
Preliminary Ten-Year Capital Strategy

Fiscal Years 2012-2021



The City of New York
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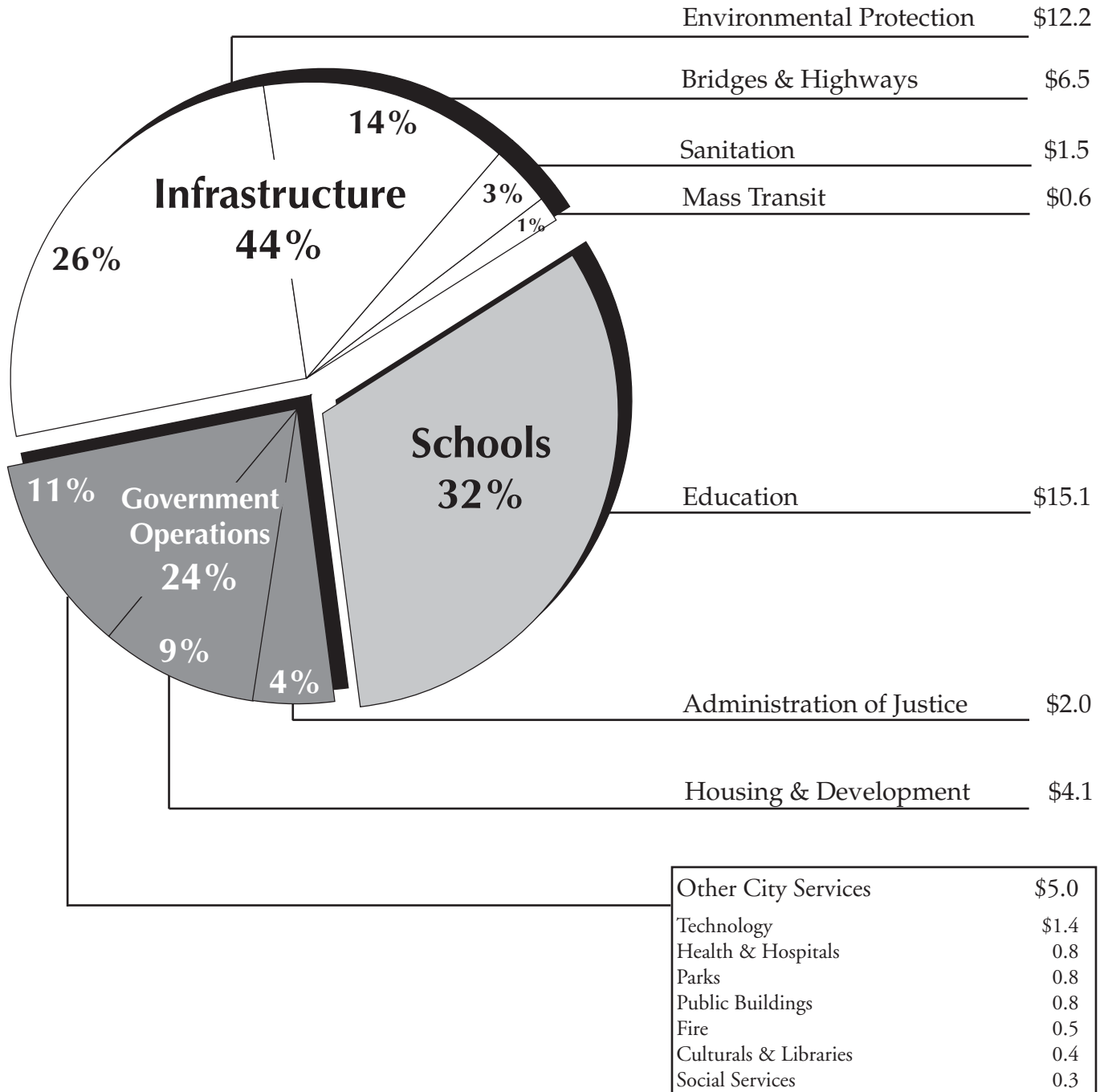
February 2011

*Preliminary
Ten-Year
Capital Strategy
Summary*

Preliminary Ten-Year Capital Strategy 2012-2021

Totals \$47.0 Billion in All Funds

(\$ in billions)



Sources Financing the Preliminary Ten-Year Capital Strategy 2012-2021

Total City Funds

\$38.4 Billion



General Obligation and
New York City Transitional Finance Authority \$26.5 Billion



New York City Municipal Water
Finance Authority \$11.9 Billion

Total Non-City Funds

\$8.6 Billion



Federal \$2.8 Billion



State \$5.5 Billion

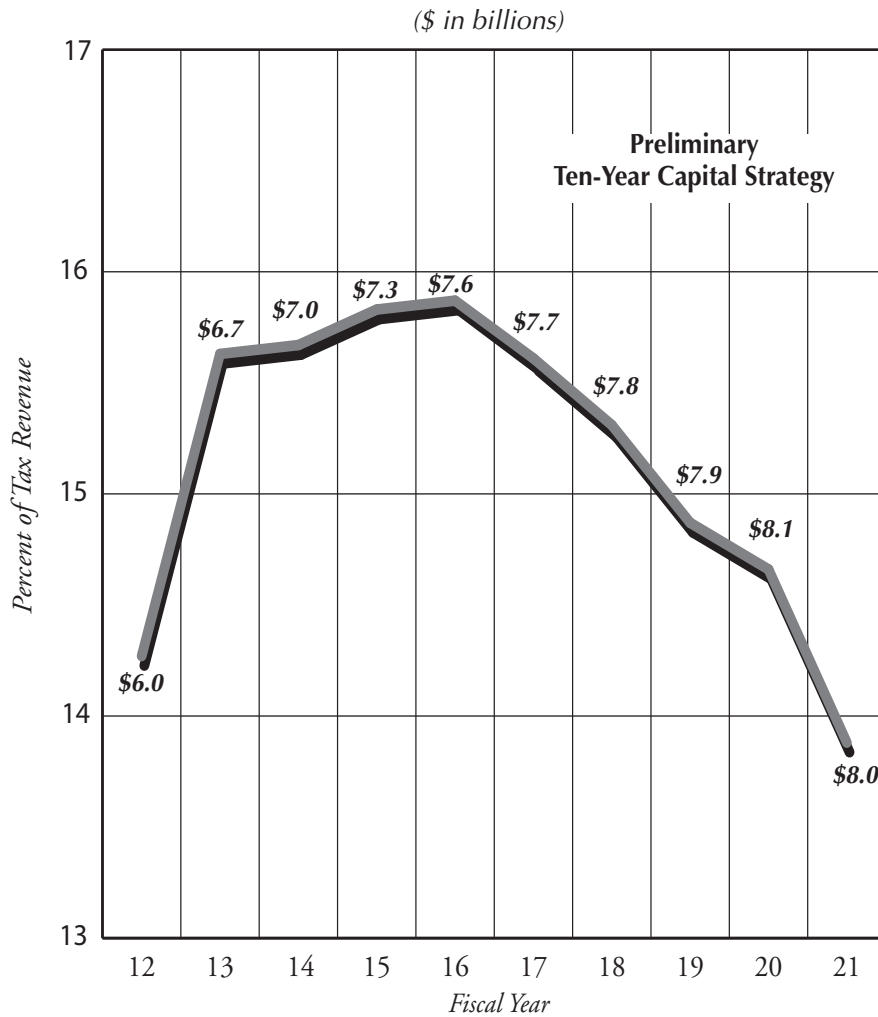
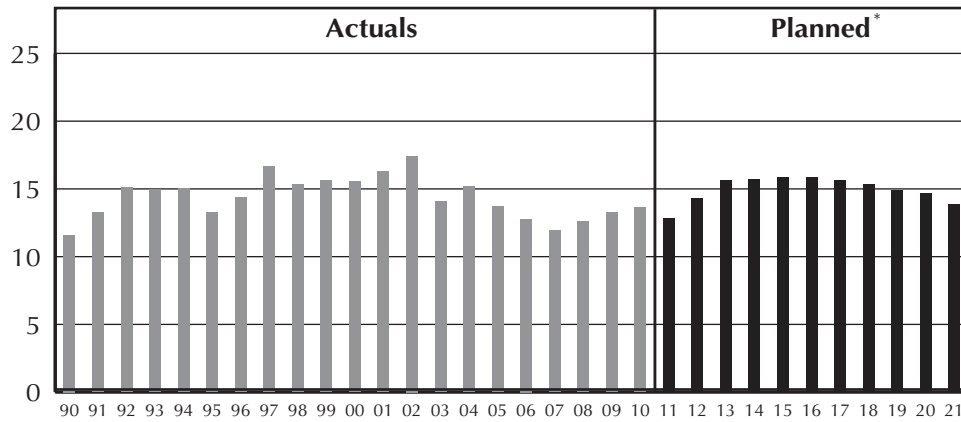


