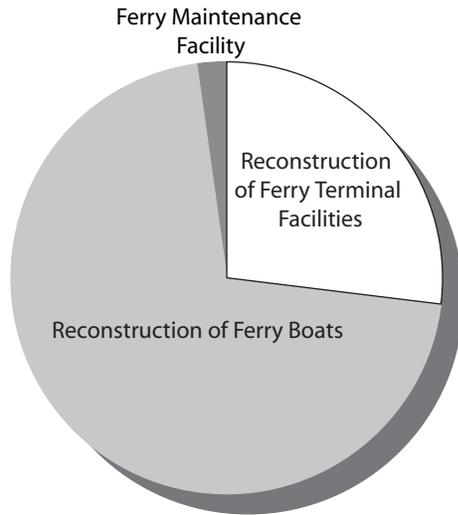
**Parking Lot and Garage Reconstruction:** The Preliminary Ten-Year Capital Strategy provides \$17 million for the rehabilitation and repair of 16 DOT off-street parking facilities. The Plan also provides \$6 million for the installation of parking meters.

**Installation of Pavement Markings:** Funding of \$22.5 million for the installation of over 50,000 reflective markers and 45 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   | 12,351  | 6,795  | 7,698  | 10,477 | 13,891 | 16,745 | 16,090 | 17,376 | 6,177  | 4,874  | 112,474 |
| Federal  | 3,238   | 1,003  | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 4,241   |
| <b>Installation of Lampposts and Luminaires</b>                |         |        |        |        |        |        |        |        |        |        |         |
| City   | 42,000  | 44,500 | 10,800 | 26,000 | 12,000 | 20,000 | 12,500 | 12,500 | 15,500 | 18,000 | 213,800 |
| State  | 1,500   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 1,500   |
| <b>Parking Lot and Garage Reconstruction</b>                   |         |        |        |        |        |        |        |        |        |        |         |
| City   | 5,354   | 5,870  | 4,000  | 535    | 0      | 0      | 0      | 0      | 655    | 655    | 17,069  |
| State  | 5,954   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 5,954   |
| <b>Installation of Pavement Markings</b>                       |         |        |        |        |        |        |        |        |        |        |         |
| City   | 3,500   | 0      | 4,140  | 0      | 4,800  | 0      | 4,800  | 0      | 5,300  | 0      | 22,540  |
| <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   | 12,666  | 4,640  | 10,200 | 0      | 2,400  | 0      | 2,400  | 0      | 2,800  | 0      | 35,106  |
| 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   | 79,271  | 63,605 | 38,638 | 38,912 | 34,991 | 38,745 | 37,790 | 31,876 | 33,432 | 27,289 | 424,549 |
| Federal  | 37,302  | 1,003  | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 38,305  |
| State  | 46,349  | 16,300 | 16,300 | 16,900 | 16,900 | 17,000 | 17,500 | 17,500 | 17,500 | 18,000 | 200,249 |
| <b>Project Type Total</b>                                      |         |        |        |        |        |        |        |        |        |        |         |
| All Funds  | 162,922 | 80,908 | 54,938 | 55,812 | 51,891 | 55,745 | 55,290 | 49,376 | 50,932 | 45,289 | 663,103 |

## Department of Transportation - Ferries



### Ferries

(in millions)

- Reconstruction of Ferry Boats \$94.9
- Reconstruction of Ferry Terminal Facilities 36.2
- Ferry Maintenance Facility 2.8
- TOTAL \$133.9**

The Preliminary Ten-Year Capital Strategy for Ferries provides a total of \$133.9 million for the reconstruction and improvement of various ferry vessels and facilities.

**Reconstruction of Ferry Boats:** The Preliminary Ten-Year Capital Strategy provides \$94.9 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, \$53.5 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.

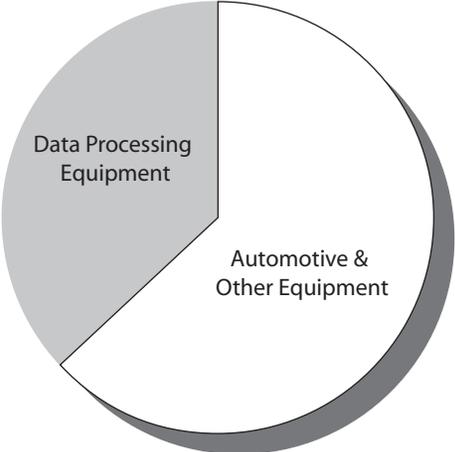
**Reconstruction of Ferry Terminal Facilities:** The Preliminary Ten-Year Capital Strategy includes \$36.2 million for the Department's portion of the rehabilitation and repair work to ferry terminal buildings, slips, and racks. Of this amount, \$15.0 million is provided for the reconstruction of Pier 7 in Staten Island, and the upgrade of Pier 11 in Manhattan to comply with Americans with Disabilities Act standards. 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 \$341.9 million.

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

# Department of Transportation - Ferries

| <b>Project Type: FA</b>                                   |             |             |             |             |             |             |             |             |             |             |              |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
|   | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
| <b><i>Reconstruction of Ferry Boats</i></b>               |             |             |             |             |             |             |             |             |             |             |              |
| City  | 13,838      | 850         | 23,850      | 4,500       | 0           | 14,500      | 11,700      | 12,000      | 8,200       | 2,400       | 91,838       |
| Federal   | 3,100       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 3,100        |
| <b><i>Ferry Maintenance Facility Construction</i></b>     |             |             |             |             |             |             |             |             |             |             |              |
| City  | 1,250       | 1,500       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 2,750        |
| <b><i>Reconstruction of Ferry Terminal Facilities</i></b> |             |             |             |             |             |             |             |             |             |             |              |
| City  | 9,021       | 15,500      | 1,700       | 1,300       | 600         | 700         | 0           | 0           | 0           | 6,000       | 34,821       |
| Federal   | 1,400       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 1,400        |
| <b><i>Project Type Total<br/>by Source of Funds</i></b>   |             |             |             |             |             |             |             |             |             |             |              |
| City  | 24,109      | 17,850      | 25,550      | 5,800       | 600         | 15,200      | 11,700      | 12,000      | 8,200       | 8,400       | 129,409      |
| Federal   | 4,500       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 4,500        |
| <b><i>Project Type Total<br/>All Funds</i></b>            |             |             |             |             |             |             |             |             |             |             |              |
| All Funds   | 28,609      | 17,850      | 25,550      | 5,800       | 600         | 15,200      | 11,700      | 12,000      | 8,200       | 8,400       | 133,909      |

# Department of Transportation - Equipment



### Equipment

(in millions)

- Automotive and Other Equipment \$40.0
  - Data Processing Equipment 23.4
- TOTAL \$63.4**

The Preliminary Ten-Year Capital Strategy provides \$63.4 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

| <b>Project Type: TD</b>                             |             |             |             |             |             |             |             |             |             |             |              |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
|   | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
| <b><i>Data Processing Equipment</i></b>             |             |             |             |             |             |             |             |             |             |             |              |
| City  | 7,600       | 1,000       | 1,000       | 1,000       | 1,000       | 1,000       | 1,000       | 1,000       | 2,116       | 2,235       | 18,951       |
| Federal   | 4,500       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 4,500        |
| <b><i>Automotive and Other Equipment</i></b>        |             |             |             |             |             |             |             |             |             |             |              |
| City  | 7,995       | 3,480       | 5,000       | 5,000       | 4,000       | 4,000       | 3,000       | 3,000       | 2,000       | 2,000       | 39,475       |
| Federal   | 492         | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 492          |
| <b><i>Project Type Total by Source of Funds</i></b> |             |             |             |             |             |             |             |             |             |             |              |
| City  | 15,595      | 4,480       | 6,000       | 6,000       | 5,000       | 5,000       | 4,000       | 4,000       | 4,116       | 4,235       | 58,426       |
| Federal   | 4,992       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 4,992        |
| <b><i>Project Type Total All Funds</i></b>          | 20,587      | 4,480       | 6,000       | 6,000       | 5,000       | 5,000       | 4,000       | 4,000       | 4,116       | 4,235       | 63,418       |
| <b><i>Transportation Total</i></b>                  |             |             |             |             |             |             |             |             |             |             |              |
| <b><i>Total by Source of Funds</i></b>              |             |             |             |             |             |             |             |             |             |             |              |
| City  | 1,023,759   | 963,089     | 641,886     | 677,075     | 514,615     | 515,666     | 711,045     | 769,468     | 642,744     | 637,516     | 7,096,863    |
| Federal   | 301,370     | 247,850     | 187,710     | 169,308     | 104,186     | 70,991      | 248,595     | 0           | 101,152     | 65,000      | 1,496,162    |
| State   | 79,485      | 29,175      | 16,549      | 32,400      | 16,900      | 17,000      | 17,500      | 17,500      | 17,500      | 18,000      | 262,009      |
| Private   | 3,102       | 1,778       | 0           | 0           | 71          | 0           | 0           | 0           | 0           | 0           | 4,951        |
| All Funds   | 1,407,716   | 1,241,892   | 846,145     | 878,783     | 635,772     | 603,657     | 977,140     | 786,968     | 761,396     | 720,516     | 8,859,985    |

# Transit Authority

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 2.2 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 4,500 buses on 243 routes throughout the City. Through September 2004, total NYC Transit ridership was 2.1 percent higher than for the same period in 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 151,716 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 new 5-Year Capital Plan for 2005-2009 of \$27.8 billion for all its agencies, including \$17.2 billion for the MTA's Core program. Funding for a significant portion of this program is not yet in place. The 2005-2009 MTA Capital Program proposes 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 has been approved by the MTA board but has not been approved by the New York State Capital Program Review Board (CPRB).

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 area served by one 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 new subway cars for \$1.9 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 1,323 new buses for \$809 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.

## Preliminary Ten-year Capital Strategy

In the Preliminary Ten-Year Capital Strategy, the City will contribute \$723.3 million to NYC Transit, including \$350.0 million for ongoing track improvements and rehabilitation included in the MTA Capital Program.

# Transit Authority

| <b>Project Type: ST</b>                                 |             |             |             |             |             |             |             |             |             |             |              |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
|   | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
| <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        |
| <b>Project Type: T</b>                                  |             |             |             |             |             |             |             |             |             |             |              |
|   | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
| <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  | 67,787      | 67,423      | 65,327      | 65,694      | 74,289      | 74,289      | 74,289      | 74,289      | 76,443      | 78,660      | 718,490      |
| <i>Project Type Total</i>                               |             |             |             |             |             |             |             |             |             |             |              |
| All Funds   | 67,787      | 67,423      | 65,327      | 65,694      | 74,289      | 74,289      | 74,289      | 74,289      | 76,443      | 78,660      | 718,490      |

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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.

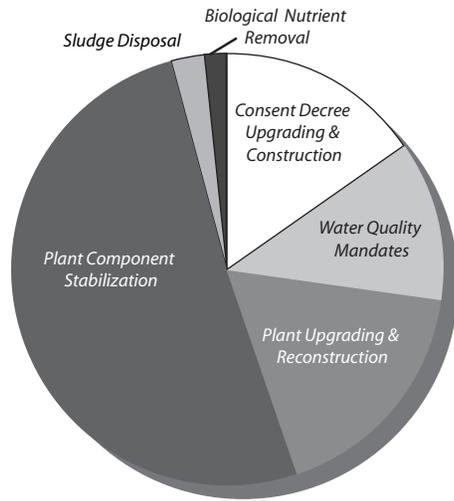
## Preliminary Ten-Year Capital Strategy

DEP's Capital Program, relating to the City's water and sewer systems, is financed by the New York City Municipal Water Finance Authority (Authority) and paid for by water and sewer charges collected through the New York City Water Board. The Preliminary Ten-Year Capital Strategy includes \$15.8 billion for DEP programs, of which \$15.6 billion is Authority funded. In addition, \$2.9 billion is currently forecasted for DEP's 2005 Capital Program.

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.

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

# Department of Environmental Protection - Water Pollution Control



## Water Pollution Control

To improve the quality of the City's estuaries and to comply with the mandates imposed by the Clean Water Act, the Preliminary Ten-Year Capital Strategy allocates \$6.2 billion, of which \$150.0 million is State funded, towards wastewater treatment programs.

|                                      | (in millions)    |
|--------------------------------------|------------------|
| • Plant Component Stabilization      | \$3,143.3        |
| • Plant Upgrading and Reconstruction | 1,072.4          |
| • Consent Decree Upgrading & Const.  | 954.5            |
| • Water Quality Mandates             | 731.3            |
| • Sludge Disposal                    | 148.1            |
| • Biological Nutrient Removal        | 102.0            |
| <b>TOTAL</b>                         | <b>\$6,151.6</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 Preliminary 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:** \$954.5 million 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 Preliminary Ten-Year Capital Strategy includes \$731.3 million, of which \$581.3 million is City funded for the reduction of CSOs. DEP is exploring a Total Water Quality Approach in water bodies that are impacted by the discharge of CSOs, which will study alternatives to constructing costly retention tanks.

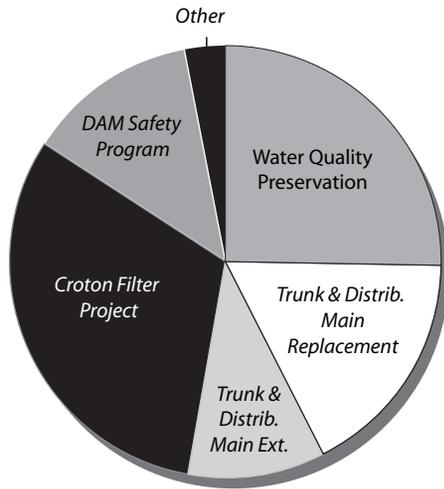
**Sludge Disposal:** The \$148.1 million in this category will be used for the re-construction of facilities that dewater sludge.

**Biological Nutrient Removal:** The Preliminary Ten-Year Strategy provides \$102.0 million for research and related pilot projects to reduce the amount of nitrogen discharged into New York Harbor, Jamaica Bay, and the Long Island Sound.

# 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   | 93,326    | 0       | 0       | 0       | 8,712   | 0       | 0       | 0       | 0       | 0       | 102,038   |
| <i>Consent Decree Upgrading and Construction</i> |           |         |         |         |         |         |         |         |         |         |           |
| City   | 260,794   | 0       | 156,000 | 260,000 | 110,457 | 8,000   | 31,000  | 70,000  | 28,722  | 29,554  | 954,527   |
| <i>Plant Upgrading and Reconstruction</i>        |           |         |         |         |         |         |         |         |         |         |           |
| City   | 165,167   | 92,423  | 191,558 | 67,150  | 105,500 | 98,500  | 83,500  | 83,500  | 90,039  | 95,100  | 1,072,437 |
| <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   | 331,408   | 186,332 | 293,603 | 155,936 | 517,130 | 330,000 | 280,000 | 430,000 | 306,201 | 312,633 | 3,143,243 |
| <i>Water Quality Mandates</i>                    |           |         |         |         |         |         |         |         |         |         |           |
| City   | 214,656   | -13,896 | 46,644  | 31,500  | 37,875  | 102,500 | 5,000   | 7,000   | 30,000  | 120,000 | 581,279   |
| 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   | 1,072,378 | 264,859 | 687,805 | 655,642 | 779,674 | 539,000 | 399,500 | 590,500 | 454,962 | 557,287 | 6,001,607 |
| 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  | 1,097,378 | 289,859 | 712,805 | 680,642 | 804,674 | 564,000 | 399,500 | 590,500 | 454,962 | 557,287 | 6,151,607 |

## Department of Environmental Protection - Water Mains



### Water Mains

The Preliminary 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 \$491.8 million.

|   | (in millions)    |
|---|------------------|
| • Croton Filter Project                   | \$1,288.7        |
| • Water Quality Preservation              | 1,045.6          |
| • Trunk and Distribution Main Replacement | 699.1            |
| • Dam Safety Program                      | 524.2            |
| • Trunk and Distribution Main Extension   | 421.1            |
| • Brooklyn-Queens Aquifer                 | 78.2             |
| • Augmentation of Water Supply Systems    | 20.2             |
| • Extensions                              | 19.0             |
| • Mapping and Telemetry                   | 2.8              |
| <b>TOTAL</b>                              | <b>\$4,098.9</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 Preliminary Ten-Year Capital Strategy is \$1.3 billion, with an additional \$221.3 million forecasted in 2005.