Other Non-City Sources \$0.3 Billion

Total Ten-Year Capital Strategy

\$47.0 Billion

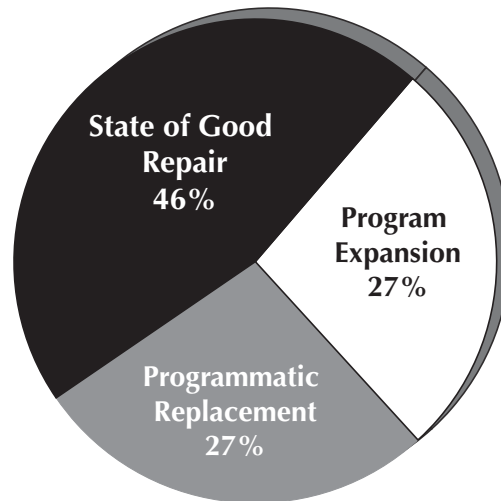
Debt Service as a Percent of Tax Revenues



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

Distribution of the All Funds

Preliminary Ten-Year Capital Strategy 2012-2021



Total Program: \$46,976
(\$ in millions)

State of Good Repair	\$21,685	Program Expansion	\$12,559	Programmatic Replacement	\$12,732
• Reconstruction and Rehabilitation of Schools	\$9,509	• New School Construction	\$5,543	• Water Quality Mandates & Preservation	\$3,036
• East River and Other Bridge Reconstruction	3,357	• Construction of Water Conveyance Systems	2,021	• Upgrade of Water Pollution Control Plants	2,208
• Reconstruction & Resurfacing of Streets and Highways	2,145	• New and Special Needs Housing	1,579	• Water Main Replacement and Dam Safety Program	1,128
• Housing Preservation and Rehabilitation	1,810	• Commercial, Cultural and Industrial Development	621	• Purchase of Sanitation Equipment	999
• Replacement of Failing Sewer Components	831	• Construction of the Third Water Tunnel	489	• Citywide Information Systems & Equipment	755
• Rehabilitation of Public Buildings and Systems	748	• Solid Waste Management	404	• Correctional Facilities and Equipment	745
• Energy Efficiency and Sustainability	673	• Sewer Extensions to Accommodate New Development	376	• Replacement of DEP Facilities and Equipment	722
• Reconstruction of Recreational Spaces	582	• Water Main Construction	373	• Transit System Rehabilitation	570
• Upgrades to Traffic Systems	566	• Augmentation of Sewers	313	• Police Vehicles and Equipment	410
• Rehabilitation of Hospitals and Health Clinics	373	• Improvements to Cultural and Recreational Facilities	226	• Replacement of Fire Department Vehicles and Equipment	406
• Rehabilitation of Libraries and Cultural Institutions	315	• New Police Academy and Precincts	155	• Ferry Boats and Terminals	387
• Reconstruction of Correctional Facilities	294	• Biological Nutrient Removal	133	• Reconstruction and Renovation of Court Facilities	362
• Fire House Renovations	94	• Croton Filter Project	122	• Sewer Components	310
• Reconstruction and Rehabilitation of CUNY Facilities	63	• Waterfront and Port Development	122	• Major Renovation and Reconstruction of Hospitals	309
• Sanitation Garages and Facilities	63	• Others	82	• Emergency Medical Equipment	130
• Others	262			• Others	255

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

(\$ in 000's)

	FY12-15		FY12-21	
	City Funds	All Funds	City Funds	All Funds
Education	\$4,297,681	\$6,297,681	\$10,065,812	\$15,065,812
Water Pollution Control	1,859,658	1,859,658	4,253,179	4,253,179
Bridges	815,322	1,509,684	2,053,405	3,376,702
Housing	910,355	1,382,153	2,355,291	3,298,582
Water Mains	1,464,310	1,464,310	2,803,724	2,803,724
Water Supply	1,872,934	1,872,934	2,516,800	2,516,800
Highways	902,458	1,129,429	1,912,401	2,145,292
Sewers	816,108	947,886	1,611,096	1,830,726
Sanitation	432,011	432,011	1,465,498	1,465,498
Technology	1,041,180	1,041,180	1,427,882	1,427,882
<i>Subtotal-Major Agency Programs</i>	<i>\$14,412,017</i>	<i>\$17,936,926</i>	<i>\$30,465,088</i>	<i>\$38,184,197</i>
Corrections	\$787,323	\$787,323	\$1,038,942	\$1,038,942
Parks and Recreation	558,573	580,493	779,640	801,560
Public Buildings	456,619	456,619	775,516	775,516
Economic Development	570,031	570,031	747,762	747,762
DEP Equipment	453,634	463,634	726,756	736,756
Hospitals	475,536	475,536	607,293	607,293
Traffic	72,017	289,387	143,710	594,580
Transit	237,482	237,482	569,765	569,765
Police	260,640	260,640	565,582	565,582
Fire	258,319	258,319	500,367	500,367
Ferries	78,247	335,989	96,761	394,603
Courts	147,376	147,376	361,513	361,513
Cultural Affairs	216,764	216,764	269,759	269,759
Health	189,584	191,956	222,747	225,119
Human Resources	27,674	46,966	67,403	115,305
Admin for Children's Services	50,228	58,508	88,837	103,208
Housing Authority	44,207	44,207	90,216	90,216
CUNY	49,046	50,027	67,606	68,959
Homeless Services	60,030	60,030	65,021	65,021
NY Branch Libraries	29,809	29,809	34,901	34,901
Real Estate	10,075	10,075	31,469	31,469
Transportation Equipment	16,957	16,957	29,519	29,519
Aging	10,056	10,056	21,160	21,160
Queens Libraries	14,948	14,948	19,036	19,036
Brooklyn Libraries	7,784	7,784	11,673	11,673
Juvenile Justice	5,083	5,083	9,819	9,819
NY Research Library	2,251	2,251	2,251	2,251
<i>Total</i>	<i>\$19,502,310</i>	<i>\$23,565,176</i>	<i>\$38,410,112</i>	<i>\$46,975,851</i>

Preliminary Ten-Year Capital Strategy

Fiscal Years 2012-2021

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

Capital Strategy Framework

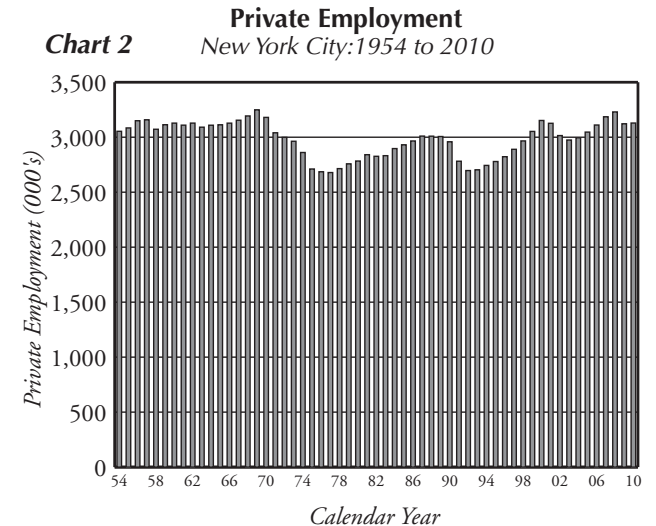
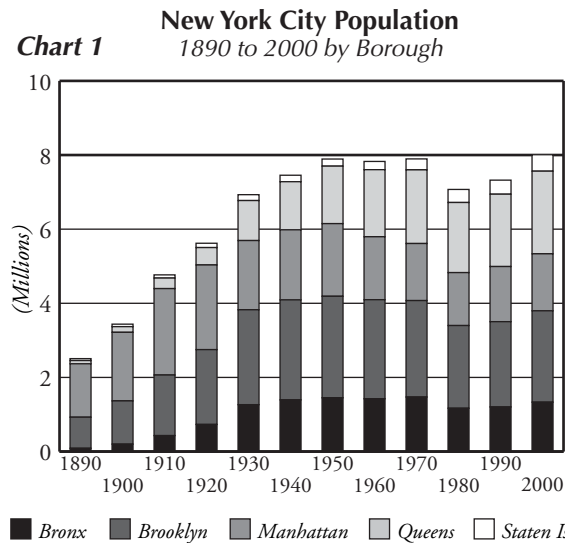
More than nine years after the tragic events of September 11th, New York City has surmounted enormous challenges in its economic recovery. The City has emerged from economic recession and fiscal austerity while maintaining and modernizing its capital infrastructure. With the economic downturn beginning in 2008, New York City faces new challenges. New York City's 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 plan needs to account for quantitative growth in population and employment. It is based on the need to maintain the existing infrastructure, accommodate economic and social change, and improve the quality of life.