**Water Quality Preservation:** The Preliminary Ten-Year Capital Strategy calls for improvements to the upstate watershed including the construction of an ultraviolet light water disinfection facility (\$491.8 million), with an additional \$141.9 million forecasted in 2005. 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 \$699.1 million.

**Dam Safety Program:** This category includes the reconstruction of dams and associated bridges in the Croton watershed (\$137.6 million) and the initiation of design and reconstruction of the dams in the Catskill and Delaware watersheds (\$386.6 million).

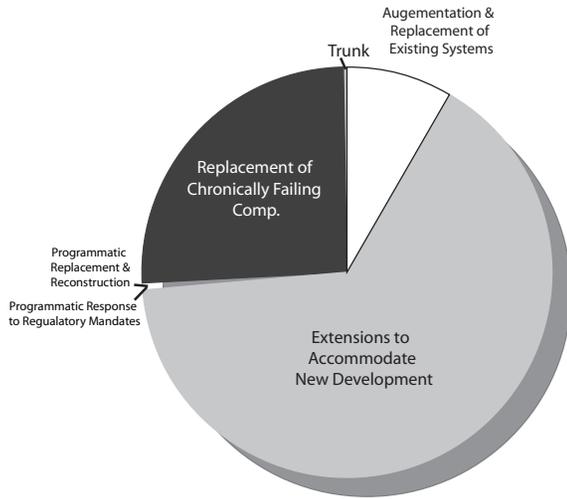
**Trunk and Distribution Main Extension:** This category includes the extension of distribution and trunk mains at a total cost of \$421.1 million.

**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 (\$78.2 million).

# Department of Environmental Protection - Water Mains

| <b>Project Type: WM</b>                                 |  | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
|---|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| <i>Augmentation of Water Supply Systems</i>             |  |             |             |             |             |             |             |             |             |             |             |              |
| City  |  | 9,134       | 0           | 7,013       | 1,458       | 0           | 2,558       | 0           | 0           | 0           | 0           | 20,163       |
| <i>Brooklyn-Queens Aquifer</i>                          |  |             |             |             |             |             |             |             |             |             |             |              |
| City  |  | 13,200      | 30,000      | 0           | 35,000      | 0           | 0           | 0           | 0           | 0           | 0           | 78,200       |
| <i>Croton Filter Project</i>                            |  |             |             |             |             |             |             |             |             |             |             |              |
| City  |  | 194,219     | 1,016,500   | 78,000      | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 1,288,719    |
| <i>Dam Safety Program</i>                               |  |             |             |             |             |             |             |             |             |             |             |              |
| City  |  | 61,315      | 0           | 163,875     | 0           | 124,000     | 120,000     | 55,000      | 0           | 0           | 0           | 524,190      |
| <i>Extensions</i>                                       |  |             |             |             |             |             |             |             |             |             |             |              |
| City  |  | 6,000       | 5,000       | 4,000       | 4,000       | 0           | 0           | 0           | 0           | 0           | 0           | 19,000       |
| <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  |  | 53,415      | 16,970      | 58,012      | 32,819      | 46,286      | 54,164      | 31,206      | 41,398      | 42,744      | 44,128      | 421,142      |
| <i>Trunk and Distribution Main Replacement</i>          |  |             |             |             |             |             |             |             |             |             |             |              |
| City  |  | 91,610      | 60,401      | 47,264      | 47,807      | 66,489      | 58,494      | 86,334      | 78,056      | 80,180      | 82,513      | 699,148      |
| <i>Water Quality Preservation</i>                       |  |             |             |             |             |             |             |             |             |             |             |              |
| City  |  | 72,743      | 698,461     | 39,300      | 92,759      | 11,927      | 11,255      | 11,593      | 11,941      | 47,100      | 48,466      | 1,045,545    |
| <b><i>Project Type Total<br/>by Source of Funds</i></b> |  |             |             |             |             |             |             |             |             |             |             |              |
| City  |  | 504,436     | 1,827,332   | 397,464     | 213,843     | 248,702     | 246,471     | 184,133     | 131,395     | 170,024     | 175,107     | 4,098,907    |
| <b><i>Project Type Total</i></b>                        |  |             |             |             |             |             |             |             |             |             |             |              |
| All Funds   |  | 504,436     | 1,827,332   | 397,464     | 213,843     | 248,702     | 246,471     | 184,133     | 131,395     | 170,024     | 175,107     | 4,098,907    |

# Department of Environmental Protection - Sewers



## Sewers

Approximately \$1.6 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        | \$1,016.6         |
| • Replacement of Chronically Failing Components    | 398.4             |
| • Augmentation and Replacement of Existing Systems | 132.2             |
| • Programmatic Response to Regulatory Mandates     | 9.0               |
| • Trunk and Distribution Main Replacement          | 3.9               |
| • Programmatic Replacement and Reconstruction      | 0.5               |
| <b>TOTAL</b>                                       | <b>\$ 1,560.6</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 \$1.0 billion 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 Preliminary Ten-Year Capital Strategy provides \$398.4 million for the replacement of malfunctioning or collapsed cement pipe combined sewers.

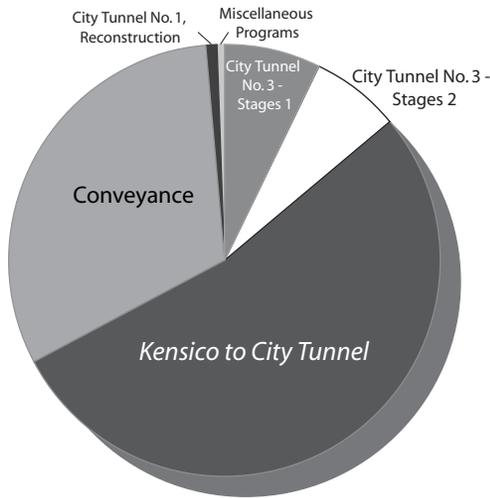
**Augmentation and Replacement of Existing Systems:** The Preliminary Ten-Year Capital Strategy provides \$132.2 million to increase capacity of the existing system through projects such as Bluebelt land acquisition and construction in Staten Island.

**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   |  | 29,284  | 20,014  | 31,809  | 27,818  | 5,000   | 8,300   | 5,000   | 5,000   | 0       | 0       | 132,225   |
| <i>Extensions to Accommodate New Development</i>       |  |         |         |         |         |         |         |         |         |         |         |           |
| City   |  | 56,829  | 102,005 | 88,145  | 109,320 | 105,269 | 124,032 | 83,391  | 108,292 | 117,484 | 121,797 | 1,016,564 |
| <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       | 500     | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 500       |
| <i>Replacement of Chronically Failing Components</i>   |  |         |         |         |         |         |         |         |         |         |         |           |
| City   |  | 75,671  | 46,343  | 48,457  | 34,986  | 34,485  | 32,551  | 32,998  | 31,000  | 31,000  | 31,000  | 398,491   |
| <i>Trunk and Distribution Main Replacement</i>         |  |         |         |         |         |         |         |         |         |         |         |           |
| City   |  | 1,284   | 1,284   | 1,284   | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 3,852     |
| <i>Project Type Total by Source of Funds</i>           |  |         |         |         |         |         |         |         |         |         |         |           |
| City   |  | 163,068 | 170,146 | 178,695 | 172,124 | 144,754 | 164,883 | 121,389 | 144,292 | 148,484 | 152,797 | 1,560,632 |
| <i>Project Type Total</i>                              |  |         |         |         |         |         |         |         |         |         |         |           |
| All Funds  |  | 163,068 | 170,146 | 178,695 | 172,124 | 144,754 | 164,883 | 121,389 | 144,292 | 148,484 | 152,797 | 1,560,632 |

# 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       | 230.8            |
| • City Tunnel No. 3 - Stage 2       | 219.0            |
| • City Tunnel No. 1, Reconstruction | 29.0             |
| • Miscellaneous Programs            | 10.1             |
| <b>TOTAL</b>                        | <b>\$3,193.7</b> |

**Kensico to City Tunnel:** DEP will commit \$1.7 billion in this Preliminary 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 Preliminary 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.

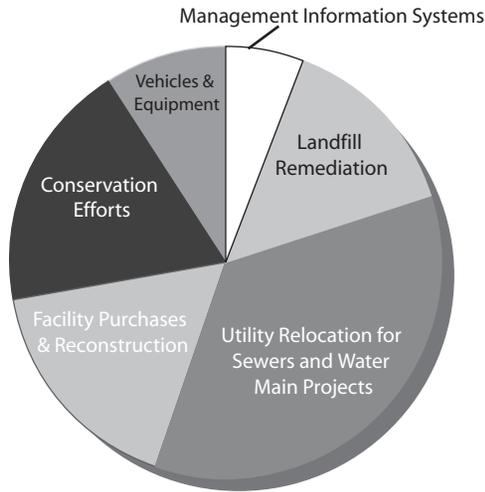
**City Tunnel No. 3 - Stage 1:** DEP will commit \$230.8 million in this Preliminary Ten-Year Capital Strategy for construction work at the Hillview Reservoir including the modification of chambers and the construction of chlorination and monitoring buildings.

**City Tunnel No. 3 - Stage 2:** In order to complete the construction of Stage Two, DEP will commit \$219.0 million in this Preliminary Ten-Year Capital Strategy. The bulk of this amount will be committed towards the construction and completion of shaft sites in Manhattan (\$168.2 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       | 50,000 | 0      | 100,000 | 100,000 | 250,000 | 300,000 | 200,000 | 350,000 | 350,000 | 1,700,000 |
| <i>Miscellaneous Programs</i>                    |  |         |        |        |         |         |         |         |         |         |         |           |
| City   |  | 10,103  | 0      | 0      | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 10,103    |
| <i>City Tunnel No. 1, Reconstruction</i>         |  |         |        |        |         |         |         |         |         |         |         |           |
| City   |  | 25,000  | 0      | 4,000  | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 29,000    |
| <i>City Tunnel No. 3, Stage 1</i>                |  |         |        |        |         |         |         |         |         |         |         |           |
| City   |  | 75,000  | 0      | 0      | 0       | 145,000 | 0       | 0       | 0       | 5,345   | 5,500   | 230,845   |
| <i>City Tunnel No. 3, Stage 2</i>                |  |         |        |        |         |         |         |         |         |         |         |           |
| City   |  | 46,037  | 0      | 8,000  | 0       | 0       | 150,000 | 15,000  | 0       | 0       | 0       | 219,037   |
| <i>Project Type Total<br/>by Source of Funds</i> |  |         |        |        |         |         |         |         |         |         |         |           |
| City   |  | 156,140 | 50,000 | 12,000 | 150,000 | 245,000 | 400,000 | 616,299 | 350,000 | 558,800 | 655,500 | 3,193,739 |
| <i>Project Type Total</i>                        |  |         |        |        |         |         |         |         |         |         |         |           |
| All Funds  |  | 156,140 | 50,000 | 12,000 | 150,000 | 245,000 | 400,000 | 616,299 | 350,000 | 558,800 | 655,500 | 3,193,739 |

## Department of Environmental Protection - Equipment



### Equipment & Miscellaneous Programs

A total of \$790.4 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 | \$279.7        |
| • Facility Purchases and Reconstruction                | 148.1          |
| • Conservation Efforts                                 | 132.8          |
| • Landfill Remediation                                 | 111.5          |
| • Vehicles and Equipment                               | 71.3           |
| • Management Information Systems                       | 47.0           |
| <b>TOTAL</b>   | <b>\$790.4</b> |

**Utility Relocation for Sewer and Water Main Projects:** \$279.7 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:** \$148.1 million is allocated for the reconstruction and rehabilitation of various water and sewer field operations facilities and DEP administrative offices.

**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 \$25.2 million of City general obligation bonds rather than bonds supported by water and sewer charges.

**Conservation Efforts:** \$108.8 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.

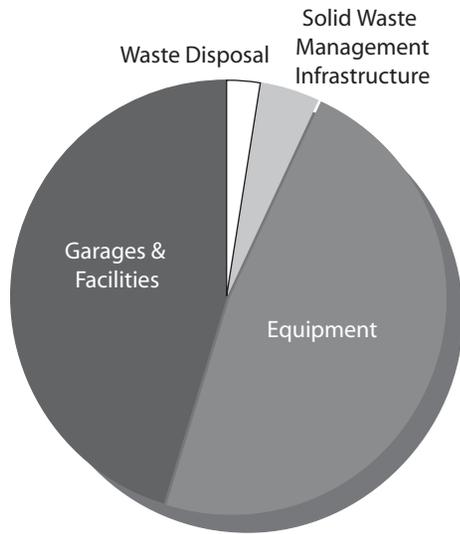
**Vehicles and Equipment:** \$71.3 million is allocated to the systematic replacement of vehicles and equipment used for water and sewer field operations, plant maintenance, upstate maintenance, and customer service operations.

**Management Information Systems:** \$47.0 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

| <b>Project Type: EP</b>                             |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                     |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
|   | <i>2006</i>        | <i>2007</i>        | <i>2008</i>        | <i>2009</i>        | <i>2010</i>        | <i>2011</i>        | <i>2012</i>        | <i>2013</i>        | <i>2014</i>        | <i>2015</i>        | <i>Total</i>        |
| <i>Conservation for Water Meter Replacements</i>    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                     |
| City  | 25,262             | 10,000             | 27,500             | 10,000             | 10,000             | 10,000             | 10,000             | 10,000             | 10,000             | 10,000             | 132,762             |
| <i>Management Information Systems</i>               |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                     |
| City  | 12,407             | 2,743              | 2,224              | 4,061              | 2,507              | 2,670              | 2,843              | 3,042              | 3,246              | 3,290              | 39,033              |
| Federal   | 2,000              | 2,000              | 2,000              | 2,000              | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 8,000               |
| <i>Landfill Remediation</i>                         |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                     |
| 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              |
| <i>Facility Purchases and Reconstruction</i>        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                     |
| City  | 73,163             | 31,228             | 3,975              | 1,600              | 38,118             | 0                  | 0                  | 0                  | 0                  | 0                  | 148,084             |
| <i>Utility Relocation for SE and WM Projects</i>    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                     |
| City  | 26,893             | 26,375             | 27,788             | 37,662             | 26,825             | 27,383             | 26,885             | 26,960             | 26,450             | 26,450             | 279,671             |
| <i>Vehicles and Equipment</i>                       |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                     |
| City  | 7,675              | 7,010              | 6,950              | 7,090              | 7,100              | 7,050              | 7,035              | 7,065              | 7,085              | 7,290              | 71,350              |
| <b><i>Project Type Total by Source of Funds</i></b> |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                     |
| City  | 170,668            | 77,356             | 68,437             | 60,413             | 84,550             | 47,103             | 46,763             | 47,067             | 46,781             | 47,030             | 696,168             |
| Federal   | 2,000              | 2,000              | 2,000              | 2,000              | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 8,000               |
| State   | 86,273             | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 86,273              |
| <b><i>Project Type Total All Funds</i></b>          | <b>258,941</b>     | <b>79,356</b>      | <b>70,437</b>      | <b>62,413</b>      | <b>84,550</b>      | <b>47,103</b>      | <b>46,763</b>      | <b>47,067</b>      | <b>46,781</b>      | <b>47,030</b>      | <b>790,441</b>      |
| <b><i>Environmental Protection Total</i></b>        | <b><i>2006</i></b> | <b><i>2007</i></b> | <b><i>2008</i></b> | <b><i>2009</i></b> | <b><i>2010</i></b> | <b><i>2011</i></b> | <b><i>2012</i></b> | <b><i>2013</i></b> | <b><i>2014</i></b> | <b><i>2015</i></b> | <b><i>Total</i></b> |
| <b><i>Total by Source of Funds</i></b>              |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                     |
| City  | 2,066,690          | 2,389,693          | 1,344,401          | 1,252,022          | 1,502,680          | 1,397,457          | 1,368,084          | 1,263,254          | 1,379,051          | 1,587,721          | 15,551,053          |
| Federal   | 2,000              | 2,000              | 2,000              | 2,000              | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 8,000               |
| State   | 111,273            | 25,000             | 25,000             | 25,000             | 25,000             | 25,000             | 0                  | 0                  | 0                  | 0.00               | 236,273             |
| Private   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                   |
| All Funds   | 2,179,963          | 2,416,693          | 1,371,401          | 1,279,022          | 1,527,680          | 1,422,457          | 1,368,084          | 1,263,254          | 1,379,051          | 1,587,721          | 15,795,326          |

# 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.

## Preliminary Ten-Year Capital Strategy

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

|                          | (in millions)     |
|--------------------------|-------------------|
| • Equipment              | \$ 967.3          |
| • Garages and Facilities | 911.2             |
| • Solid Waste Management | 87.0              |
| • Waste Disposal         | 54.0              |
| <b>TOTAL</b>             | <b>\$ 2,019.5</b> |

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## Department of Sanitation

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### **Equipment**

The Preliminary Ten-Year Capital Strategy provides \$967.3 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 \$911.2 million is allocated in the Department's Preliminary 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 Preliminary 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**

\$87.0 million is provided in the Preliminary Ten-Year Capital Strategy for Solid Waste Management. Major funding had been provided in FY2005 (\$493.2 million) for the construction of the marine transfer stations.