A Mature but Growing City

Like most older cities, New York's population essentially stopped growing in 1950 - New York's record population of 8,008,278 in 2000 exceeded the 1950 population by just over 100,000, or 1.5 percent. (Chart 1 shows population by borough rising through 1950 and then leveling off). The City's population declined substantially during the 1970s, but then recovered during the 1980s and 1990s. However, the City's population has continued growing, and is estimated by the U.S. Census Bureau to be 8,392,000 as of July 1, 2009. The Department of City Planning projects that the city will grow to a population of 9.1 million by 2030. While the City's annual rate of growth is small in percentage terms, it is equivalent to adding a city the size of Yonkers, N.Y. every five years.

As with its population, the number of private-sector jobs in the City has finally surpassed its 1969 peak. (Chart 2 shows wage and salary employment from 1954 to 2010, fluctuating in a range). In 2010, New York City's average private sector wage and salary employment was 3,128,700, or 122,000 below the 1969 peak of 3,250,700. However, self-employment has increased dramatically in this period, from 338,501 in 1969



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

Capital Strategy Framework

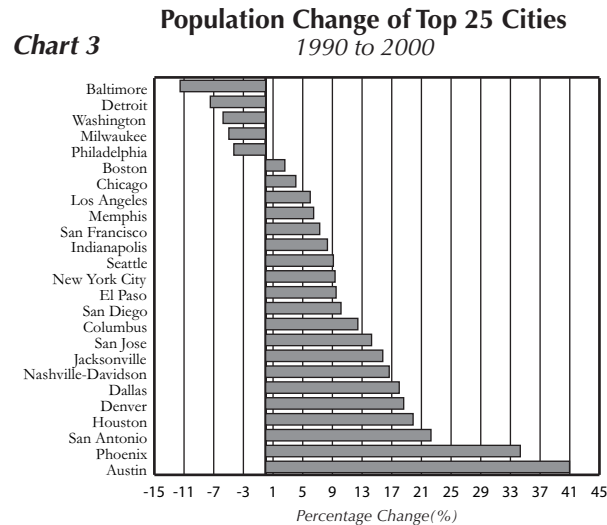
to 950,722 in 2008. This increase of over 600,000 in self-employment placed the total number of people working in the City well above the 1969 level.

The growth trend is particularly notable because the City’s potential for growth is limited by its physical capacity. Its borders are fixed, it is surrounded by other incorporated municipalities, and much of its land is already developed at a high density. The City is growing by using its existing land and infrastructure more intensively, and by building more infrastructure in categories particularly sensitive to growth trends. Thus, for example, the schools, housing, water and sewer categories feature prominently in the Program Expansion portion of this 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 permit. And the desire to bring urban amenities to rural areas – paved roads, electric power, telephone service - provides the infrastructure for suburban spread. From 1990 to 2000, New York City’s population increased by only 9.4% as compared to other cities such as Phoenix, San Antonio and Austin, when compared gained 34.3%, 22.3 % and 41% respectively. Among the top twenty-five cities that had the most dramatic population change, only five had declines in population totals (Baltimore - 11.5%, Detroit - 7.5%, Milwaukee - 4.3% and Washington, D.C. - 5.7%). (Chart 3 shows the Population Change of the Top 25 Cities).

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



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

Capital Strategy Framework

Structural Change

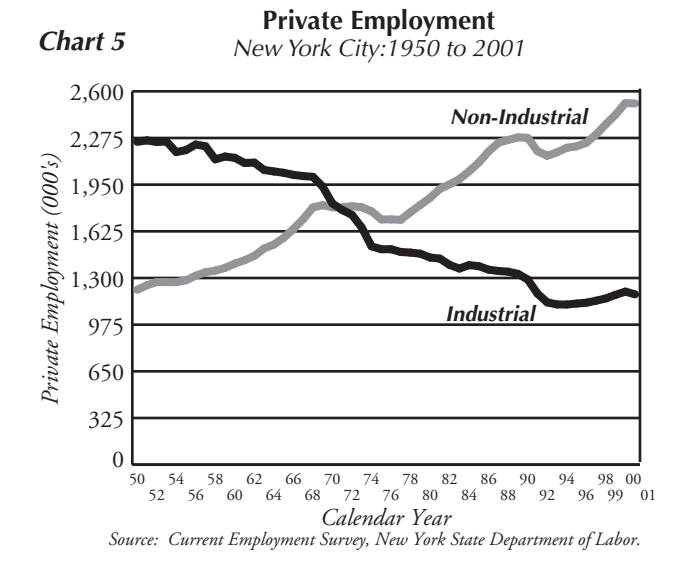
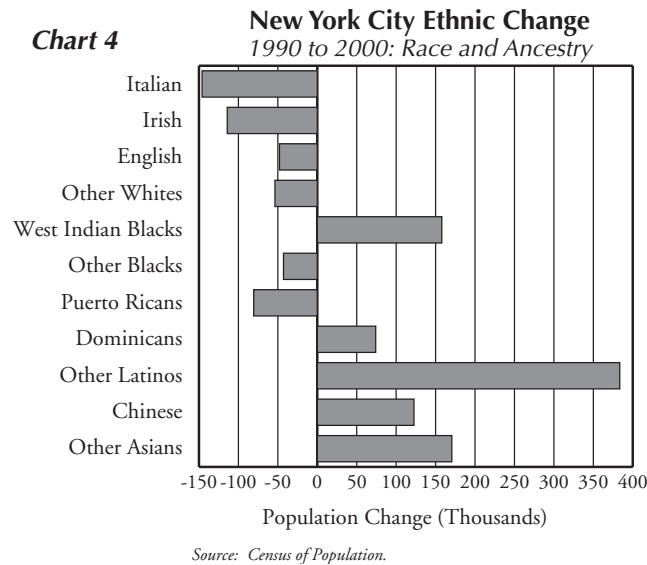
Despite a relatively constant overall population and employment level, New York City experiences constant economic and demographic change. In New York City, as in other cities, many former residents and their descendants have moved out. Unlike less successful cities, however, New York has continued to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

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

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

seaport. After 1900, these were replaced by light industries, such as apparel, electronics, and toys, which were drawn by New York City's low wage immigrant labor force.

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



Capital Strategy Framework

Qualitative Growth

New York City residents, like those elsewhere, are more affluent and educated than in the past. (Chart 6 shows Per Capita Income). In 2008, New York City's Per Capita Personal Income was \$52,013, Manhattan's alone was \$120,766 and the National Per Capita Income was \$40,166. For the most part, however, a high level of new development and redevelopment is necessary to accommodate a better quality of life. As residents become wealthier and businesses become more productive, they come to expect housing units, places of businesses, and public facilities with more space per person and more amenities.

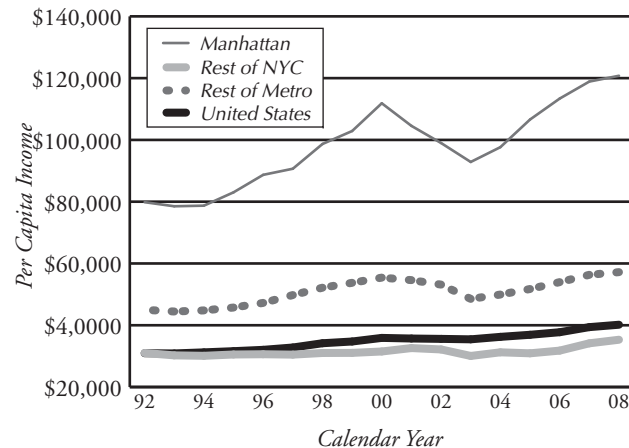
With the number of people increasing over the long term, New York requires more and better capital facilities per person to remain competitive. From 1990 to 2000, while the City's population grew by 9.4%, the number of housing units increased by only 7%. The average square feet per Manhattan office employee rose from 150 in 1960 to an estimated 250 today. However, this qualitative growth remains incomplete, and even as New York City gains, the rest of the nation

continues to push ahead. In contrast to ten years before, when New Yorkers seemed to have a disproportionate number of inadequately sized units as compared to the rest of the country, in 2000, the City seemed to gain larger-sized units. (Chart 7 shows percentage of units by number of rooms, city, metropolitan area, state and nation).

Qualitative Growth and Public Infrastructure

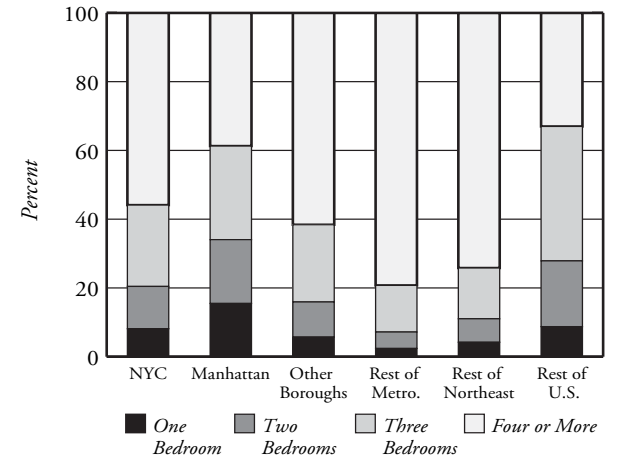
In the past, infrastructure was built to accommodate new development on previously undeveloped land. Today, despite the City's relatively stable population, public infrastructure investment is still required to maintain the existing physical plant, support the City's increasing density and improve the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

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



Source: Bureau of Economic Analysis.

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



Source: Census of Population.

Financing Program

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

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

2011–2015 Financing Program

(\$ in millions)

	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>Total</i>
City General Obligation Bonds	\$2,475	\$2,640	\$2,420	\$2,410	\$2,210	\$12,155
TFA Bonds (1)	3,600	2,640	2,420	2,410	2,210	13,280
Water Authority Bonds (2)	3,008	1,978	1,657	1,487	1,231	9,361
Total	\$9,083	\$7,258	\$6,497	\$6,307	\$5,651	\$34,796

(1) TFA Bonds do not include BARBs issued for education capital purposes. TFA expects to issue \$922 million, \$619 million, \$610 million, \$629 million and \$617 million of such bonds in fiscal years 2011 through 2015, respectively.

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

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

2011–2015 Debt Outstanding

(\$ in millions at year end)

	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>
City General Obligation Bonds	\$42,242	\$42,877	\$43,105	\$43,315	\$43,206
TFA Bonds (1)	19,096	21,141	22,775	24,355	25,681
TSASC Bonds	1,255	1,244	1,232	1,219	1,205
Conduit Debt	1,845	1,773	1,699	1,617	1,535
Total	\$64,438	\$67,035	\$68,811	\$70,506	\$71,628
Water Authority Bonds (2)	\$26,898	\$28,642	\$30,040	\$31,156	\$31,960

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

(2) Net of economically defeased debt.

Financing Program

2011–2015 Annual Debt Service Costs

(\$ in millions, before prepayments)

	2011	2012	2013	2014	2015
City General Obligation Bonds (1)	\$3,732	\$4,017	\$4,465	\$4,542	\$4,719
TFA Bonds (2)	1,094	1,582	1,869	2,044	2,225
TSASC Bonds	74	74	74	75	75
Conduit Debt (3)	220	309	338	333	325
Total Debt Service	\$5,120	\$5,982	\$6,746	\$6,994	\$7,344
Water Authority Bonds (4)	\$1,318	\$1,582	\$1,692	\$1,885	\$1,998

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

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

(3) Conduit Debt debt service includes interest on Hudson Yards Infrastructure Corporation (HYIC) debt. Such debt is not included in the "Debt Outstanding" table above because the City is not required to pay principal of the HYIC debt.

(4) Includes First Resolution debt service and Second Resolution debt service net of subsidy payments from the NYS Environmental Facilities Corporation and Federal subsidy payments on BABs. Water Authority Bonds debt service is net of debt service on economically defeased debt.

2011–2015 Debt Burden

	2011	2012	2013	2014	2015
Total Debt Service (1) (NYC GO, Lease & TFA) as % of:					
a. Total Revenue (2)	7.7%	9.0%	10.0%	10.1%	10.4%
b. Total Taxes (3)	12.6%	14.2%	15.5%	15.5%	15.7%
c. Total NYC Personal Income	1.2%	1.3%	1.4%	1.4%	1.4%
Total Debt Outstanding (NYC GO, Lease & TFA) as % of:					
a. Total NYC Personal Income	14.5%	14.7%	14.6%	14.3%	13.8%

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

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

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

Financing Program

The financing of the City capital program is split among GO, TFA and NYW bond issuance. The City and TFA will issue \$12.2 billion and \$13.3 billion, respectively, during the plan period. The City issuance supports 35 percent of the total, while TFA issuance supports 38 percent of the total. NYW's annual bonding amount, excluding refundings, will average approximately \$1.9 billion. The aggregate NYW financing during the plan period will account for 27 percent

of the total financing program.

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

Ratings

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

Financing Program

Federally-Subsidized American Recovery and Reinvestment Act (ARRA) Bonds

The City and its financing entities (NYC GO, TFA, and NYW) made significant use of the various types of bonds authorized during the life of the ARRA program. Build America Bonds (BABs), which carry a 35% subsidy payment from the Federal Government on taxable bond interest, generated significant savings relative to tax-exempt financing. The City issued \$4.4 billion of BABs, while TFA issued \$3.3 billion, and NYW issued \$3.7 billion of BABs. Compared to tax-exempt financing, the savings from BABs ranged from 10 to 100 basis points depending on the term of the bond and market conditions at the time of issuance.

The City and NYW also made use of the City's full allocation of Recovery Zone Economic Development Bonds (RZDBs). The City issued \$22.135 million of RZDBs while NYW issued \$59 million of such bonds. Like the BABs, RZDBs are issued on a taxable basis and receive a subsidy

payment from the Federal Government. However, the RZDBs receive a higher subsidy rate (45%) and can only be used to finance economic development projects in a recovery zone.

Although the authorization has lapsed for BAB issuance and the allocation for RZDBs has been fully utilized, there remains issuance authorization for Qualified School Construction Bonds (QSCBs). The interest subsidy on QSCBs is the lower of the actual bond rate and a published maximum determined by the Federal Government. Interest on the TFA QSCBs issued to date, totaling \$397 million, is fully subsidized. The financial plan reflects an additional \$1.3 billion of QSCB issuance.

New York City General Obligation Bonds

Since July 1, 2010, the City has issued approximately \$1.4 billion in refunding bonds and \$2 billion in bonds for capital purposes, totaling approximately \$3.4 billion. The dates and principal amounts are as follows:

NYC GO Issuances

(\$ in millions)

<i>Series</i>	<i>(N)ew Money/ (R)efunding</i>	<i>Issue Date</i>	<i>Tax Exempt Amount</i>	<i>Taxable Amount</i>	<i>BAB Amount</i>	<i>Total Par Amount</i>
2011 AB	R	8/12/2010	\$963	\$0	\$0	\$963
2011 C	N	10/20/2010	0	150	775	925
2011 DE	R	10/20/2010	300	0	0	300
2011 F(1)	N	12/21/2010	75	148	902	1,125
2011 GH	R	1/4/2011	100	0	0	100
Total			\$1,438	\$298	\$1,677	\$3,413

(1) 2011F includes \$22.14 million of RZDB issuance and \$879.86 million of BABs issuance.