### **Waste Disposal**

The Preliminary Ten-Year Capital Strategy provides \$54.0 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

| <b>Project Type: S</b>                           |  | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
|--|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| <i>Garages and Facilities</i>                    |  |             |             |             |             |             |             |             |             |             |             |              |
| City   |  | 72,910      | 111,876     | 155,700     | 13,891      | 196,669     | 28,869      | 97,495      | 45,214      | 98,668      | 89,912      | 911,204      |
| <i>Equipment</i>                                 |  |             |             |             |             |             |             |             |             |             |             |              |
| City   |  | 62,235      | 81,996      | 85,085      | 93,706      | 93,094      | 120,965     | 104,048     | 102,422     | 105,052     | 118,647     | 967,250      |
| <i>Solid Waste Management</i>                    |  |             |             |             |             |             |             |             |             |             |             |              |
| City   |  | 1,013       | 0           | 0           | 0           | 0           | 0           | 80,000      | 0           | 0           | 6,000       | 87,013       |
| <i>Waste Disposal</i>                            |  |             |             |             |             |             |             |             |             |             |             |              |
| City   |  | 34,500      | 10,000      | 9,500       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 54,000       |
| <i>Project Type Total<br/>by Source of Funds</i> |  |             |             |             |             |             |             |             |             |             |             |              |
| City   |  | 170,658     | 203,872     | 250,285     | 107,597     | 289,763     | 149,834     | 281,543     | 147,636     | 203,720     | 214,559     | 2,019,467    |
| <i>Project Type Total</i>                        |  |             |             |             |             |             |             |             |             |             |             |              |
| All Funds  |  | 170,658     | 203,872     | 250,285     | 107,597     | 289,763     | 149,834     | 281,543     | 147,636     | 203,720     | 214,559     | 2,019,467    |

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# Department of Correction

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

DOC 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

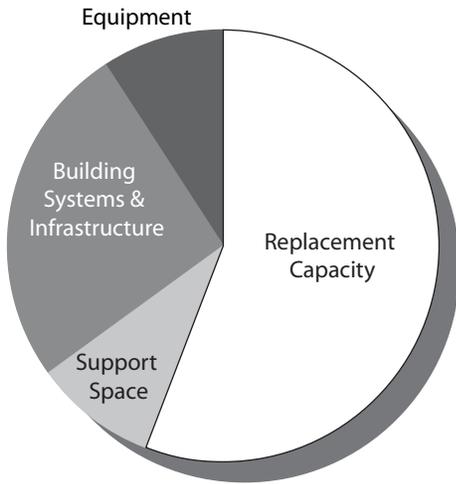
- To ensure sufficient capacity is available to meet the security, programmatic, health, and safety needs of the existing and projected population;
- To replace aging modular and sprung housing units with new permanent housing facilities;
- To upgrade existing support areas to provide sufficient space 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.

## Preliminary 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 sprung. 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 Preliminary Ten-Year Capital Strategy. Funding is allocated 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 \$849.2
- Building Systems and Infrastructure 393.6
- Support Space 136.7
- Equipment 136.0
- TOTAL \$ 1,515.5**

### Replacement Capacity

The Preliminary Ten-Year Capital Strategy provides \$849.2 million for capacity replacement of existing modular units and sprung. A total of 5,720 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 \$393.6 million for Building Systems and Infrastructure, \$133.5 million is for various infrastructure projects, \$80.5 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 \$136.9 million will provide for the replacement of roofs and windows, and the upgrade of electrical and mechanical systems.

### Support Space

The Department has allocated \$136.7 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.

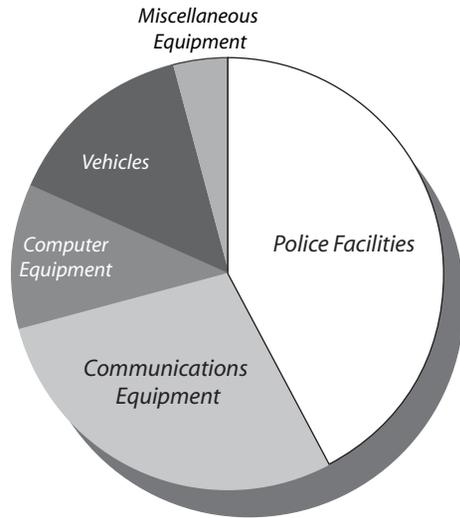
### Equipment

The Preliminary Ten-Year Capital Strategy includes \$136.0 million for life-cycle replacements and upgrades for vehicles, computers, security, and communication systems.

# Department of Correction

| <b>Project Type: C</b>                           |             |             |             |             |             |             |             |             |             |             |              |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
|  | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
| <i>Support Space</i>                             |             |             |             |             |             |             |             |             |             |             |              |
| City   | 6,900       | 2,500       | 5,600       | 1,000       | 2,700       | 1,500       | 500         | 500         | 19,242      | 96,258      | 136,700      |
| <i>Equipment</i>                                 |             |             |             |             |             |             |             |             |             |             |              |
| City   | 23,668      | 13,500      | 12,644      | 8,349       | 10,910      | 12,739      | 9,410       | 10,550      | 14,450      | 19,800      | 136,020      |
| <i>Replacement Capacity</i>                      |             |             |             |             |             |             |             |             |             |             |              |
| City   | 62,635      | 90,415      | 122,650     | 176,533     | 27,000      | 107,000     | 131,000     | 132,000     | 0           | 0           | 849,233      |
| <i>Building Systems and Infrastructure</i>       |             |             |             |             |             |             |             |             |             |             |              |
| City   | 17,862      | 10,568      | 28,684      | 53,144      | 47,880      | 44,461      | 28,450      | 30,200      | 65,454      | 63,050      | 389,753      |
| Federal  | 0           | 0           | 0           | 3,750       | 0           | 0           | 0           | 0           | 0           | 0           | 3,750        |
| <i>Project Type Total<br/>by Source of Funds</i> |             |             |             |             |             |             |             |             |             |             |              |
| City   | 111,065     | 116,983     | 169,578     | 239,026     | 88,490      | 165,700     | 169,360     | 173,250     | 99,146      | 179,108     | 1,511,706    |
| Federal  | 0           | 0           | 0           | 3,750       | 0           | 0           | 0           | 0           | 0           | 0           | 3,750        |
| <i>Project Type Total<br/>All Funds</i>          | 111,065     | 116,983     | 169,578     | 242,776     | 88,490      | 165,700     | 169,360     | 173,250     | 99,146      | 179,108     | 1,515,456    |

# 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.
- To enhance policing efforts by upgrading and purchasing new equipment.

### Preliminary Ten-Year Capital Strategy

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

|                            | (in millions)   |
|----------------------------|-----------------|
| • Police Facilities        | \$ 279.6        |
| • Communications Equipment | 187.4           |
| • Vehicles                 | 94.4            |
| • Computer Equipment       | 71.7            |
| • Miscellaneous Equipment  | 25.8            |
| <b>TOTAL</b>               | <b>\$ 658.9</b> |

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## Police Department

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### **Police Facilities**

The Preliminary Ten-Year Capital Strategy includes \$96.2 million for the replacement, rehabilitation and maintenance of police facilities, citywide. This Strategy also includes \$100.0 million for the new construction of the 40th, 66th, 70th and 110th Precincts. Additionally \$36.4 million is provided for the renovation of the 120th Precinct, and \$20.5 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 \$14.9 million for mobile radios.

### **Vehicles**

An allocation of \$94.4 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 \$8.0 million for arrest processing equipment.

### **Miscellaneous Equipment**

The Preliminary Ten-Year Capital Strategy also allocates \$25.8 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

| <b>Project Type: PO</b>                                  |  | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
|--|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| <i>Communications Equipment</i><br>City                  |  | 21,598      | 19,676      | 17,543      | 18,571      | 38,070      | 23,782      | 11,901      | 11,995      | 12,105      | 12,250      | 187,491      |
| <i>Computer Equipment</i><br>City                        |  | 24,870      | 11,268      | 1,075       | 4,925       | 10,536      | 7,198       | 500         | 100         | 1,550       | 9,684       | 71,706       |
| <i>Miscellaneous Equipment</i><br>City                   |  | 3,744       | 1,659       | 2,827       | 3,205       | 2,468       | 2,392       | 3,889       | 3,297       | 892         | 1,418       | 25,791       |
| <i>Police Facilities</i><br>City                         |  | 33,422      | 45,469      | 29,500      | 11,072      | 35,444      | 23,803      | 22,758      | 45,166      | 22,408      | 10,563      | 279,605      |
| <i>Vehicles</i><br>City                                  |  | 10,073      | 16,988      | 5,250       | 19,636      | 3,157       | 14,440      | 3,961       | 1,820       | 3,727       | 15,321      | 94,373       |
| <i>Project Type Total<br/>by Source of Funds</i><br>City |  | 93,707      | 95,060      | 56,195      | 57,409      | 89,675      | 71,615      | 43,009      | 62,378      | 40,682      | 49,236      | 658,966      |
| <i>Project Type Total</i><br>All Funds                   |  | 93,707      | 95,060      | 56,195      | 57,409      | 89,675      | 71,615      | 43,009      | 62,378      | 40,682      | 49,236      | 658,966      |

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# Courts

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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. Currently, the City and the State Unified Court System are in the process of negotiating a plan that will address changes in planning assumptions. The details of the final court facilities plan will be reflected in the Final Ten-Year Strategy in April 2005.

## **Capital Program Goals**

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

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

The Preliminary Ten-Year Strategy provides \$554.7 million for compliance with the Court Facilities Act. The final allocation of the funding will be negotiated with the State to prioritize court facility needs.

# Courts

| <b>Project Type: CO</b>                                      |       | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
|--|-------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| <i>Construction of New Court Facilities</i><br>City          |       | 10,308      | 0           | 91,478      | 8,492       | 3,310       | 0           | 0           | 0           | 0           | 0           | 113,588      |
| <i>Improvement and Expansion of Court Facilities</i><br>City |       | 84,430      | 2,000       | 2,000       | 2,000       | 2,000       | 2,000       | 2,000       | 2,000       | 20,493      | 21,087      | 140,010      |
| <i>Reconstruction/Renovation of Court Facilities</i><br>City |       | 119,483     | 14,335      | 68,652      | 12,588      | 8,037       | 41,213      | 18,277      | 17,915      | 0           | 0           | 300,500      |
|  | State | 640         | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 640          |
| <i>Project Type Total by Source of Funds</i><br>City         |       | 214,221     | 16,335      | 162,130     | 23,080      | 13,347      | 43,213      | 20,277      | 19,915      | 20,493      | 21,087      | 554,098      |
|  | State | 640         | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 640          |
| <i>Project Type Total</i><br>All Funds                       |       | 214,861     | 16,335      | 162,130     | 23,080      | 13,347      | 43,213      | 20,277      | 19,915      | 20,493      | 21,087      | 554,738      |

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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 preventative and post-detention services.

The Preliminary 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.

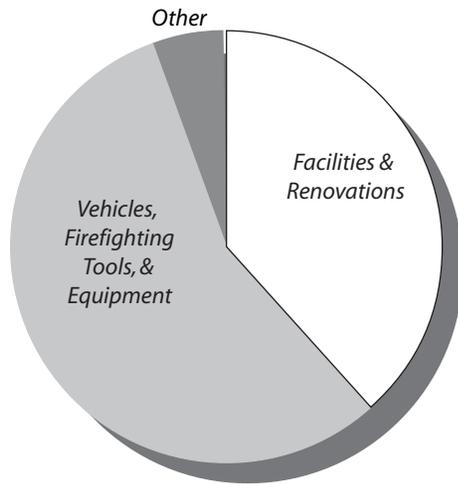
## **Preliminary Ten-Year Capital Strategy**

The Preliminary Ten-Year Capital Strategy totals \$16.5 million, which includes \$15.6 million for facilities renovation work at the Bridges, Horizon, and Crossroads detention centers, \$0.6 million for renovation of Central Office Space, and \$0.2 million for work relating to improvements to the ventilation system at the Crossroads and Horizon detention centers.

# Department of Juvenile Justice

| <b>Project Type: JJ</b>                                      |             |             |             |             |             |             |             |             |             |             |              |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
|  | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
| <i>Construction of Secure Detention Facilities</i><br>City   | 2,617       | 1,252       | 1,231       | 1,238       | 1,435       | 1,471       | 1,513       | 1,560       | 1,605       | 1,652       | 15,574       |
| <i>Reconstruction of Secure Detention Facilities</i><br>City | 912         | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 912          |
| <i>Project Type Total by Source of Funds</i><br>City         | 3,529       | 1,252       | 1,231       | 1,238       | 1,435       | 1,471       | 1,513       | 1,560       | 1,605       | 1,652       | 16,486       |
| <i>Project Type Total</i><br>All Funds                       | 3,529       | 1,252       | 1,231       | 1,238       | 1,435       | 1,471       | 1,513       | 1,560       | 1,605       | 1,652       | 16,486       |

# 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.

## Preliminary Ten-Year Capital Strategy

The Preliminary 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 | \$ 247.5        |
| • Facilities Renovation                        | 171.8           |
| • Communications                               | 22.0            |
| • Electronics and Data Processing              | 2.3             |
| <b>TOTAL</b>                                   | <b>\$ 443.6</b> |

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## Fire Department

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The Preliminary Ten-Year Capital Strategy allocates \$443.6 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 Preliminary Ten-Year Capital Strategy provide for the scheduled replacement of these vehicles. Another \$247.5 million is provided for both mandated and support vehicle replacement and necessary fire-fighting tools and equipment.

### **Facilities Renovation**

The average age of the Fire Department's 221 firehouses is 75 years. Many of them were built in the 19th Century and are in need of renovations. The Preliminary Ten-Year Capital Strategy provides \$109.9 million to replace building components within individual firehouses. Another \$27.3 million is included for the complete rehabilitation of four firehouses and \$11.0 million is allocated for the design and construction of a new facility for Rescue 3 in the Bronx. In addition, the Preliminary Ten-Year Capital Strategy funds \$9.8 million for the acquisition, design and construction of a new fleet maintenance facility, \$6 million for renovations at the Department's Fort Totten and Randall's Island Campuses and \$3.6 million for the renovation of Marine 1 Pier.

### **Communications**

The Communications category contains \$22.0 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 \$2.3 million which is allocated toward computer network and applications development.