Financing Program

The \$1.4 billion of refunding transactions the City has completed to date in fiscal year 2011 generated approximately \$108 million of debt service savings during the financial plan period.

In addition to the financings described above, the City plans to issue \$425 million of GO bonds for capital purposes in the remainder of 2011 and \$2.6 billion, \$2.4 billion, \$2.4 billion and \$2.2 billion in 2012 through 2015, respectively.

Currently the debt service for the City, TFA (excluding BARBs), and City appropriation debt, or conduit debt, excluding the effect of pre-payments, is 7.7 percent of the City's total budgeted revenues in 2011. That ratio is projected rise to 10.4 percent in 2015. As a percentage of tax revenues, the debt service ratio is 12.6 percent in 2011 and is projected to increase to 15.7 percent in 2015.

During fiscal year 2011, short-term interest rates relating to the \$6.36 billion of floating rate debt (including synthetic floating-rate debt, auction rate bonds and variable-rate demand bonds) issued by the City have been 0.25 percent on average for tax-exempt and 0.40 percent for taxable floating rate debt. These rates have continued to provide extremely attractive financing costs relative to fixed rate debt despite the recent market turmoil. Tax exempt floating rate debt has traded recently at rates that are approximately 500 basis points lower than those for the City's long term fixed-rate debt, resulting in an annual savings of over \$300 million.

In 2011, the City did not require a note issuance to satisfy cash flow needs. The City's financing program assumes the issuance of \$2.4 billion of notes annually through the remainder of the financial plan.

New York City Related Issuers - Variable Rate Debt

As discussed above, floating rate bonds have been a reliable source of cost savings in the City's capital program. In considering the proportion of the City's debt which is in variable rather than fixed rates, it is useful to consider all sources of financing with the exception of NYW, which is typically considered separately for such purposes. Included would be not only City GO bonds but also TFA, TSASC bonds and conduit debt. The City and its related entities have approximately \$10.6 billion of floating rate exposure.

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

The City has not entered into any new interest rate swaps to date in fiscal year 2011. The total notional amount of swaps outstanding as of December 31, 2010 was \$2.6 billion, on which the termination value was negative \$157 million. This is the theoretical amount which the City would pay if all of the swaps terminated under market conditions as of December 31, 2010.

Financing Program

The following table shows the City's and its related issuers' floating rate exposure. Floating rate exposure is of note because certain events can cause unexpected increased costs. Those events include rising interest rates, a change in the tax code (in the case of tax-exempt debt), and the deterioration of the City's credit. Additionally, the deterioration of the credit of a related credit or liquidity provider can also have an impact on interest cost. By contrast, the cost of outstanding fixed rate debt does not increase if any of the previously mentioned events takes place. On the other hand, fixed rate borrowing locks in a higher borrowing cost if interest rates do not change materially or if they decline. Overall, floating rate exposure benefits the City because it reduces the cost of financing. In short, interest costs on short term debt are almost always lower than long term debt. The City has assumed floating rate

exposure using a variety of instruments, including tax exempt floating rate debt, taxable floating rate debt, synthetic floating rate debt through total return swaps, basis swaps, and certain types of synthetic fixed rate debt. The basis swaps and certain synthetic fixed rate debt provide exposure to changes in the tax code but are largely insensitive to changes in interest rates and changes in the City's credit. Given that those instruments provide only limited floating rate exposure, they are counted as variable rate exposure at less than the full amount of par or notional amount. Instruments that provide exposure only to changes in the tax code are counted at 25 percent of par or notional amount in the table below. Since an agreement to enter into a swap in the future, at the counterparty's option (a "swaption"), is a contingent liability, the swaptions which the City has entered into are not counted as floating rate exposure.

NYC Floating-Rate Exposure (1)

(\$ in millions)

	<i>GO</i>	<i>TFA</i>	<i>Lease</i>	<i>TSASC</i>	<i>Total</i>
Natural VRDB & Auction Rate Bonds	\$5,858	\$3,695	\$30	\$0	\$9,583
Synthetic Fixed	237	0	31	0	269
Taxable Basis Swap	142	0	0	0	142
Total Return Swap	500	0	0	0	500
Enhanced Basis Swap	125	0	0	0	125
Total Floating-Rate	\$6,863	\$3,695	\$61	\$0	\$10,619
Total Debt Outstanding	\$42,242	\$19,096	\$1,845	\$1,255	\$64,437
% of Floating-Rate / Total Debt Outstanding					16.5%
Total Floating-Rate Less \$4.9 Billion Balance in General Fund (Floating-Rate Assets)					5,687
% of Net Floating Rate / Total Debt Outstanding					8.8%

(1) Debt Outstanding as of the February 2011 Financial Plan excluding NYW, HYIC, and TFA BARBs

Financing Program

The 16.5 percent floating rate exposure, including the risk from the synthetic fixed rate swaps, the basis swaps, and the “total return” swaps, is even more manageable after taking into account the 10 year average balance of \$4.9 billion of short-term assets in the City’s General Fund which are an offset to these floating rate liabilities. Net of these floating rate assets, the floating rate exposure of the City, excluding NYW, is 8.8 percent of its outstanding debt. Moreover, the City uses conservative assumptions in budgeting expenses from floating rate instruments.

The New York City Municipal Water Finance Authority

The New York City Municipal Water Finance Authority (NYW) was created in 1985 to finance capital improvements to the City’s water and sewer system. Since its first bond sale in November 1985, the Authority has sold \$44 billion in bonds. These bond issuances included a combination of general (first) resolution, second general resolution and subordinated special resolution crossover refunding water and sewer system revenue bonds. Of this aggregate bond par amount, \$26.2 billion is outstanding, \$13.3 billion was refinanced with lower cost debt, \$772 million was defeased with Authority funds prior to maturity, and \$3.7 billion was retired with revenues as it matured.

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

NYW’s outstanding debt also includes floating rate bonds, which have been a reliable source of cost effective financing. NYW has \$2.7 billion of floating rate bonds or 10% of its outstanding debt. NYW’s floating rate exposure primarily includes tax-exempt floating rate debt supported by liquidity

facilities, and \$200 million of synthetic variable rate debt.

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

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

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

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

Additionally, on November 18, 2010, NYW issued \$275 million of new money adjustable rate tax-exempt bonds under its Second General Resolution, Fiscal 2011 Series DD-1, DD-2 and DD-3A and DD-3B bonds. The bonds are backed by standby bond purchase agreements from three banks and a

Financing Program

public sector pension fund. These bonds will mature in 2043.

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

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

NYW Issuance

<i>Series</i>	<i>(N)ew Money/ (R)efunding</i>	<i>Issue Date</i>	<i>Par Amount</i>	<i>True Interest Cost (TIC)</i>	<i>Longest Maturity</i>
2011 Series AA	N	9/23/10	\$750,000,000	3.64% (1)	2043
2001 Series BB	R	9/30/10	\$210,040,000	4.12%	2031
2011 Series CC	N	11/18/10	\$750,000,000	3.90% (1)	2044
2011 Series DD-1, DD-2, DD-3 A&B	N	11/18/10	\$275,000,000	0.21% (2)	2043
2011 Series EE	N	1/27/11	\$450,000,000	5.57%	2043

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

(2) Bonds issued as variable rate demand bonds; rate shown is an average from the issue date through January 27, 2011.

On November 19, 2009, EFC entered into an agreement to provide NYW a direct loan in an amount up to \$217.5 million, with funds made available through ARRA. NYW expects to receive these funds to pay for certain capital projects over the next several years. As of January 21, 2011, NYW has drawn on \$11.2 million of the loan.

NYW is a party to four interest rate exchange agreements (swaps) with a total notional amount of \$621 million. As of December 31, 2010, the mark-to-market value of the swaps was negative \$36.8 million. This is the theoretical amount which NYW would pay if all swaps terminated as of December 31, 2010.

NYW expects to issue approximately \$1.0 billion of new money bonds over the remainder of Fiscal 2011.

During the period from 2012 to 2015, NYW expects to sell an average of approximately \$1.7 billion of new money debt per year. Of this amount, NYW plans to issue a minimum of \$300 million per year through EFC, taking advantage of the interest rate subsidy available for qualifying projects, and minimizing the overall costs of its financing program. NYW expects to issue its remaining new debt in 2010 as both fixed rate and variable rate. After 2011, NYW expects to issue approximately 85 to 90 percent of its new debt per year as fixed rate debt with the remainder issued as variable rate debt, subject to market conditions.

The New York City Transitional Finance Authority

The TFA is a corporate governmental agency constituting a public benefit corporation and instrumentality of the State of New York created by Chapter 16 of the Laws of 1997 in March

Financing Program

1997. The TFA was created to issue debt, primarily secured with the City's personal income tax (PIT), to fund a portion of the capital program of the City. The TFA was originally authorized to issue up to \$7.5 billion of bonds and notes. On September 13, 2001, the TFA was given statutory authority to borrow \$2.5 billion to finance costs related to the September 11th terrorist attack on the City. Most recently, TFA was

permitted to have \$13.5 billion of debt outstanding and any amounts over and above that level are subject to the City's remaining debt incurring power under the State constitutional debt limit.

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

NYC TFA Issuances

<i>Series</i>	<i>New \$/ Refunding</i>	<i>Issue Date</i>	<i>Tax Exempt Amount</i>	<i>Taxable Amount</i>	<i>BAB Amount</i>	<i>Total Par Amount</i>
2011A(1)	N	8/16/2010	\$239	\$0	\$761	\$1,000
2011B	N	11/3/2010	50	100	700	850
2011C	N	1/20/2011	875	0	0	875
2011D	N	2/10/2011	775	100	0	875
Total			\$1,939	\$200	\$1,461	\$3,600

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

The TFA plans to issue \$2.6 billion, \$2.4 billion, \$2.4 billion and \$2.2 billion in years 2012 through 2015, respectively.

In April 2006, the State enacted legislation authorizing issuance by the TFA of an additional \$9.4 billion of bonds to be used to fund capital costs for the Department of Education. This legislation also provided for the assignment to TFA of State building aid that had previously been paid directly to the City. Since the inception of this financing program, the TFA has issued \$4.43 billion of BARBs to fund the capital program of the Department of Education. The \$4.43 billion is inclusive of \$350 million of BARBs that were issued in November. Of this amount, \$295 million were issued as BABs rather than traditional tax exempt bonds. The TFA plans to issue \$572 million of BARBs for the educational capital program in the remainder of 2011 and \$619 million, \$610 million, \$629 million and \$617 million in 2012 through 2015, respectively.

Hudson Yards Infrastructure Corporation

In December 2006, HYIC, a not-for-profit local development corporation, issued its first series of bonds in the principal amount of \$2 billion. HYIC was established to provide financing for infrastructure improvements to facilitate economic development on Manhattan's far west side. Improvements include the extension of the No. 7 subway line west and south, construction of a system of parks, streets, and open spaces, as well as the acquisition of development rights over the MTA rail yards. Principal on the HYIC bonds will be repaid from revenues generated by this new development, notably payments-in-lieu-of-property taxes (PILOT) on the commercial development and various developer payments. To the extent these revenues are not sufficient to cover interest payments, the City has agreed to make interest support payments to HYIC subject to appropriation. In addition, HYIC expects a second and final issuance of \$1 billion of Senior Bonds in late 2011.

Financing Program

In November 2007, the board of the MTA approved the initial tunneling contract for the No. 7 line extension for a cost of \$1.14 billion. The shafts for the two subway tunnels have been under construction since February of 2008. The components of the Tunnel Boring Machine that construct the tunnels were delivered to the site in the first quarter of calendar year 2009. Tunneling was completed in July 2010 and the entire subway is due to be operational in December 2013. In May 2010, the MTA entered into agreements to enter into a lease with two affiliates of The Related Companies for their development of the eastern and western sections of the MTA's West Side Rail Yard. Pursuant to such agreements, the two Related entities will be required to enter into Rail Yard development leases with the MTA when certain statistical thresholds associated with real estate market conditions are met. Altogether, the development of the West Side Rail Yard will comprise a 12 million square foot mixed-use project, including the construction of platforms. MTA has estimated the present value of the lease payments to be made to the MTA to be \$1 billion. The Related entities will pay PILOT to HYIC.

Conduit Debt

There have been a number of bond issuances by other entities which impact the City's debt service budget. In June 2010, the Dormitory Authority of the State of New York (DASNY) sold approximately \$131 million of refunding bonds by competitive bid, which resulted in over \$5.4 million of savings in 2011. This bond issue refunded debt previously issued to finance capital projects for HHC. In August 2010, DASNY sold approximately \$30 million of refunding bonds by negotiated sale. This bond issue refunded debt issued

on behalf of the Primary Care Development Corporation (PCDC). Under this bond resolution, the City pays the debt service subject to appropriation and PCDC pays the City for most of the bond payments. The refinancing generated just under \$400 thousand of savings recurring annually over life of the transaction (until 2025), which benefits PCDC. In the following month, DASNY refinanced debt previously issued for CUNY. The City received debt service savings of \$4 million in 2011 and approximately \$2.6 million annually from 2012 through 2015. In January 2011, the Educational Construction Fund (ECF) sold approximately \$137 million of new money bonds by competitive bid. Under this bond resolution, the debt is paid by revenues generated by ECF. Should ECF revenues be insufficient to pay debt service, the City will make up any shortfall, subject to appropriation.

Program Detail by Agency

Department of Transportation

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

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

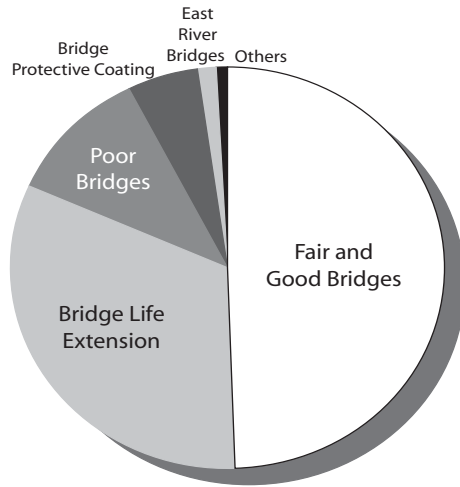
Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides approximately \$6.54 billion to the Department, with Bridges and Highways receiving the bulk of funding, totaling approximately \$5.52 billion (85%).

Department of Transportation - Bridges



Bridges

	(in millions)
• Fair and Good Bridges	\$1,676.8
• Bridge Life Extension	1,084.1
• Poor Bridges	370.0
• Bridge Protective Coating	177.9
• East River Bridges	48.5
• Bridge Vehicles/Equipment	15.9
• Bridge Facilities	3.5
TOTAL	\$3,376.7

The Preliminary Ten-Year Capital Strategy provides \$3.4 billion in the Bridge Program for the reconstruction and upgrade of the City's bridge system. The Preliminary Ten-Year Capital Strategy includes funding for work on the four East River Bridges and 108 other bridge structures. The first four years of this Preliminary Ten-Year Capital Strategy allocates \$1.51 billion to the Bridge Program, of which \$709.8 million is projected to be committed in 2012. The total commitment reflects the high priority accorded to restoring and maintaining these essential links in the City's transportation system.

East River Bridges: The Preliminary Ten-Year Capital Strategy provides \$48.5 million to complete this program.

Poor Bridges: The Preliminary Ten-Year Capital Strategy provides \$370.0 million to reconstruct four bridges currently rated "poor". Funds for these projects, which include the Belt Parkway Bridge over Mill Basin, will be committed for reconstruction by 2016. Also by 2016, 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 \$1.7 billion to reconstruct 56 bridge structures currently rated "fair", including the Roosevelt Avenue Bridge over the Van Wyck Expressway in Queens, City Island Bridge in the Bronx and the Belt Parkway Bridge over Nostrand Avenue in Brooklyn.

Bridge Life Extension: The Preliminary Ten-Year Capital Strategy provides for rehabilitative work on 40 bridge structures currently rated "fair" or "good" that require an upgrade to their current condition, in addition to bridge component rehabilitation work on various bridges. This includes the Broadway Bridge over the Harlem River, between The Bronx and Manhattan and the Hillside Avenue Bridge over the Cross Island parkway in Queens. A total of \$1.1 billion will be spent on all programs in this category.