# Fire Department

| <b>Project Type: F</b>                            |  | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
|---|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| <i>Communications</i>                             |  |             |             |             |             |             |             |             |             |             |             |              |
| City  |  | 2,634       | 1,223       | 200         | 200         | 200         | 5,008       | 4,124       | 4,124       | 4,124       | 200         | 22,037       |
| <i>Electronics and Data Processing</i>            |  |             |             |             |             |             |             |             |             |             |             |              |
| City  |  | 350         | 350         | 350         | 350         | 150         | 150         | 150         | 150         | 150         | 150         | 2,300        |
| <i>New Facilities and Renovations</i>             |  |             |             |             |             |             |             |             |             |             |             |              |
| City  |  | 74,794      | 24,400      | 17,250      | 11,847      | 13,619      | 6,939       | 5,345       | 4,000       | 6,529       | 7,059       | 171,782      |
| <i>Vehicles, Firefighting Tools and Equipment</i> |  |             |             |             |             |             |             |             |             |             |             |              |
| City  |  | 11,086      | 21,896      | 22,698      | 28,728      | 40,152      | 38,493      | 32,591      | 24,904      | 15,634      | 11,280      | 247,462      |
| <i>Project Type Total<br/>by Source of Funds</i>  |  |             |             |             |             |             |             |             |             |             |             |              |
| City  |  | 88,864      | 47,869      | 40,498      | 41,125      | 54,121      | 50,590      | 42,210      | 33,178      | 26,437      | 18,689      | 443,581      |
| <i>Project Type Total</i>                         |  |             |             |             |             |             |             |             |             |             |             |              |
| All Funds   |  | 88,864      | 47,869      | 40,498      | 41,125      | 54,121      | 50,590      | 42,210      | 33,178      | 26,437      | 18,689      | 443,581      |

# Department of Education

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The New York City public school system, with approximately 1,500 school buildings and support facilities (including transportables and leased facilities) served over a million pupils in the 2004-2005 school year, in pre-kindergarten through grade 12. This vast operation has a complex mandate: to impart basic educational skills and vocational training; to provide pupils with meals, health services and recreation; to provide special educational services to students with limited mobility and proficiency; and to function as a focal point in the City's neighborhoods.

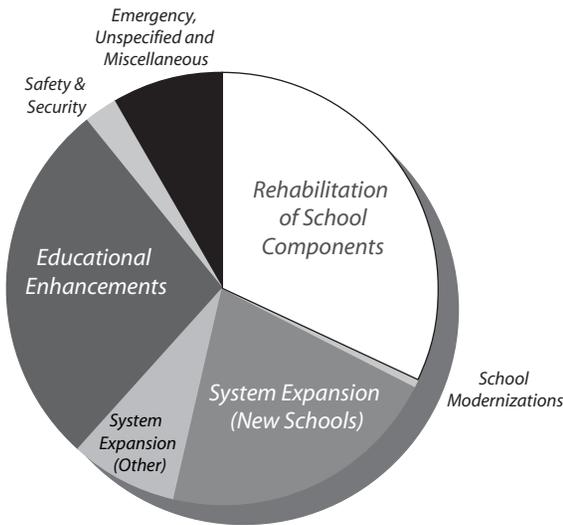
In recent years, the school system's physical plant has experienced problems associated with deferred maintenance and overcrowding in some communities. Since July 1989, the School Construction Authority (SCA) has been responsible for acquiring new school sites, and for the design and construction of capital projects. The legislation that established the SCA exempted the DOE and the Authority from the City's line-by-line annual Capital Budget. Instead, the City provides a five-year lump-sum allocation for education capital expenditures, and the DOE determines how the funds will actually be used, subject to scope approval by the City. The Preliminary Ten-Year Capital Strategy determines the funding levels available to the Department. The first year of the Strategy (FY06) is the second year of the Department of Education's approved, current Five-Year Capital Plan. Because the Supreme Court of the State of New York ruled in favor of the Campaign for Fiscal Equity in the Campaign for Fiscal Equity v. The State of New York, the DOE's Capital Plan includes State funds from FY06 through FY10.

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



## Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides the Department with a lump-sum allocation of \$18.9 billion to spend at its discretion on school-related capital projects. Funding is distributed across seven broad categories of capital work in the following manner:

|  | (in millions)     |
|--|-------------------|
| • Rehabilitation of School Components      | \$6,081.2         |
| • Major Modernization of Schools           | 80.3              |
| • System Expansion (New Schools)           | 3,992.9           |
| • System Expansion (Other)                 | 1,491.1           |
| • Educational Enhancements                 | 5,205.8           |
| • Emergency, Unspecified and Miscellaneous | 1,570.3           |
| • Safety and Security                      | 461.3             |
| <b>TOTAL</b>                               | <b>\$18,882.9</b> |

## Rehabilitation of School Components

The Preliminary Ten-Year Capital Strategy provides \$6.1 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 all school buildings, it is essential that existing school facilities undergo major modernizations. The Preliminary Ten-Year Capital Strategy provides \$80.3 million for this purpose. Projects include major replacements of electrical, plumbing and heating systems.

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## Department of Education

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### **System Expansion**

To address the shortage of seating in public schools, the Preliminary Ten-Year Capital Strategy provides \$4.0 billion for the construction of new schools. An additional \$1.5 billion is allocated for leases, building additions, transportables, modular classrooms, and new athletic fields and playgrounds.

### **Educational Enhancements**

The Department will designate \$5.2 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.

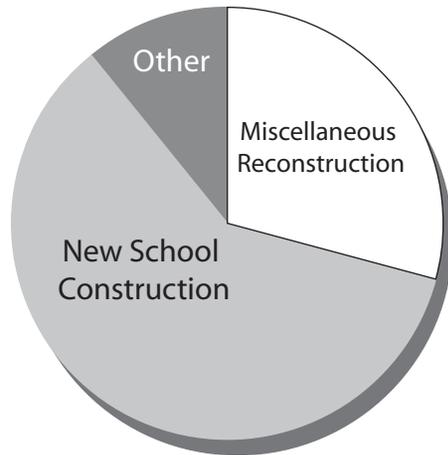
### **Other Funding**

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, \$461.3 million is for security systems, emergency lighting and code compliance.

# Department of Education

| <b>Project Type: E</b>                                |             |             |             |             |             |             |             |             |             |             |              |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
|   | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
| <b><i>Ancillary Facilities (Administration)</i></b>   |             |             |             |             |             |             |             |             |             |             |              |
| City  | 6,583       | 3,938       | 5,250       | 6,563       | 5,487       | 5,624       | 5,788       | 5,967       | 6,140       | 6,318       | 57,658       |
| State   | 6,563       | 3,938       | 5,250       | 6,563       | 6,563       | 0           | 0           | 0           | 0           | 0           | 28,877       |
| <b><i>Emergency, Inspection and Miscellaneous</i></b> |             |             |             |             |             |             |             |             |             |             |              |
| City  | 88,218      | 101,076     | 90,575      | 110,265     | 92,184      | 94,489      | 97,229      | 100,243     | 103,150     | 106,142     | 983,571      |
| State   | 87,950      | 101,076     | 90,575      | 110,265     | 110,265     | 0           | 0           | 0           | 0           | 0           | 500,131      |
| <b><i>Educational Enhancements</i></b>                |             |             |             |             |             |             |             |             |             |             |              |
| City  | 363,403     | 345,235     | 354,423     | 367,550     | 307,282     | 314,964     | 324,097     | 334,145     | 343,835     | 353,806     | 3,408,740    |
| State   | 362,299     | 345,235     | 354,423     | 367,550     | 367,550     | 0           | 0           | 0           | 0           | 0           | 1,797,057    |
| <b><i>Major Modernization of Schools</i></b>          |             |             |             |             |             |             |             |             |             |             |              |
| City  | 13,167      | 5,251       | 5,251       | 3,938       | 3,292       | 3,374       | 3,473       | 3,580       | 3,684       | 3,791       | 48,801       |
| State   | 13,127      | 5,251       | 5,251       | 3,938       | 3,938       | 0           | 0           | 0           | 0           | 0           | 31,505       |
| <b><i>Rehabilitation of School Components</i></b>     |             |             |             |             |             |             |             |             |             |             |              |
| City  | 258,069     | 313,730     | 307,167     | 515,883     | 431,292     | 442,074     | 454,894     | 468,996     | 482,597     | 496,591     | 4,171,293    |
| State   | 257,285     | 313,730     | 307,167     | 515,883     | 515,883     | 0           | 0           | 0           | 0           | 0           | 1,909,948    |
| <b><i>Safety and Security</i></b>                     |             |             |             |             |             |             |             |             |             |             |              |
| City  | 61,884      | 43,318      | 21,003      | 24,941      | 20,851      | 21,373      | 21,992      | 22,674      | 23,332      | 24,008      | 285,376      |
| State   | 61,696      | 43,318      | 21,003      | 24,941      | 24,941      | 0           | 0           | 0           | 0           | 0           | 175,899      |
| <b><i>System Expansion (New Schools)</i></b>          |             |             |             |             |             |             |             |             |             |             |              |
| City  | 459,521     | 216,592     | 330,795     | 236,282     | 197,538     | 202,477     | 208,348     | 214,807     | 221,036     | 227,447     | 2,514,843    |
| State   | 458,125     | 216,592     | 330,795     | 236,282     | 236,283     | 0           | 0           | 0           | 0           | 0           | 1,478,077    |
| <b><i>System Expansion (Other)</i></b>                |             |             |             |             |             |             |             |             |             |             |              |
| City  | 65,834      | 283,539     | 198,215     | 47,257      | 39,508      | 40,495      | 41,670      | 42,961      | 44,207      | 45,489      | 849,175      |
| State   | 65,634      | 283,539     | 198,215     | 47,257      | 47,256      | 0           | 0           | 0           | 0           | 0           | 641,901      |
| <b><i>Project Type Total by Source of Funds</i></b>   |             |             |             |             |             |             |             |             |             |             |              |
| City  | 1,316,679   | 1,312,679   | 1,312,679   | 1,312,679   | 1,097,434   | 1,124,870   | 1,157,491   | 1,193,373   | 1,227,981   | 1,263,592   | 12,319,457   |
| State   | 1,312,679   | 1,312,679   | 1,312,679   | 1,312,679   | 1,312,679   | 0           | 0           | 0           | 0           | 0           | 6,563,395    |
| <b><i>Project Type Total All Funds</i></b>            |             |             |             |             |             |             |             |             |             |             |              |
| All Funds   | 2,629,358   | 2,625,358   | 2,625,358   | 2,625,358   | 2,410,113   | 1,124,870   | 1,157,491   | 1,193,373   | 1,227,981   | 1,263,592   | 18,882,852   |

# 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 a 9.7%; undergraduate enrollment at CUNY increased by 9.5% while graduate and professional degree programs enrollment increased by 11.0%.

### Capital Program Goals

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

### Ten-Year Capital Strategy

The 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.

The Preliminary Ten-Year Capital Strategy provides funding for:

|  | (in millions)  |
|--|----------------|
| • New School Construction                          | \$126.0        |
| • Miscellaneous Reconstruction                     | 61.6           |
| • Electrical, Mechanical and HVAC System Upgrading | 11.3           |
| • Security Systems                                 | 8.7            |
| • Data Processing and Other Equipment              | 1.9            |
| • Federal, State and Local Mandates                | 0.8            |
| <b>TOTAL</b>                                       | <b>\$210.3</b> |

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## City University

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### **Miscellaneous Reconstruction, and Electrical, Mechanical and HVAC System Upgrading**

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

### **New School Construction**

The Preliminary Ten-Year Capital Strategy provides for the design and/or construction of new buildings including the Academic Building I at Medgar Evers College, Fiterman Hall at Borough of Manhattan Community College, North Instructional Building at Bronx Community College, and Instructional Building at Queensborough Community College.

### **Federal, State and Local Mandates**

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

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

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

### **Security Systems**

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

# City University

| <b>Project Type: HN</b>  |             |             |             |             |             |             |             |             |             |             |              |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
|  | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
| <b><i>Data Processing and Other Equipment</i></b>              |             |             |             |             |             |             |             |             |             |             |              |
| City   | 142         | 64          | 80          | 95          | 1,401       | 0           | 0           | 0           | 0           | 0           | 1,782        |
| State  | 39          | 12          | 0           | 95          | 0           | 0           | 0           | 0           | 0           | 0           | 146          |
| <b><i>Federal, State and Local Mandates</i></b>                |             |             |             |             |             |             |             |             |             |             |              |
| City   | 0           | 10          | 0           | 0           | 339         | 0           | 0           | 0           | 0           | 200         | 549          |
| State  | 0           | 10          | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 200         | 210          |
| <b><i>Electrical, Mechanical and HVAC System Upgrading</i></b> |             |             |             |             |             |             |             |             |             |             |              |
| City   | 163         | 1,287       | 656         | 431         | 727         | 1,509       | 0           | 470         | 400         | 0           | 5,643        |
| State  | 184         | 1,287       | 656         | 431         | 727         | 1,509       | 0           | 470         | 400         | 0           | 5,664        |
| <b><i>New School Construction</i></b>                          |             |             |             |             |             |             |             |             |             |             |              |
| City   | 59,400      | 17,275      | 48,550      | 230         | 119         | 0           | 0           | 0           | 0           | 0           | 125,574      |
| State  | 0           | 94          | 0           | 230         | 119         | 0           | 0           | 0           | 0           | 0           | 443          |
| <b><i>Miscellaneous Reconstruction</i></b>                     |             |             |             |             |             |             |             |             |             |             |              |
| City   | 1,813       | 3,428       | 2,292       | 2,704       | 1,907       | 3,226       | 4,049       | 3,719       | 4,769       | 4,318       | 32,225       |
| State  | 77          | 2,286       | 2,292       | 2,704       | 1,945       | 3,226       | 4,049       | 3,719       | 4,769       | 4,318       | 29,385       |
| <b><i>Security Systems</i></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><i>Project Type Total by Source of Funds</i></b>            |             |             |             |             |             |             |             |             |             |             |              |
| City   | 61,657      | 22,168      | 52,386      | 3,986       | 4,619       | 4,735       | 4,872       | 5,023       | 5,169       | 5,319       | 169,934      |
| State  | 439         | 4,167       | 3,756       | 3,986       | 2,917       | 4,735       | 4,872       | 5,023       | 5,169       | 5,319       | 40,383       |
| <b><i>Project Type Total All Funds</i></b>                     |             |             |             |             |             |             |             |             |             |             |              |
| All Funds  | 62,096      | 26,335      | 56,142      | 7,972       | 7,536       | 9,470       | 9,744       | 10,046      | 10,338      | 10,638      | 210,317      |

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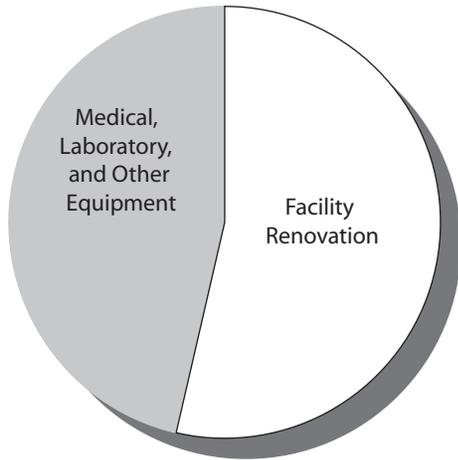
# Department of Health and Mental Hygiene

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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 and treatment, and counseling services; Early Intervention services to developmentally delayed infants and toddlers; health and mental health services in the City's adult correctional facilities; and prevention and control services that address non-communicable diseases such as heart disease, tobacco dependency, cancer and diabetes. DOHMH also issues reports on health conditions and community health assessments, as well as birth and death certificates; investigates and eliminates environmental health hazards such as pests and lead poisoning; and inspects restaurants and other facilities.

The Preliminary Ten-Year Capital Strategy includes funds for the Office of Chief Medical Examiner (OMCE), 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.

### Preliminary Ten-Year Capital Strategy

The 2006 Preliminary 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           | \$ 103.8        |
| • Laboratory upgrades                            | 20.4            |
| • Automation and technology infrastructure       | 34.3            |
| • Legally Mandated animal care and control needs | 12.7            |
| • OCME Equipment and MIS                         | 22.0            |
| <b>TOTAL</b>                                     | <b>\$ 193.2</b> |

### Facility Renovation and Construction

Approximately \$101.6 million will be devoted to the renovation of various city-owned public health facilities. The strategy reflects a commitment to assessing, maintaining and improving conditions throughout entire facilities. Highlights

include: \$85.9 million for clinic interior and exterior renovations, \$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 remaining \$2.2 million will be devoted to non-city owned health facilities upgrade and equipment.

### Laboratory Upgrades

Includes \$19.5 million for renovations to the Public Health Laboratory, and \$900,000 for upgrades for Rapid HIV Testing in STD clinics.