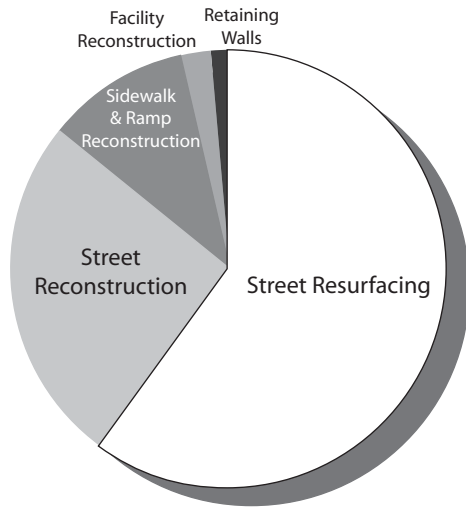
Bridge Protective Coating: Funding in the amount of \$177.9 million has been provided for five bridge protective coating treatment projects, as well as \$117.8 million in lump sum funding for future projects. This program includes protective coating for the bridges crossing over the Henry Hudson Parkway, the Long Island Expressway, the Hutchison River Parkway, the Bruckner Expressway, and the Staten Island Railway.

Bridge Facilities, Equipment and Vehicles: \$19.4 million will be allocated for the reconstruction of bridge facilities and the purchase of equipment and vehicles for field forces.

Department of Transportation - Bridges

Project Type: BR and HB											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>East River Bridges</i>											
City	46,248	1,631	571	0	0	0	0	0	0	0	48,450
<i>Fair Bridges</i>											
City	141,545	46,843	55,798	29,100	40,485	78,911	34,876	73,436	161,183	127,688	789,865
Federal	160,011	73,332	109,955	96,000	27,058	69,105	0	0	76,576	274,378	886,415
State	0	0	557	0	0	0	0	0	0	0	557
<i>Bridge Life Extension and Miscellaneous Work</i>											
City	49,953	54,439	81,087	80,382	40,973	159,043	70,313	127,494	103,652	74,250	841,586
Federal	44,974	0	0	32,000	52,697	108,876	0	0	0	0	238,547
State	4,000	0	0	0	0	0	0	0	0	0	4,000
<i>Bridge Painting</i>											
City	5,421	9,660	26,892	12,200	30,296	32,855	15,000	15,000	15,000	15,000	177,324
Federal	587	0	0	0	0	0	0	0	0	0	587
<i>Poor Bridges</i>											
City	80,776	65,740	15,609	0	14,680	0	0	0	0	0	176,805
Federal	172,946	0	0	0	20,245	0	0	0	0	0	193,191
<i>Equipment for Bridge Maintenance</i>											
City	1,623	0	0	0	0	0	0	0	0	0	1,623
<i>Bridge Facilities</i>											
City	320	0	392	392	392	392	392	392	399	406	3,477
<i>Bridge Vehicles</i>											
City	1,370	1,380	5,050	900	900	900	900	900	978	997	14,275
<i>Project Type Total by Source of Funds</i>											
City	327,256	179,693	185,399	122,974	127,726	272,101	121,481	217,222	281,212	218,341	2,053,405
Federal	378,518	73,332	109,955	128,000	100,000	177,981	0	0	76,576	274,378	1,318,740
State	4,000	0	557	0	0	0	0	0	0	0	4,557
<i>Project Type Total</i>											
All Funds	709,774	253,025	295,911	250,974	227,726	450,082	121,481	217,222	357,788	492,719	3,376,702

Department of Transportation - Highways



Highways

	(in millions)
• Street Resurfacing	\$1,288.4
• Street Reconstruction	555.2
• Sidewalk & Ramp Reconstruction	228.4
• Facility & Step Street Reconstruction	45.6
• Retaining Walls	27.7
TOTAL	\$2,145.3

The Preliminary Ten-Year Capital Strategy provides \$2.15 billion in the Highways program for the rehabilitation of approximately 7,700 lane miles of City streets.

Street Reconstruction: Total funding in the Preliminary Ten-Year Capital Strategy for street reconstruction is \$555.2 million, including Reconstruction of Shore Front Parkway in Rockaway Queens, Reconstruction of Hudson Yard Vicinity in Manhattan, Reconstruction of Soundview Avenue in Bronx, Reconstruction of Atlantic Avenue in Brooklyn, and Reconstruction of Woodrow Road in Staten Island. An additional \$397.8 million is provided in FY11 funding bringing the total amount to \$953.0 million for FY11-21, which provides for the reconstruction of approximately 230 lane miles of streets Citywide. The Preliminary Ten-Year Capital Strategy also includes \$118.6 million for plaNYC 2030 highway initiatives, including \$55.0 million for the Public Plaza Improvement and \$14.6 million for Safe Routes to Transit.

Retaining Walls: A total of \$27.7 million is provided in the Preliminary Ten-Year Capital Strategy for the reconstruction of retaining walls including walls along Jerome Avenue after East 196th Street in Bronx, East 168th Street from Teller Avenue to Clay Avenue in Bronx, and Riverside Drive in Manhattan. An additional \$27.8 million is provided in FY11 funding bringing the total amount to \$55.5 million for FY11-21.

Street Resurfacing: The Preliminary Ten-Year Capital Strategy calls for the resurfacing of 7,500 lane miles of streets and arterial highways (750 lane miles per year) at a ten-year cost of \$1.29 billion.

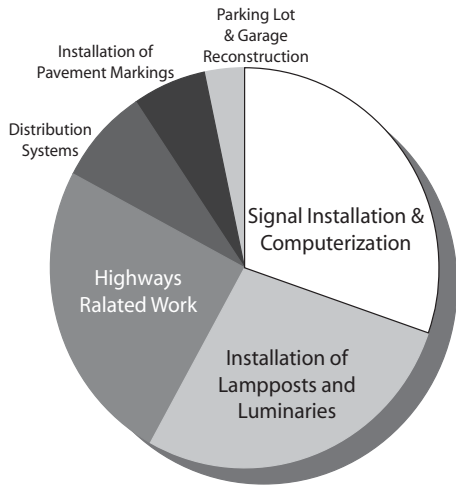
Sidewalk and Ramp Reconstruction: For the ten-year period, approximately 26.0 million square feet of sidewalks will be reconstructed throughout the City, at a cost of \$209.3 million. Additionally, \$19.1 million is provided for pedestrian ramps. An additional \$54.6 million is provided in FY11 funding bringing the total amount to \$73.7 million for FY11-21, sufficient to install pedestrian ramps at approximately 9,582 corners throughout the City.

Facility Reconstruction: A total of \$40.1 million is allocated in the Preliminary Ten-Year Capital Strategy for the design and reconstruction of highway maintenance and repair yards, other Department facilities, and miscellaneous renovations and upgrades, including upgrading the equipments for the new asphalt plant in Harper Street in Queens.

Department of Transportation - Highways

Project Type: HW											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Facility Reconstruction</i>											
City	6,511	4,825	9,850	1,449	2,000	3,000	3,050	3,050	3,154	3,214	40,103
<i>Pedestrian Ramp Construction</i>											
City	15,053	233	14	0	1,163	0	0	0	300	0	16,763
Federal	227	229	0	0	1,920	0	0	0	0	0	2,376
Private	6	0	0	0	0	0	0	0	0	0	6
<i>Primary Street Reconstruction</i>											
City	122,621	55,201	11,554	7,590	37,072	35,954	6,830	17,116	14,937	20,230	329,105
Federal	84,020	38,259	5,120	0	0	4,000	0	0	0	0	131,399
State	29,640	1,060	4,200	0	0	0	0	0	0	0	34,900
Private	20,371	0	39,463	0	0	0	0	0	0	0	59,834
<i>Primary Street Resurfacing</i>											
City	151,398	143,681	141,239	117,535	119,651	121,830	121,830	121,830	123,292	126,117	1,288,403
<i>Reconstruction of Retaining Walls</i>											
City	13,894	13,256	511	0	0	0	0	0	0	0	27,661
<i>Sidewalk Reconstruction</i>											
City	21,547	20,565	20,022	20,000	24,425	20,000	20,000	20,000	19,898	20,000	206,457
Federal	2,080	142	0	0	0	0	0	0	0	0	2,222
State	604	0	0	0	0	0	0	0	0	0	604
<i>Reconstruction of Step Streets</i>											
City	3,909	0	0	0	0	0	0	0	0	0	3,909
Federal	1,550	0	0	0	0	0	0	0	0	0	1,550
<i>Project Type Total by Source of Funds</i>											
City	334,933	237,761	183,190	146,574	184,311	180,784	151,710	161,996	161,581	169,561	1,912,401
Federal	87,877	38,630	5,120	0	1,920	4,000	0	0	0	0	137,547
State	30,244	1,060	4,200	0	0	0	0	0	0	0	35,504
Private	20,377	0	39,463	0	0	0	0	0	0	0	59,840
<i>Project Type Total</i>											
All Funds	473,431	277,451	231,973	146,574	186,231	184,784	151,710	161,996	161,581	169,561	2,145,292