### Automation and Technology Infrastructure

Approximately \$7.0 million will be invested in critical automation needed to maintain and improve services. Highlights include \$4.5 million for digital radiography at TB and correctional facilities, \$1 million for a Mental Hygiene Quality Management System, \$750,000 to address the needs of legally mandated correctional facility discharge planning, \$500,000 for handheld computers to assist pest control and food inspections and \$250,000 to complete the Electronic Death Registry System.

Another \$27.3 million will support basic technology infrastructure and security needs, including routine equipment replacement and upgrade, and data backup.

### Legally mandated animal care and control

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.

### OCME

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

# Department of Health and Mental Hygiene

| <b>Project Type: HL</b>                                  |             |             |             |             |             |             |             |             |             |             |              |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
|  | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
| <i>Medical, Laboratory, and Other Equipment</i><br>City  | 9,386       | 6,387       | 10,834      | 5,057       | 4,500       | 4,500       | 4,561       | 4,628       | 4,493       | 4,559       | 58,905       |
| <i>Facility Renovation</i><br>City                       | 29,520      | 23,078      | 14,170      | 14,738      | 9,550       | 8,850       | 8,941       | 9,042       | 8,139       | 8,239       | 134,267      |
| <i>Project Type Total<br/>by Source of Funds</i><br>City | 38,906      | 29,465      | 25,004      | 19,795      | 14,050      | 13,350      | 13,502      | 13,670      | 12,632      | 12,798      | 193,172      |
| <i>Project Type Total</i><br>All Funds                   | 38,906      | 29,465      | 25,004      | 19,795      | 14,050      | 13,350      | 13,502      | 13,670      | 12,632      | 12,798      | 193,172      |

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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 216,000 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.

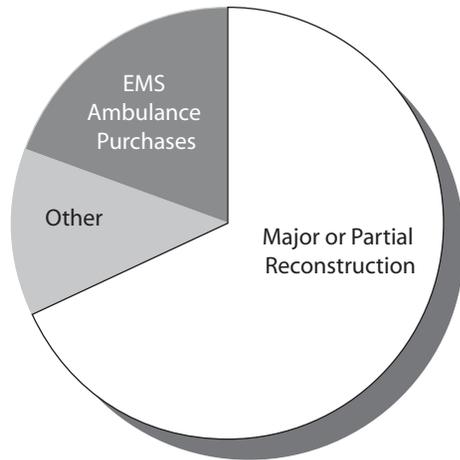
## Capital Program Goals

The Health and Hospitals Corporation is in the midst of a \$1.2 billion capital program that will modernize many of its hospitals and facilities across the city. The Preliminary 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 NYFD/EMS.

The funding of the Corporation's capital plan is accomplished through a combination of City and HHC financed bonds.

## Health and Hospitals Corporation



### Preliminary Ten-Year Capital Strategy

The Preliminary 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/Partial Hospital Reconstruction | \$522.4        |
| • EMS Ambulance Purchases               | 148.2          |
| • OCME DNA Lab                          | 94.2           |
| • Routine Renovation and Repair         | 1.3            |
| • Major Medical Equipment               | 0.4            |
| <b>TOTAL</b>                            | <b>\$766.9</b> |

### Major or Partial Hospital Reconstruction

The City has funded Phases I, II, III and IV of the major reconstruction of the Kings County Hospital Center, for a total project cost of \$426 million. This includes a new 284,000-sq. ft. emergency, diagnostic, and treatment facility plus the renovation of ambulatory medical care facilities for a cost of \$145 million (Phase II), renovation of upper floors of an existing building to provide new facilities for the hospital's ambulatory care services and to upgrade existing building infrastructure systems for a cost of \$50 million (Phase III), and construction of a new 330,000 sq. ft. Behavioral Health Center for a cost of \$140 million (Phase IV).

At Harlem Hospital, the City is funding a \$225 million project to construct a 150,000 sq. ft. diagnostic, treatment and emergency care pavilion and renovate 183,000 sq. ft. of existing space. In addition, the City is funding \$4.6 million to relocate and rebuild the EMS Station for the FDNY.

At Gouverneur Healthcare Services, the City is funding a \$101 million modernization and expansion project to construct a 79,000 sq. ft. multi-story addition which will increase the nursing facility bed count from 210 to 330, and renovate 251,000 sq. ft. to increase the number of private and semi-private patient rooms and enlarge the ambulatory care areas.

Other major reconstruction and modernization projects include Coney Island Hospital's new \$91 million, 212-bed, inpatient facility, Queens Hospital Center's new \$53 million, ambulatory care pavilion and Jacobi Medical Center's \$73 million, 4-story outpatient building.

The City is funding a \$273 million project for the construction of a new DNA facility on the Bellevue campus for the Office of Chief Medical Examiner (OCME).

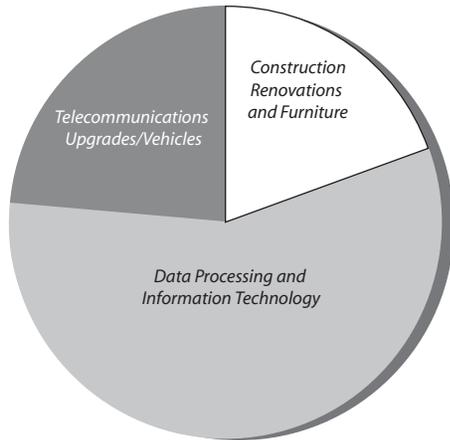
### Emergency Medical Services Ambulance Purchases

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

# Health and Hospitals Corporations

| <b>Project Type: HO</b>                                  |             |             |             |             |             |             |             |             |             |             |              |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
|  | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
| <i>Emergency Medical Services Equipment</i><br>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 Medical Equipment</i><br>City                   | 400         | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 400          |
| <i>Major or Partial Hospital Reconstruction</i><br>City  | 185,359     | 130,819     | 111,388     | 38,000      | 6,000       | 0           | 0           | 0           | 0           | 0           | 471,566      |
| <i>Routine Reconstruction</i><br>City                    | 29,752      | 35,000      | 48,000      | 30,000      | 4,000       | 0           | 0           | 0           | 0           | 0           | 146,752      |
| <i>Project Type Total<br/>by Source of Funds</i><br>City | 235,609     | 179,459     | 172,703     | 81,315      | 23,648      | 13,989      | 14,394      | 14,841      | 15,271      | 15,714      | 766,943      |
| <i>Project Type Total</i><br>All Funds                   | 235,609     | 179,459     | 172,703     | 81,315      | 23,648      | 13,989      | 14,394      | 14,841      | 15,271      | 15,714      | 766,943      |

# 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 Agency'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.

### Preliminary Ten-Year Capital Strategy

The primary focus of the Department's Preliminary Ten-Year Capital Strategy is to improve cost-effectiveness and improve the delivery of customer services and worker 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 services.

|  | (in millions)  |
|--|----------------|
| • Data Processing and Information Technology | \$100.3        |
| • Construction/Renovations and Furniture     | 34.2           |
| • Telecommunications Upgrades/Vehicles       | 41.1           |
| <b>TOTAL</b>                                 | <b>\$175.6</b> |

### Data Processing and Information Technology

The Preliminary 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 communication.

The Preliminary Ten-Year 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.

### Building Renovations

The Preliminary Ten-Year Capital Strategy provides funding to complete the renovation and upgrade of Model Offices, which streamline service delivery in client centers; to continue 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.

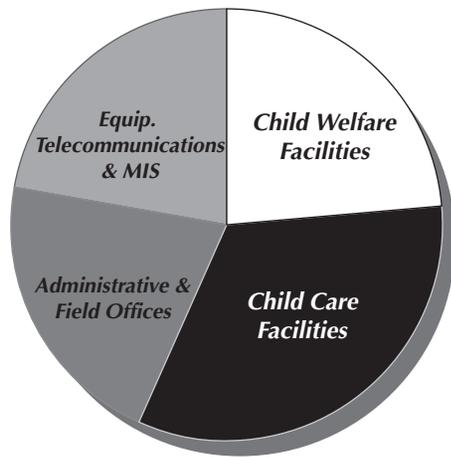
### Telecommunications Infrastructure

The Department will continue to enhance productivity and create a Wide Area Network system to provide greater connectivity among agency personnel and contract service providers.

# Human Resources Administration

| <b>Project Type: HR</b>                             |             |             |             |             |             |             |             |             |             |             |              |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
|   | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
| <b><i>Telecommunications Equipment</i></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><i>Data Processing Equipment</i></b>             |             |             |             |             |             |             |             |             |             |             |              |
| City  | 14,229      | 5,611       | 3,034       | 5,936       | 9,153       | 4,302       | 5,015       | 4,052       | 4,184       | 4,646       | 60,162       |
| Federal   | 9,484       | 3,738       | 2,021       | 3,955       | 6,100       | 2,866       | 3,340       | 2,700       | 2,788       | 3,096       | 40,088       |
| <b><i>Equipment</i></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><i>Social Services Buildings</i></b>             |             |             |             |             |             |             |             |             |             |             |              |
| City  | 6,023       | 0           | 2,023       | 1,500       | 1,721       | 3,634       | 2,892       | 4,329       | 4,329       | 4,329       | 30,780       |
| Federal   | 1,711       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 1,711        |
| <b><i>Automotive Equipment</i></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><i>Project Type Total by Source of Funds</i></b> |             |             |             |             |             |             |             |             |             |             |              |
| City  | 25,412      | 7,783       | 7,227       | 8,584       | 13,897      | 10,135      | 10,429      | 10,752      | 11,064      | 11,385      | 116,668      |
| Federal   | 14,635      | 5,185       | 3,467       | 4,720       | 8,114       | 4,331       | 5,020       | 4,280       | 4,488       | 4,702       | 58,942       |
| <b><i>Project Type Total All Funds</i></b>          |             |             |             |             |             |             |             |             |             |             |              |
| All Funds   | 40,047      | 12,968      | 10,694      | 13,304      | 22,011      | 14,466      | 15,449      | 15,032      | 15,552      | 16,087      | 175,610      |

# 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, in addition to providing child welfare, child care and early childhood education services to the children and their families. ACS also works in conjunction with the family court system to secure family permanency services.

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 services facilities, including meeting code compliance and handicapped accessibility standards;
- Renovate and expand child care facilities;
- Upgrade and expand telecommunication and computer technology for improved management and information systems; and
- Upgrade field and central office facilities.

### Preliminary Ten-Year Capital Strategy

(in millions)

|                                   |                |
|-----------------------------------|----------------|
| • Child Welfare Facilities        | \$34.9         |
| • Child Care Facilities           | 48.8           |
| • Administrative & Field Offices  | 31.0           |
| • Equip. Telecommunications & MIS | 32.4           |
| <b>TOTAL</b>                      | <b>\$147.1</b> |

The primary focus of the Preliminary Ten-Year Capital Strategy is to continue to improve delivery of services to children through renovation and expansion of ACS administrative and program service facilities, as well as furthering the development of information systems to track client activity and streamline financial management of programs and services.

The Preliminary Ten-Year Capital Strategy provides funding for congregate and child care facilities requiring rehabilitation. The Capital Strategy also provides funding for the construction of new child care centers in Washington Heights and the Southeast Bronx.

# Children's Services

| <b>Project Type: CS</b>                                 |             |             |             |             |             |             |             |             |             |             |              |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
|   | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
| <b><i>Child Welfare Facilities</i></b>                  |             |             |             |             |             |             |             |             |             |             |              |
| City  | 2,875       | 3,732       | 2,584       | 2,469       | 2,422       | 2,346       | 4,372       | 4,569       | 4,701       | 4,837       | 34,907       |
| <b><i>Day Care Facilities</i></b>                       |             |             |             |             |             |             |             |             |             |             |              |
| City  | 7,057       | 2,624       | 2,585       | 2,747       | 2,422       | 2,347       | 6,371       | 6,569       | 6,760       | 6,956       | 46,438       |
| Federal   | 169         | 0           | 0           | 0           | 0           | 0           | 532         | 532         | 547         | 563         | 2,343        |
| <b><i>Equipment</i></b>                                 |             |             |             |             |             |             |             |             |             |             |              |
| City  | 4,413       | 4,938       | 3,745       | 4,360       | 4,000       | 4,192       | 0           | 0           | 0           | 0           | 25,648       |
| Federal   | 1,174       | 1,314       | 997         | 1,159       | 1,064       | 1,115       | 0           | 0           | 0           | 0           | 6,823        |
| <b><i>Social Service Buildings</i></b>                  |             |             |             |             |             |             |             |             |             |             |              |
| City  | 9,154       | 1,000       | 1,000       | 0           | 3,188       | 3,499       | 2,000       | 2,000       | 2,058       | 2,118       | 26,017       |
| Federal   | 504         | 266         | 266         | 0           | 848         | 930         | 532         | 532         | 547         | 563         | 4,988        |
| <b><i>Project Type Total<br/>by Source of Funds</i></b> |             |             |             |             |             |             |             |             |             |             |              |
| City  | 23,499      | 12,294      | 9,914       | 9,576       | 12,032      | 12,384      | 12,743      | 13,138      | 13,519      | 13,911      | 133,010      |
| Federal   | 1,847       | 1,580       | 1,263       | 1,159       | 1,912       | 2,045       | 1,064       | 1,064       | 1,094       | 1,126       | 14,154       |
| <b><i>Project Type Total<br/>All Funds</i></b>          |             |             |             |             |             |             |             |             |             |             |              |
| All Funds   | 25,346      | 13,874      | 11,177      | 10,735      | 13,944      | 14,429      | 13,807      | 14,202      | 14,613      | 15,037      | 147,164      |

# 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

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

## Preliminary Ten-Year Capital Strategy

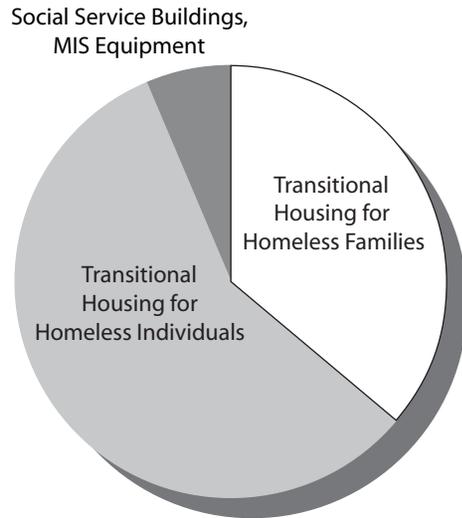
|  | (in millions) |
|--|---------------|
| • Building Reconstruction                    | \$19.2        |
| • Data Processing and Information Technology | 9.2           |
| <b>TOTAL</b>                                 | <b>\$28.4</b> |

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 application. The Department has allocated funds for the migration of PDS and Uni-form to a web based platform.

# Department for the Aging

| <b>Project Type: AG</b>   |  | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
|---|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| <i>Electronic Data Processing</i><br>City                       |  | 4,878       | 530         | 1,750       | 700         | 700         | 700         | 0           | 0           | 0           | 0           | 9,258        |
| <i>Department for the Aging Building Reconstruction</i><br>City |  | 3,404       | 1,570       | 350         | 1,400       | 1,453       | 1,506       | 2,270       | 2,341       | 2,409       | 2,479       | 19,182       |
| <i>Project Type Total by Source of Funds</i><br>City            |  | 8,282       | 2,100       | 2,100       | 2,100       | 2,153       | 2,206       | 2,270       | 2,341       | 2,409       | 2,479       | 28,440       |
| <i>Project Type Total</i><br>All Funds                          |  | 8,282       | 2,100       | 2,100       | 2,100       | 2,153       | 2,206       | 2,270       | 2,341       | 2,409       | 2,479       | 28,440       |

# Department of Homeless Services



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

The Department is currently responsible for the maintenance of 24 facilities for homeless singles, 16 facilities for homeless families and 6 Single Room Occupancy (SRO) permanent residences.

### Capital Program Goals

- Ensure all facilities are in compliance with applicable health and safety standards;
- Rehabilitate and renovate transitional facilities for homeless families and singles;
- Develop new sites as necessary to meet capacity needs; and
- Upgrade and expand computer networks to effectively collect and share information.

### Preliminary Ten-Year Capital Strategy

(in millions)

|   |                |
|---|----------------|
| • Transitional Housing for Homeless Families    | \$93.4         |
| • Transitional Housing for Homeless Individuals | 147.2          |
| • Social Service Buildings, MIS & Equipment     | 16.1           |
| <b>TOTAL</b>                                    | <b>\$256.7</b> |

The focus of the Preliminary Ten-Year Capital Strategy is the maintenance and development of transitional housing for homeless families and single adults. The Preliminary Ten-Year Capital Strategy allocates ninety-four percent of funding to the rehabilitation and development of these facilities. Major priorities for the agency continue to be code compliance, fire safety, and exterior building stabilization. Major family projects include building upgrades at Auburn, Briarwood, Bushwick, Jackson, Jennie Clark, Powers and Springfield. In addition, funds are allocated for upgrades to several family sites constructed by NYCHA and HPD in the early 1990s, and rehabilitation of the Emergency Assistance Unit. Adult projects include exterior envelope stabilization at the Manhattan Bowery and building upgrades at Charles Gay, Harlem Men's Shelter, Webster SRO and Willow Avenue.

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

# Department of Homeless Services

| <b>Project Type: HH</b>                          |             |             |             |             |             |             |             |             |             |             |              |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
|  | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
| <i>Shelters for Homeless Individuals</i>         |             |             |             |             |             |             |             |             |             |             |              |
| City   | 17,785      | 13,702      | 13,382      | 14,489      | 16,243      | 16,798      | 13,075      | 13,512      | 13,904      | 14,307      | 147,197      |
| <i>Equipment</i>                                 |             |             |             |             |             |             |             |             |             |             |              |
| City   | 4,000       | 4,000       | 1,000       | 1,000       | 1,000       | 1,000       | 1,000       | 1,000       | 1,028       | 1,058       | 16,086       |
| <i>Shelters for Homeless Families</i>            |             |             |             |             |             |             |             |             |             |             |              |
| City   | 19,054      | 16,700      | 4,700       | 3,700       | 5,000       | 5,000       | 9,384       | 9,675       | 9,956       | 10,245      | 93,414       |
| <i>Project Type Total<br/>by Source of Funds</i> |             |             |             |             |             |             |             |             |             |             |              |
| City   | 40,839      | 34,402      | 19,082      | 19,189      | 22,243      | 22,798      | 23,459      | 24,187      | 24,888      | 25,610      | 256,697      |
| <i>Project Type Total</i>                        |             |             |             |             |             |             |             |             |             |             |              |
| All Funds  | 40,839      | 34,402      | 19,082      | 19,189      | 22,243      | 22,798      | 23,459      | 24,187      | 24,888      | 25,610      | 256,697      |

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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 composed of new programs and the expansion of existing programs. The goal of this initiative is to create and preserve more than 65,000 homes citywide from 2004 to 2008.

HPD continues to expand the use of public-private partnerships throughout its Preliminary Ten-Year Capital Strategy. The agency is firmly committed to completing the rehabilitation and disposition of all remaining *in rem* buildings, both occupied and vacant, before the end of the Preliminary Ten-Year Capital Strategy. These privatization initiatives will foster the rehabilitation of the approximately 5,000 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.

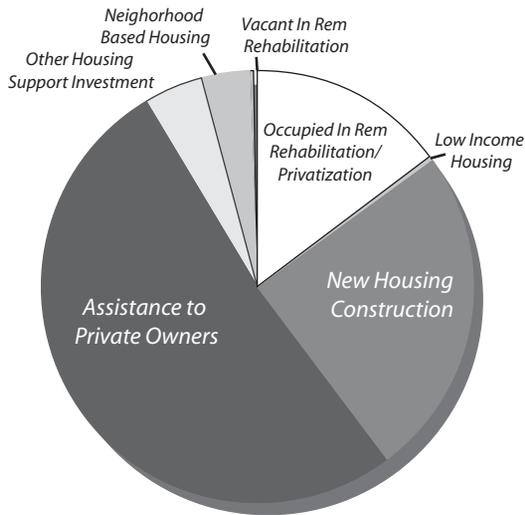
Concurrently, through its Anti-Abandonment programs, the City is expanding efforts to prevent the abandonment of privately owned buildings and avert their entry into City ownership by providing financial and technical assistance to private landlords. Finally, the City maintains its commitment to provide 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 Initiatives, 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 HPD's Preliminary Ten-Year Capital Strategy, new programs have been created and existing programs expanded to provide an array of new housing options. The capital funding provided in the plan will be used in conjunction with Housing Development Corporation (HDC) funding and Federal Low Income Housing Tax Credits (LIHTC) to create new markets for affordable housing at all income levels. Specifically, \$500 million in HDC funding will be invested in New Development Initiatives, wherein low-cost loans will be provided to private developers to create 12,500 units of low and moderate-income housing from fiscal year 2004 to 2008. Over the same period, an additional \$26.7 million in LIHTC will be used for the construction and preservation of 2,670 units of affordable housing.

Capital funding is provided for the recently created New Partners program, which will provide a total of \$9.2 million to owners of small buildings to renovate and lease approximately 250 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 2,300 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.

### Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy allocates a total of \$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 \$447.0 million will be leveraged in Federal and other contributions. Substantial private equity is also leveraged through HPD programs.

|   | (in millions)    |
|---|------------------|
| • Assistance to Private Owners                        | \$2,009.3        |
| • New Housing Construction                            | 971.5            |
| • Occupied <i>In Rem</i> Rehabilitation/Privatization | 584.6            |
| • Neighborhood-Based Housing                          | 138.5            |
| • Other Housing Support Investment                    | 181.3            |
| • Low-Income Housing                                  | 14.6             |
| • Vacant <i>In Rem</i> Rehabilitation                 | 2.9              |
| <b>TOTAL</b>  | <b>\$3,902.7</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 \$2.0 billion over the ten-year period for the rehabilitation and preservation of roughly 37,200 units in privately-owned multiple dwellings and one to four-unit homes.

### New Housing Construction

The Preliminary Ten-Year Capital Strategy allocates \$971.5 million to foster the new construction of housing units affordable to low and moderate income homeowners and renters through existing programs such as Nehemiah, ANCHOR, and Mixed Use, and new programs such as the New Venture Incentive and Homeless Production programs.

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# Housing Preservation & Development

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

Approximately \$584.6 million is provided to fund the rehabilitation and disposition of 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. With this Preliminary Ten-Year Capital Strategy, HPD has targeted the complete disposition of all dwelling units in the City's occupied *in rem* inventory by the end of fiscal year 2011.

## **Neighborhood Based Housing**

\$138.5 million is provided to fund the Neighborhood Initiatives 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 in Queens.

## **Other Housing Support Investment**

Funds totaling \$181.3 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**

\$14.6 million is provided 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 help contribute to construction, rehabilitation and site work.

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

The Preliminary 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.

# Housing Preservation & Development

| <b>Project Type: HD</b>                              |             |             |             |             |             |             |             |             |             |             |              |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
|  | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
| <b><i>Low-Income Housing Production</i></b>          |             |             |             |             |             |             |             |             |             |             |              |
| City   | 13,521      | 629         | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 14,150       |
| <b><i>Low Income Housing Retention</i></b>           |             |             |             |             |             |             |             |             |             |             |              |
| City   | 500         | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 500          |
| <b><i>Neighborhood-Based Housing Initiatives</i></b> |             |             |             |             |             |             |             |             |             |             |              |
| City   | 20,198      | 55,136      | 23,691      | 31,035      | 8,440       | 0           | 0           | 0           | 0           | 0           | 138,500      |
| <b><i>New Housing Construction</i></b>               |             |             |             |             |             |             |             |             |             |             |              |
| City   | 13,235      | 37,140      | 0           | 0           | 62,698      | 86,647      | 143,883     | 154,030     | 190,719     | 202,392     | 890,744      |
| Federal  | 11,691      | 14,048      | 55,000      | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 80,739       |
| <b><i>Other Housing Support Investment</i></b>       |             |             |             |             |             |             |             |             |             |             |              |
| City   | 11,159      | 6,086       | 14,462      | 8,000       | 20,385      | 15,705      | 23,800      | 23,800      | 23,800      | 23,800      | 170,997      |
| <b><i>Occupied In Rem Rehabilitation</i></b>         |             |             |             |             |             |             |             |             |             |             |              |
| City   | 162,842     | 53,332      | 61,000      | 63,500      | 76,000      | 64,188      | 0           | 0           | 0           | 0           | 480,862      |
| Federal  | 70,418      | 13,346      | 10,000      | 10,000      | 0           | 0           | 0           | 0           | 0           | 0           | 103,764      |
| <b><i>Other Housing Programs</i></b>                 |             |             |             |             |             |             |             |             |             |             |              |
| City   | 10,300      | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 10,300       |
| <b><i>Assistance to Private Owners</i></b>           |             |             |             |             |             |             |             |             |             |             |              |
| City   | 122,327     | 150,840     | 154,910     | 123,159     | 192,205     | 202,180     | 211,730     | 213,345     | 188,000     | 188,000     | 1,746,696    |
| Federal  | 58,083      | 70,500      | 82,000      | 52,000      | 0           | 0           | 0           | 0           | 0           | 0           | 262,583      |
| <b><i>Vacant In Rem Rehabilitation</i></b>           |             |             |             |             |             |             |             |             |             |             |              |
| City   | 2,900       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 2,900        |
| <b><i>Project Type Total by Source of Funds</i></b>  |             |             |             |             |             |             |             |             |             |             |              |
| City   | 356,982     | 303,163     | 254,063     | 225,694     | 359,728     | 368,720     | 379,413     | 391,175     | 402,519     | 414,192     | 3,455,649    |
| Federal  | 140,192     | 97,894      | 147,000     | 62,000      | 0           | 0           | 0           | 0           | 0           | 0           | 447,086      |
| <b><i>Project Type Total</i></b>                     |             |             |             |             |             |             |             |             |             |             |              |
| All Funds  | 497,174     | 401,057     | 401,063     | 287,694     | 359,728     | 368,720     | 379,413     | 391,175     | 402,519     | 414,192     | 3,902,735    |

# 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 2,700 buildings), housing over 419,000 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.

## Preliminary 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.

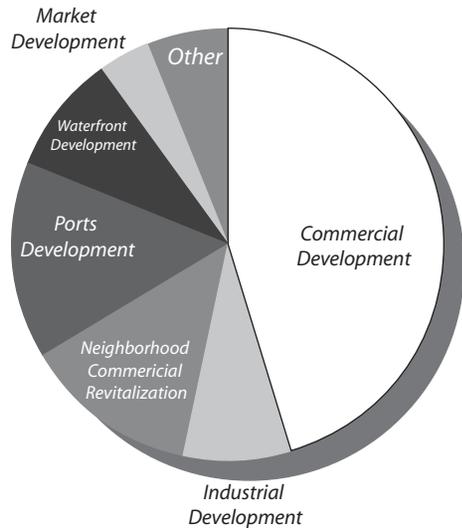
|   | (in millions) |
|---|---------------|
| • Low to Moderate Income Public Housing Upgrade | \$142.4       |

The Preliminary 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   |
|---|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|
| <i>Low to Moderate Income Public Housing Construction</i><br>City |  | 264    | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 264     |
| <i>Low to Moderate Income Public Housing Upgrade</i><br>City      |  | 27,902 | 15,728 | 12,209 | 12,578 | 11,451 | 11,737 | 12,077 | 12,452 | 12,813 | 13,185 | 142,132 |
| <i>Project Type Total by Source of Funds</i><br>City              |  | 28,166 | 15,728 | 12,209 | 12,578 | 11,451 | 11,737 | 12,077 | 12,452 | 12,813 | 13,185 | 142,396 |
| <i>Project Type Total</i><br>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.

### Preliminary Ten-Year Capital Strategy

|  | (in millions)    |
|--|------------------|
| • Commercial Development                 | \$632.0          |
| • Industrial Development                 | 110.9            |
| • Neighborhood Commercial Revitalization | 183.0            |
| • Port Development                       | 203.6            |
| • Waterfront Development                 | 123.9            |
| • Market Development                     | 54.0             |
| • Rail Development                       | 23.1             |
| • Miscellaneous                          | 59.1             |
| <b>TOTAL</b>                             | <b>\$1,389.6</b> |

### Commercial Development

EDC continues its efforts to expand and diversify the City's economy through the development and redevelopment of neighborhoods throughout the City. For example, in conjunction with the Department of City Planning, EDC has created a comprehensive development plan to facilitate the continued growth of Downtown Brooklyn. The multi-use plan calls for the development of new office space, parking improvements and new open-space areas. In addition, the City's capital strategy includes funding for the development of a commercial and mixed-income residential complex on East 125th Street and for redevelopment of the underutilized, historic Battery Maritime Building in lower Manhattan. Capital funds will also contribute to the installation of new infrastructure at Queens West at Hunters Point (Queens).

## Department of Small Business Services

### **Industrial Development**

In order to retain and foster the growth of industrial employment in New York City, EDC manages City-owned industrial facilities. In support of these efforts, EDC will be responsible for infrastructure and systems improvements to ensure sound operations and meet all health and safety standards at these sites. For example, the plan includes development of new industrial space at the Brooklyn Navy Yard, which accommodates over 200 small businesses and 3,000 jobs, and major improvements at the Brooklyn Army Terminal; the Staten Island Homeport; and other City-owned industrial parks.

### **Neighborhood Commercial Revitalization**

EDC, along with SBS, will continue efforts to assist neighborhood businesses and community groups with revitalization projects. These projects will enhance neighborhoods and commercial areas through improvements to public infrastructure, which include streets, sidewalks, landscaping and lighting. The City has contributed funds to create a bikeway/esplanade, playfields and other open-space recreational areas at the Bush Terminal Piers in Sunset Park. A comprehensive revitalization plan is slated for the Hunts Point area of the Bronx. The goal is to transform the site of the world's largest food distribution center into a vibrant business district as well as a livable community, by integrating an efficient transportation system, an accessible waterfront and a healthy environment. 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**

EDC's Preliminary Ten-Year Capital Strategy recognizes the importance of further developing the City's ports. Funds are dedicated to creating a modern cruise-ship berth

in Brooklyn and upgrading three on Manhattan's West Side. The proposed upgrades range from stabilizing the facility infrastructure to reducing roadway congestion with pick-up and drop-off areas and improving passenger circulation. In Brooklyn, a terminal facility will be developed at Pier 12. Ultimately, the City's investment will help the thriving cruise industry meet growing demand and generate more tourism for NYC.

EDC is also committed to enhancing use of public transportation and access to recreation along the City's waterfront. Both of these goals characterize the redevelopment of Homeport in Staten Island. The creation of new waterfront infrastructure and open-space landscaping at Homeport synthesizes economic feasibility and community goals. 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.

### **Market Development**

The preservation and revitalization of wholesale and retail markets is an important component of the City's overall economy. The City has continued its commitment to maintain and revitalize these markets in its capital strategy. The Preliminary Ten-Year Capital Plan includes: new Fulton Fish Market at Hunt's Point, Hunts Point Meat and Produce Markets, and Brooklyn Wholesale Meat Market.

### **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 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     |
| <i>Commercial Development</i><br>City                    | 142,528 | 434,972 | 4,454   | 3,368  | 4,316  | 9,200  | 7,395  | 7,626  | 8,946  | 9,205  | 632,010   |
| <i>Industrial Development</i><br>City                    | 35,051  | 23,465  | 21,659  | 6,596  | 4,316  | 0      | 7,395  | 7,626  | 2,353  | 2,423  | 110,884   |
| <i>Market Development</i><br>City                        | 8,585   | 1,450   | 3,061   | 3,388  | 4,316  | 0      | 7,395  | 7,626  | 8,946  | 9,205  | 53,972    |
| <i>Miscellaneous</i><br>City                             | 42,595  | 12,445  | 3,175   | 900    | 0      | 0      | 0      | 0      | 0      | 0      | 59,115    |
| <i>Neighborhood Revitalization</i><br>City               | 39,330  | 35,504  | 39,406  | 31,228 | 4,317  | 0      | 7,395  | 7,626  | 8,946  | 9,205  | 182,957   |
| <i>Port Development</i><br>City                          | 39,464  | 59,482  | 48,093  | 10,903 | 4,316  | 8,222  | 7,395  | 7,626  | 8,946  | 9,205  | 203,652   |
| <i>Rail Development</i><br>City                          | 23,050  | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 23,050    |
| <i>Waterfront Development</i><br>City                    | 23,305  | 26,683  | 12,087  | 14,632 | 4,317  | 9,700  | 7,406  | 7,626  | 8,946  | 9,205  | 123,907   |
| <i>Project Type Total<br/>by Source of Funds</i><br>City | 353,908 | 594,001 | 131,935 | 71,015 | 25,898 | 27,122 | 44,381 | 45,756 | 47,083 | 48,448 | 1,389,547 |
| <i>Project Type Total</i><br>All Funds                   | 353,908 | 594,001 | 131,935 | 71,015 | 25,898 | 27,122 | 44,381 | 45,756 | 47,083 | 48,448 | 1,389,547 |

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# Department of Citywide Administrative Services

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

DCAS operates, maintains, and reconstructs the 52 public buildings in its real estate portfolio, including court facilities, nearly totaling 13.0 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.

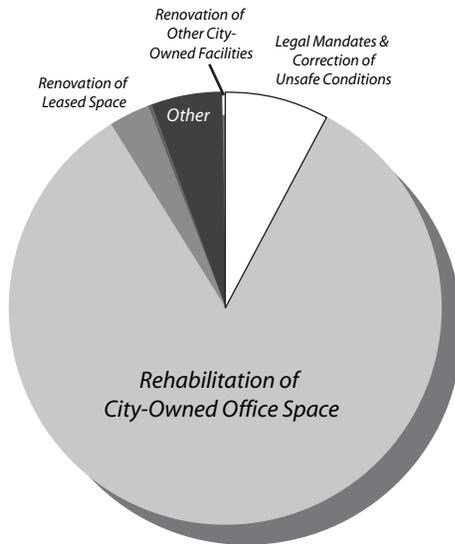
## Preliminary Ten-Year Capital Strategy

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

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

The Department's Preliminary Ten-Year Capital Strategy totals \$1,102.2 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          | \$873.4          |
| • Legal Mandates and Correction of Unsafe Conditions | 84.4             |
| • Miscellaneous Construction                         | 35.0             |
| • Renovation of Leased Space                         | 32.1             |
| • Equipment and Interagency Services                 | 13.7             |
| • Board of Elections Modernization                   | 7.1              |
| • Renovation of Other City-Owned Facilities          | 3.0              |
| • Communications Equipment                           | 0.5              |
| <b>TOTAL*</b>  | <b>\$1,049.2</b> |

\* Subject to rounding.

### Rehabilitation of City-Owned Office Space

DCAS is allocated \$873.4 million over the ten-year period 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 Preliminary Ten-Year Capital Strategy includes interior and exterior renovations of the Brooklyn Municipal Building (\$22.4 million), City Hall (\$14.3 million), and Queens Borough Hall (\$7.7 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 \$84.4 million of the Preliminary 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 (\$18.8 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 Preliminary Ten-Year Capital Strategy provides \$35.0 million for construction in non-City owned facilities. Included are construction at the Seaview Senior Housing (\$10.0 million), Cooper Union (\$5.5 million) and the Police Athletic League West Side Community Center (\$4.5 million).

### Renovation of Leased Space

The Department has scheduled \$32.1 million for leased space renovations over the ten-year period. Funding is primarily for agency office consolidations and office space needs when City-owned facilities are not available. The Preliminary Ten-Year Capital Strategy provides for the construction of the Department of Finance Bronx Business Center (\$7.3 million), the relocation of the Bronx office of the Department of Buildings (\$3.4 million), and the expansion of Department of Youth and Community Development offices at 156 William Street, Manhattan (\$1.6 million).

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## Department of Citywide Administrative Services - Public Buildings

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### **Equipment and Interagency Services**

The Preliminary Ten-Year Capital Strategy provides \$13.7 million over the ten-year period for this category to fund equipment purchases, including management information systems equipment, citywide.

### **Board of Elections Modernization**

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

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

The Preliminary Ten-Year Capital Strategy provides \$3.0 million for the renovation of other City-owned facilities, excluding the 52 public buildings in the DCAS portfolio, the entirety of which is for the construction of the Rockaway Education Center.

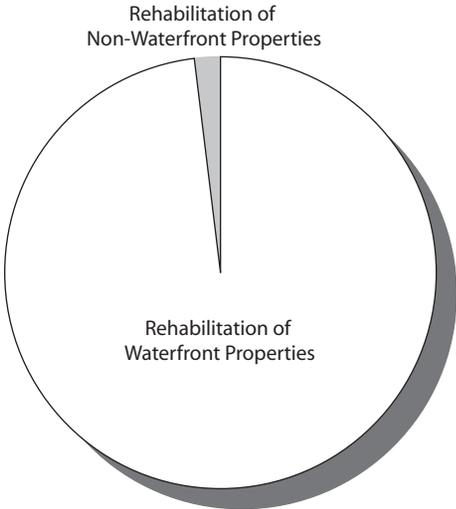
### **Communications Equipment**

The Preliminary 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

| <b>Project Type: PW</b>   |             |             |             |             |             |             |             |             |             |             |              |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
|   | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
| <i>Communications Equipment</i><br>City                           | 250         | 250         | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 500          |
| <i>Board of Elections Modernization</i><br>City                   | 7,118       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 7,118        |
| <i>Equipment and Interagency Services</i><br>City                 | 6,656       | 1,800       | 750         | 1,500       | 750         | 1,500       | 750         | 0           | 0           | 0           | 13,706       |
| <i>Legal Mandates and Correction of Unsafe Conditions</i><br>City | 30,632      | 9,301       | 14,176      | 19,426      | 1,360       | 8,210       | 960         | 110         | 110         | 110         | 84,395       |
| <i>Miscellaneous Construction</i><br>City                         | 31,953      | 3,000       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 34,953       |
| <i>Rehabilitation of City-Owned Office Space</i><br>City          | 78,390      | 32,602      | 51,373      | 52,105      | 94,155      | 100,250     | 109,892     | 114,849     | 118,183     | 121,613     | 873,412      |
| <i>Renovation of Leased Space</i><br>City                         | 14,983      | 17,140      | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 32,123       |
| <i>Renovation of Other City-Owned Facilities</i><br>City          | 3,000       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 3,000        |
| <b><i>Project Type Total<br/>by Source of Funds</i></b><br>City   | 172,982     | 64,093      | 66,299      | 73,031      | 96,265      | 109,960     | 111,602     | 114,959     | 118,293     | 121,723     | 1,049,207    |
| <b><i>Project Type Total</i></b><br>All Funds                     | 172,982     | 64,093      | 66,299      | 73,031      | 96,265      | 109,960     | 111,602     | 114,959     | 118,293     | 121,723     | 1,049,207    |

# Department of Citywide Administrative Services - Real Estate



### Real Estate

(in millions)

- Rehabilitation of Waterfront Properties \$52.0
  - Rehabilitation of Non-Waterfront Properties 1.0
- TOTAL \$53.0**

### Rehabilitation of Waterfront Properties

The Preliminary Ten-Year Capital Strategy includes the reconstruction of DCAS-managed waterfront properties. DCAS has \$52.0 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.

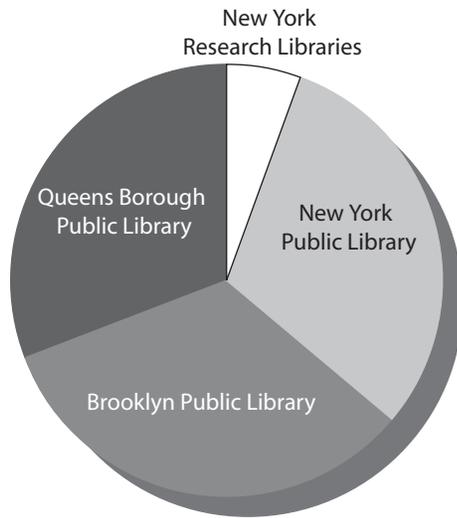
### Rehabilitation of Non-Waterfront Properties

The Preliminary Ten-Year Capital Strategy includes \$1.0 million for the rehabilitation of miscellaneous properties managed by the Department. Included in this program is the construction of vacant lot fencing (\$0.8 million).

# Department of Citywide Administrative Services -Real Estate

| <b>Project Type: RE</b>  |  | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
|--|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| <i>Rehabilitation of Non-Waterfront Properties</i><br>City     |  | 420         | 150         | 150         | 150         | 150         | 0           | 0           | 0           | 0           | 0           | 1,020        |
| <i>Rehabilitation of Waterfront Properties</i><br>City         |  | 4,173       | 4,957       | 4,271       | 4,442       | 5,173       | 5,457       | 5,615       | 5,789       | 5,957       | 6,130       | 51,964       |
| <i>Project Type Total</i><br><i>by Source of Funds</i><br>City |  | 4,593       | 5,107       | 4,421       | 4,592       | 5,323       | 5,457       | 5,615       | 5,789       | 5,957       | 6,130       | 52,984       |
| <i>Project Type Total</i><br>All Funds                         |  | 4,593       | 5,107       | 4,421       | 4,592       | 5,323       | 5,457       | 5,615       | 5,789       | 5,957       | 6,130       | 52,984       |

# 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, a Business Library and 58 branches which include a Caribbean Cultural Center at the Flatbush Branch Library and four 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.

## Preliminary Ten-Year Capital Strategy

Steadily increasing circulation, development of community-oriented outreach programs, and rising attendance at cultural/informational programs are favorable developments. The three library systems will focus on the protection of the growing collection of library materials, selective reconstruction of branch libraries, elimination of potential hazards to staff and the public, and increasing accessibility for persons with disabilities. The Preliminary Ten-Year Capital Strategy provides a total of \$77.4 million, with an additional \$131.1 million in FY 2005, allocated as follows:

### New York Research Libraries

|  | (in millions) |
|--|---------------|
| • Essential Reconstruction of Facilities | \$4.4         |
| <b>Subtotal</b>                          | <b>\$4.4</b>  |

### New York Public Library

|  |               |
|--|---------------|
| • Essential Reconstruction of Facilities   | \$11.5        |
| • Improvements to Existing Facilities      | 6.0           |
| • Expansion and Construction of Facilities | 2.5           |
| • Reconstruction to Maintain Facilities    | 1.9           |
| • Support Services Improvements            | 1.7           |
| <b>Subtotal</b>                            | <b>\$23.6</b> |

# Public Libraries

## Queens Borough Public Library

|   |               |
|---|---------------|
| • Replacement Branches                            | \$9.7         |
| • Reconstruction Necessary to Maintain Facilities | 9.1           |
| • Essential Reconstruction of Facilities          | 5.0           |
| <b>Subtotal</b>                                   | <b>\$23.8</b> |

## Brooklyn Public Library

|   |                |
|---|----------------|
| • Essential Reconstruction of Facilities          | \$ 21.5        |
| • Reconstruction Necessary to Maintain Facilities | 4.1            |
| <b>Subtotal</b>                                   | <b>\$25.6</b>  |
| <b>TOTAL</b>                                      | <b>\$ 77.4</b> |

## New York Research Libraries

The Preliminary 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 \$6.8 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 half a million square feet, and in age from brand new to over one hundred years. Highlights of the Preliminary Ten-Year Capital Strategy include \$4.8 million for the renovation of the Kingsbridge branch in the Bronx, with an additional \$3.0 million in FY 2005; \$2.3 million, plus an additional \$2.5 million in FY 2005, for the expansion of the Stapleton branch in Staten Island; \$2.1 million, added to \$1.3 million in FY 2005, for the full renovation of the Washington Heights branch in Manhattan; \$1.9 million for second floor renovations to the Woodstock branch in the Bronx, with an additional \$3.1 million in FY 2005; and \$1.3 million for the new Mariners Harbor branch in Staten Island added to \$2.7 million in FY 2005. 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 Queens Borough Public Library's Preliminary Ten-Year Capital Strategy reflects a continued commitment to maintain and upgrade existing facilities, support systemwide infrastructure, and initiate construction of replacement facilities as needed. Highlights of the Preliminary Ten-Year Capital Strategy include \$5.2 million for a new Children's Library Discovery Center at the Central Library added to \$9.1 million in FY 2005; \$4.0 million for the replacement of the Glen Oaks branch, with an additional \$2.3 million in FY 2005; \$3.0 million for the construction of a new and expanded facility for the Jackson Heights branch; and \$1.3 million, plus \$1.2 million 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 Preliminary Ten-Year Capital Strategy for the Brooklyn Public Library emphasizes the essential reconstruction of facilities and systemwide infrastructure improvements. Highlights of the Preliminary Ten-Year Capital Strategy include \$10.2 million for a new front plaza surface, a new auditorium and ADA compliance at the Central branch, with an additional \$17.7 million in FY 2005; \$2.4 million for the rehabilitation and expansion of the Fort Hamilton branch; and \$1.1 million for the rehabilitation of the Saratoga branch. Additional funding for the branch libraries concentrates on expanding and improving existing branches and ADA compliance.

# New York Research Libraries

| Project Type: L  |  | 2006  | 2007  | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | Total |
|--|--|-------|-------|------|------|------|------|------|------|------|------|-------|
| <i>Essential Reconstruction of Facilities</i><br>City    |  | 3,120 | 1,262 | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 4,382 |
| <i>Project Type Total<br/>by Source of Funds</i><br>City |  | 3,120 | 1,262 | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 4,382 |
| <i>Project Type Total</i><br>All Funds                   |  | 3,120 | 1,262 | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 4,382 |

# New York Public Library

| <b>Project Type: LN</b>  |  | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
|--|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| <i>Expansion and Construction of Facilities</i><br>City        |  | 2,462       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 2,462        |
| <i>Improvements to Existing Facilities</i><br>City             |  | 5,807       | 250         | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 6,057        |
| <i>Essential Reconstruction of Facilities</i><br>City          |  | 3,327       | 0           | 0           | 0           | 1,267       | 1,299       | 1,336       | 1,378       | 1,418       | 1,459       | 11,484       |
| <i>Reconstruction Necessary to Maintain Facilities</i><br>City |  | 1,912       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 1,912        |
| <i>Support Services Improvements</i><br>City                   |  | 1,750       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 1,750        |
| <i>Project Type Total by Source of Funds</i><br>City           |  | 15,258      | 250         | 0           | 0           | 1,267       | 1,299       | 1,336       | 1,378       | 1,418       | 1,459       | 23,665       |
| <i>Project Type Total</i><br>All Funds                         |  | 15,258      | 250         | 0           | 0           | 1,267       | 1,299       | 1,336       | 1,378       | 1,418       | 1,459       | 23,665       |

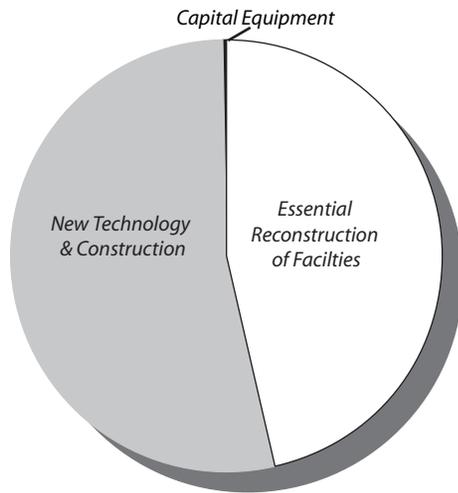
# Queens Public Library

| <b>Project Type: LQ</b>  |             |             |             |             |             |             |             |             |             |             |              |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
|  | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
| <i>Replacement Branches</i><br>City                            | 6,665       | 3,000       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 9,665        |
| <i>Essential Reconstruction of Facilities</i><br>City          | 331         | 0           | 10          | 876         | 108         | 1,041       | 1,071       | 450         | 504         | 665         | 5,056        |
| <i>Reconstruction Necessary to Maintain Facilities</i><br>City | 2,738       | 3,300       | 339         | 0           | 1,015       | 0           | 0           | 546         | 632         | 504         | 9,074        |
| <i>Project Type Total by Source of Funds</i><br>City           | 9,734       | 6,300       | 349         | 876         | 1,123       | 1,041       | 1,071       | 996         | 1,136       | 1,169       | 23,795       |
| <i>Project Type Total</i><br>All Funds                         | 9,734       | 6,300       | 349         | 876         | 1,123       | 1,041       | 1,071       | 996         | 1,136       | 1,169       | 23,795       |

# Brooklyn Public Library

| <b>Project Type: LB</b>  |  | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
|--|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| <i>Essential Reconstruction of Facilities</i><br>City          |  | 13,888      | 706         | 804         | 835         | 500         | 500         | 1,021       | 1,052       | 1,083       | 1,114       | 21,503       |
| <i>Reconstruction Necessary to Maintain Facilities</i><br>City |  | 3,042       | 86          | 0           | 0           | 468         | 492         | 0           | 0           | 0           | 0           | 4,088        |
| <i>Project Type Total by Source of Funds</i><br>City           |  | 16,930      | 792         | 804         | 835         | 968         | 992         | 1,021       | 1,052       | 1,083       | 1,114       | 25,591       |
| <i>Project Type Total</i><br>All Funds                         |  | 16,930      | 792         | 804         | 835         | 968         | 992         | 1,021       | 1,052       | 1,083       | 1,114       | 25,591       |

# 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. In 2003, the City's cultural institutions welcomed 16.1 million visitors, including New Yorkers, and national and international tourists. Of the total visits in 2003, 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 Preliminary 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 Preliminary 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 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.

## Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy for cultural institutions and organizations, which reflects DCA's focus on facility reconstruction and programmatic enhancement, provides a total of \$405.2 million, with an additional \$379.5 million in FY 2005, allocated as follows:

|  | (in millions)  |
|--|----------------|
| • New Technology and Construction        | \$215.4        |
| • Essential Reconstruction of Facilities | 188.8          |
| • Capital Equipment                      | 1.0            |
| <b>TOTAL</b>                             | <b>\$405.2</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.

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## Department of Cultural Affairs

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### Highlights of the program include:

- Lincoln Center Redevelopment: \$205.8 million, with an additional \$27.3 million in FY 2005.
- American Museum of Natural History improvements: \$22.9 million, with an additional \$27.2 million in FY 2005.
- El Museo del Barrio Courtyard and Lobby improvements: \$643,000, added to \$4.0 million in FY 2005.
- City Center Theater HVAC and roof replacement: \$3.1 million, in addition to \$8.2 million in FY 2005.
- Brooklyn Children's Museum Centennial Expansion: \$2.0 million, with an additional \$13.0 million in FY 2005.
- Bronx Museum of Art Expansion: \$2.8 million, plus an additional \$5.0 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: \$6.1 million, with an additional \$18.0 million in FY 2005.
- Brooklyn Museum of Art Climate Control and reconstruction: \$14.1 million, with an additional \$8.5 million in FY 2005.
- NYZS Wildlife Conservation Society improvements: \$8.7 million, plus an additional \$22.5 million in FY 2005 of which \$17.2 million will go toward the Lion House reconstruction project.
- Snug Harbor Cultural Center renovation of Music Hall and site-wide improvements: \$1.6 million, added to \$7.2 million in FY 2005.
- Queens Museum of Art Expansion: \$19.1 million, with an additional \$7.8 million in FY 2005.
- Jamaica Center for Arts & Learning Master Plan & Performing Center: \$1.6 million, with an additional \$5.3 million in FY 2005.
- Queens Botanical Garden new administration building and maintenance complex: \$4.6 million, with an additional \$4.9 million in FY 2005.
- Museum of the City of New York Expansion: \$15.0 million, with an additional \$3.9 million in FY 2005.
- Staten Island Zoo Master Plan: \$4.6 million, with an additional \$12.7 million in FY 2005.
- NYZS Aquarium for Wildlife Conservation Master Plan: \$27.8 million, with an additional \$12.3 million in FY 2005.
- Queens Theater in the Park Addition: \$643,000, added to \$8.4 million in FY 2005.

# Department of Cultural Affairs

| <b>Project Type: PV</b>                                  |             |             |             |             |             |             |             |             |             |             |              |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
|  | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
| <i>Capital Equipment</i><br>City                         | 963         | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 963          |
| <i>Essential Reconstruction of Facilities</i><br>City    | 113,869     | 24,100      | 16,762      | 2,727       | 4,996       | 5,537       | 7,816       | 10,501      | 849         | 1,663       | 188,820      |
| <i>New Technology and Construction</i><br>City           | 27,881      | 45,808      | 22,300      | 1,177       | 9,354       | 19,802      | 18,000      | 16,750      | 27,192      | 27,191      | 215,455      |
| <i>Project Type Total<br/>by Source of Funds</i><br>City | 142,713     | 69,908      | 39,062      | 3,904       | 14,350      | 25,339      | 25,816      | 27,251      | 28,041      | 28,854      | 405,238      |
| <i>Project Type Total</i><br>All Funds                   | 142,713     | 69,908      | 39,062      | 3,904       | 14,350      | 25,339      | 25,816      | 27,251      | 28,041      | 28,854      | 405,238      |

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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 28,875 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.

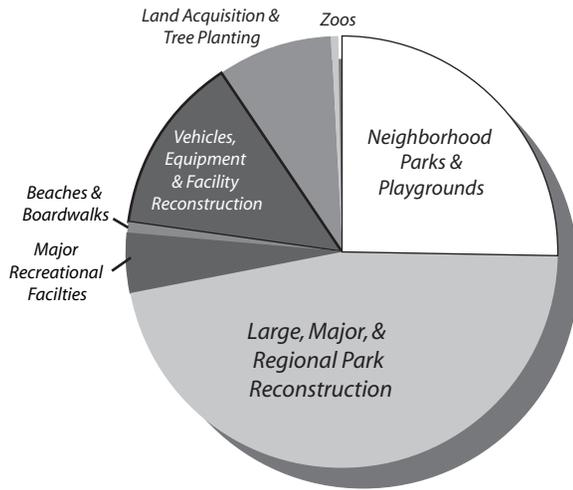
The City's park system includes 614 turf ball fields, 565 tennis courts, 53 outdoor swimming pools, 11 indoor swimming pools, 39 recreation centers, 14 miles of beaches, 7.5 miles of boardwalks, 13 golf courses, 6 ice skating rinks, 4 major stadia and 4 zoos.

The Department's Ten-Year Capital Strategy provides \$1,007.8 million for capital construction and reconstruction projects. In 2005, the Department has been allocated \$523.6 million on capital projects.

## **Capital Program Goals**

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

## Department of Parks & Recreation



### Preliminary Ten-Year Capital Strategy

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

(in millions)

|  |                  |
|--|------------------|
| • Large, Major, and Regional Park Reconstruction   | \$470.1          |
| • Neighborhood Parks and Playgrounds               | 257.2            |
| • Vehicles, Equipment, and Facility Reconstruction | 137.1            |
| • Land Acquisition and Tree Planting               | 84.7             |
| • Major Recreational Facilities                    | 45.4             |
| • Beaches and Boardwalks                           | 7.1              |
| • Zoos   | 6.2              |
| <b>TOTAL</b>                                       | <b>\$1,007.8</b> |

### Neighborhood Parks and Playgrounds

The Preliminary Ten-Year Capital Strategy provides funding of \$257.2 million for the reconstruction of neighborhood parks and playgrounds. Within this allocation, \$170.8 million is directed toward requirements contracts for the reconstruction and replacement of safety surfaces, play equipment and paths. In addition, \$43.1 million is provided for High Line, \$2.5 million for Dreier-Offerman Park, \$1.5 million for Spring Creek Marsh, \$2.4 million for Shore Road Park, and \$2.3 million for Bronx River Trailway.

### Large, Major, and Regional Park Reconstruction

The Preliminary Ten-Year Capital Strategy provides for the continuation of natural landscape restorations and other improvements in the larger parks, which for many of them are the first large-scale reconstruction since their original development over 100 years ago. The Preliminary Ten-Year Capital Strategy allocates \$470.1 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, \$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 expansion of the waterfront park at Fort Totten, \$10.6 million for the rehabilitation of Randall's Island sports fields, \$8.7 million for projects near the Bronx River, and \$18.3 to reconstruct the landscape and bikeway at East River Park. In addition, the Department of Environmental Protection allocates approximately \$200 million for various parks throughout the Bronx.

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## Department of Parks & Recreation

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### **Major Recreational Facilities**

The Preliminary Ten-Year Capital Strategy provides \$45.4 million for the rehabilitation of specialized and youth-oriented major recreational facilities, such as indoor recreation centers, tennis courts, and playing fields. The Preliminary Ten-Year Capital Strategy allocates \$31.9 million for priority reconstruction work at Shea and Yankee Stadium. Also included is \$1.5 million for the Bronx International Youth Tennis Center, \$4.9 million for West 59th Street Recreation Center, \$335,000 for Abe Stark Skating Rink and \$1.7 million for Soundview Point River Access.

### **Beaches and Boardwalks**

The allocation of \$7.1 million will provide for continued reconstruction of boardwalks and seawalls, as needed, at such locations as Coney Island and Rockaway Beach.

The Preliminary Ten-Year Capital Strategy also includes \$5 million for requirements contracts to perform required reconstruction to beaches and boardwalks citywide. Additional funding of \$1.3 million for Orchard Beach and \$500,000 for South Beach Boardwalk is provided.

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

A ten-year allocation of \$137.1 million will support infrastructure improvements and equipment purchases. The Preliminary Ten-Year Capital Strategy includes funding for improvements to communication systems (\$2.0 million), replacement of equipment and vehicles (\$59.0 million), and the reconstruction of roofs (\$21.2 million), and \$12.0 million for boilers.

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

The Preliminary Ten-Year Capital Strategy provides \$86.7 million for the acquisition of new parkland and tree planting. With \$74.4 million of this allocation directed toward tree planting and the Greenstreets program, the Parks Department will plant, on average, over 10,000 trees per year and continue to transform concrete traffic triangles and malls into green spaces. Tree planting and the Greenstreets program contribute visibly to an improved quality of life, helping to stabilize neighborhoods at a relatively low cost. Acquisitions will include \$5.0 million for Long Pond Park, \$453,000 for Chapin Pond and \$600,000 for Yellowstone Municipal Park.

# Department of Parks & Recreation

| <b>Project Type: P</b>  |             |             |             |             |             |             |             |             |             |             |              |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
|   | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
| <b><i>Beaches and Boardwalks</i></b>  |             |             |             |             |             |             |             |             |             |             |              |
| City  | 1,174       | 700         | 1,700       | 500         | 500         | 500         | 500         | 500         | 500         | 500         | 7,074        |
| <b><i>Land Acquisition and Tree Planting</i></b>                            |             |             |             |             |             |             |             |             |             |             |              |
| City  | 14,560      | 10,576      | 7,407       | 5,900       | 8,000       | 8,000       | 7,600       | 8,260       | 7,000       | 7,000       | 84,303       |
| Private   | 422         | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 422          |
| <b><i>Major Recreational Facilities</i></b>                                 |             |             |             |             |             |             |             |             |             |             |              |
| City  | 20,817      | 10,000      | 10,000      | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 40,817       |
| Federal   | 1,272       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 1,272        |
| State   | 600         | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 600          |
| Private   | 2,658       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 2,658        |
| <b><i>Neighborhood Parks and Playgrounds</i></b>                            |             |             |             |             |             |             |             |             |             |             |              |
| City  | 64,859      | 35,700      | 26,750      | 15,000      | 19,400      | 18,000      | 18,000      | 18,000      | 18,000      | 18,042      | 251,751      |
| Federal   | 1,923       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 1,923        |
| State   | 2,847       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 2,847        |
| Private   | 660         | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 660          |
| <b><i>Vehicles, Equipment and Facility Reconstruction</i></b>               |             |             |             |             |             |             |             |             |             |             |              |
| City  | 18,504      | 12,950      | 11,700      | 12,200      | 12,400      | 12,400      | 14,050      | 14,200      | 14,200      | 14,200      | 136,804      |
| Federal   | 100         | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 100          |
| State   | 230         | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 230          |
| <b><i>Large, Major and Regional Park Reconstruction Flushing Meadow</i></b> |             |             |             |             |             |             |             |             |             |             |              |
| City  | 138,528     | 124,908     | 54,049      | 34,467      | 24,758      | 14,700      | 13,700      | 13,700      | 13,700      | 13,700      | 446,210      |
| Federal   | 16,630      | 1,792       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 18,422       |
| State   | 5,153       | 300         | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 5,453        |
| <b><i>Zoos</i></b>  |             |             |             |             |             |             |             |             |             |             |              |
| City  | 6,244       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 6,244        |
| <b><i>Project Type Total by Source of Funds</i></b>                         |             |             |             |             |             |             |             |             |             |             |              |
| City  | 264,686     | 194,834     | 111,606     | 68,067      | 65,058      | 53,600      | 53,850      | 54,660      | 53,400      | 53,442      | 973,203      |
| Federal   | 19,925      | 1,792       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 21,717       |
| State   | 8,830       | 300         | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 9,130        |
| Private   | 3,740       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 3,740        |
| <b><i>Project Type Total All Funds</i></b>                                  |             |             |             |             |             |             |             |             |             |             |              |
| All Funds   | 297,181     | 196,926     | 111,606     | 68,067      | 65,058      | 53,600      | 53,850      | 54,660      | 53,400      | 53,442      | 1,007,790    |

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# 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

| <b>Project Type: DP</b>                                       |             |             |             |             |             |             |             |             |             |             |              |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
|   | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
| <i>Electronic Data Processing Equipment for DoITT,Citynet</i> |             |             |             |             |             |             |             |             |             |             |              |
| City  | 564,131     | 213,839     | 200,000     | 34,971      | 0           | 0           | 0           | 0           | 0           | 0           | 1,012,941    |
| Federal   | 45,000      | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 45,000       |
| <i>Project Type Total by Source of Funds</i>                  |             |             |             |             |             |             |             |             |             |             |              |
| City  | 564,131     | 213,839     | 200,000     | 34,971      | 0           | 0           | 0           | 0           | 0           | 0           | 1,012,941    |
| Federal   | 45,000      | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 45,000       |
| <i>Project Type Total All Funds</i>                           |             |             |             |             |             |             |             |             |             |             |              |
|   | 609,131     | 213,839     | 200,000     | 34,971      | 0           | 0           | 0           | 0           | 0           | 0           | 1,057,941    |
| <b>Project Type: PU</b>                                       |             |             |             |             |             |             |             |             |             |             |              |
|   | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>Total</i> |
| <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  | 97,976      | 116,866     | 100,841     | 66,000      | 0           | 0           | 0           | 0           | 0           | 0           | 381,683      |
| <i>Project Type Total by Source of Funds</i>                  |             |             |             |             |             |             |             |             |             |             |              |
| City  | 127,976     | 133,011     | 100,841     | 66,000      | 0           | 0           | 0           | 0           | 0           | 0           | 427,828      |
| <i>Project Type Total All Funds</i>                           |             |             |             |             |             |             |             |             |             |             |              |
|   | 127,976     | 133,011     | 100,841     | 66,000      | 0           | 0           | 0           | 0           | 0           | 0           | 427,828      |

# Citywide Summary

Project Type: CW

|  | 2006      | 2007      | 2008      | 2009      | 2010      | 2011      | 2012      | 2013      | 2014      | 2015      | Total      |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| <i>Citywide Total<br/>by Source of Funds</i> |           |           |           |           |           |           |           |           |           |           |            |
| City   | 7,652,792 | 7,104,661 | 5,254,655 | 4,483,495 | 4,400,422 | 4,280,069 | 4,587,172 | 4,478,221 | 4,475,512 | 4,829,281 | 51,546,280 |
| Federal                                      | 524,969   | 356,301   | 341,440   | 242,937   | 114,212   | 77,367    | 254,679   | 5,344     | 106,734   | 70,828    | 2,094,811  |
| State  | 1,513,346 | 1,371,321 | 1,357,984 | 1,374,065 | 1,357,496 | 46,735    | 22,372    | 22,523    | 22,669    | 23,319    | 7,111,830  |
| Private                                      | 6,842     | 1,778     | 0         | 0         | 71        | 0         | 0         | 0         | 0         | 0         | 8,691      |
| All Funds                                    | 9,697,949 | 8,834,061 | 6,954,079 | 6,100,497 | 5,872,201 | 4,404,171 | 4,864,223 | 4,506,088 | 4,604,915 | 4,923,428 | 60,761,612 |