Department of Transportation - Traffic



Traffic

	(in millions)
• Signal Installation and Computerization	\$181.3
• Installation of Lampposts and Luminaires	164.9
• Highway Related Work	146.7
• Distribution Systems	47.0
• Installation of Pavement Markings	36.0
• Parking Lot and Garage Reconstruction	18.7
TOTAL	\$594.6

The Preliminary Ten-Year Capital Strategy provides \$594.6 million for Traffic programs.

Signal Installation and Computerization: The Preliminary Ten-Year Capital Strategy provides \$181.3 million for signal installation and computerization. Of this amount, \$172 million will be allocated to the installation and replacement of approximately 2,500 signals, Citywide, and \$9.3 million spent primarily on signal system modernization and computerization.

Installation of Lampposts and Luminaires: The Preliminary Ten-Year Capital Strategy provides \$164.9 million for the installation of 6,000, and replacement of 16,000 lampposts and luminaires, as well as streetlight rehabilitation.

Highway Related Work: The Preliminary Ten-Year Capital Strategy provides \$146.7 million for the installation of signals, streetlights, and lane markings associated with the Highway Reconstruction Program. Of this amount, \$131.7 million will be used for plaNYC 2030 initiatives including \$104.8 million for Bus Initiatives, such as \$69.5 million for the Bus Rapid Transit Program.

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

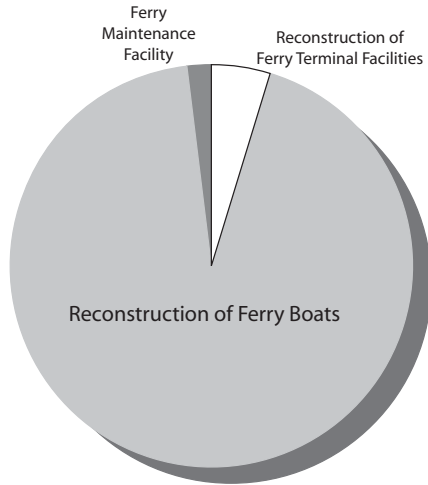
Parking Lot and Garage Reconstruction: The Preliminary Ten-Year Capital Strategy provides \$9.3 million for on-street parking meters and off-street parking facilities. The Preliminary Strategy also provides \$9.4 million for the installation of parking meters.

Installation of Pavement Markings: The Preliminary Ten-Year Capital Strategy provides funding of \$36.0 million for the installation of over 35,000 reflective markers and 60 million linear feet of thermoplastic markings to be done in conjunction with the Department's in-house resurfacing program.

Department of Transportation - Traffic

Project Type: TF											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
Highway Drawdown Program											
City	3,484	844	12	0	2,596	1,281	0	0	437	0	8,654
Federal	454	685	0	0	0	0	0	0	0	0	1,139
Installation of Lampposts and Luminaires											
City	200	210	0	0	0	0	0	0	0	0	410
State	6,500	22,000	8,000	24,000	8,000	26,000	7,500	27,500	6,000	29,000	164,500
Parking Lot and Garage Reconstruction											
City	1,200	1,220	570	0	1,035	427	4,271	600	0	0	9,323
State	7,500	1,871	0	0	0	0	0	0	0	0	9,371
Installation of Pavement Markings											
City	9,479	0	7,576	0	5,682	0	5,682	0	1,400	6,155	35,974
Traffic Work in Conjunction with Highway Reconstruction											
City	16,776	3,397	5,504	4,160	4,255	4,160	4,160	4,160	5,500	5,500	57,572
Federal	54,245	0	20,000	0	0	0	0	0	0	0	74,245
State	5,108	0	0	0	0	0	0	0	0	0	5,108
Replacement of Electrical Distribution Systems											
State	4,000	4,000	5,000	5,000	5,000	5,000	5,000	5,000	4,000	5,000	47,000
Signal Installation and Computerization											
City	4,783	4,035	8,567	0	4,659	0	4,790	0	4,943	0	31,777
Federal	1,007	0	0	0	0	0	0	0	0	0	1,007
State	500	15,500	16,000	16,000	17,000	16,500	17,000	16,500	17,000	16,500	148,500
Project Type Total by Source of Funds											
City	35,922	9,706	22,229	4,160	18,227	5,868	18,903	4,760	12,280	11,655	143,710
Federal	55,706	685	20,000	0	0	0	0	0	0	0	76,391
State	23,608	43,371	29,000	45,000	30,000	47,500	29,500	49,000	27,000	50,500	374,479
Project Type Total											
All Funds	115,236	53,762	71,229	49,160	48,227	53,368	48,403	53,760	39,280	62,155	594,580

Department of Transportation - Ferries



Ferries

(in millions)

- Reconstruction of Ferry Boats \$368.0
- Reconstruction of Ferry Terminal Facilities 19.0
- Ferry Maintenance Facility 7.6
- TOTAL \$394.6**

The Preliminary Ten-Year Capital Strategy for Ferries provides a total of \$394.6 million for the reconstruction and improvement of various ferry vessels and facilities.

Reconstruction of Ferry Boats: The Preliminary Ten-Year Capital Strategy provides \$368.0 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, \$190.0 million is provided for construction of two next-generation Barberi Class boats and \$69.6 million is allocated for the routine rehabilitation of the Staten Island Ferry vessel fleet in conjunction with U.S. Coast Guard regulations.

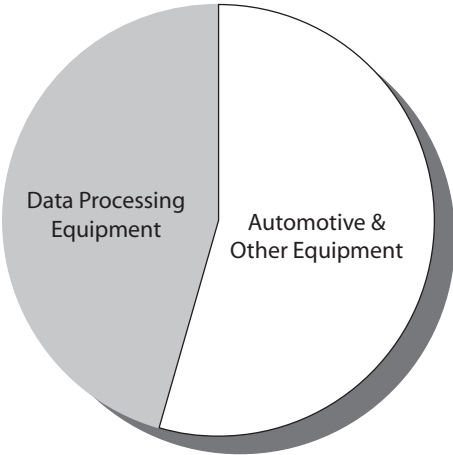
Reconstruction of Ferry Terminal Facilities: The Preliminary Ten-Year Capital Strategy includes \$19.0 million for the rehabilitation and renovation work to ferry terminal buildings, slips, and racks, including \$10.0 million for construction of ferry racks.

Reconstruction of Ferry Maintenance Facility: Funding of \$7.6 million is included for general construction work at the ferry maintenance facilities.

Department of Transportation - Ferries

Project Type: FA											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Reconstruction of Ferry Boats</i>											
City	27,563	29,176	3,984	3,550	3,050	6,207	6,035	1,000	1,101	1,121	82,787
Federal	6,395	203,440	2,000	6,000	6,400	4,000	10,400	2,000	6,000	6,400	253,035
State	385	25,430	500	1,000	800	1,000	1,300	250	750	800	32,215
<i>Ferry Maintenance Facility Construction</i>											
City	1,023	800	0	0	0	0	0	0	0	0	1,823
Federal	5,315	0	0	0	0	0	0	0	0	0	5,315
State	480	0	0	0	0	0	0	0	0	0	480
<i>Reconstruction of Ferry Terminal Facilities</i>											
City	2,151	5,000	5,000	0	0	0	0	0	0	0	12,151
Federal	3,500	3,297	0	0	0	0	0	0	0	0	6,797
<i>Project Type Total by Source of Funds</i>											
City	30,737	34,976	8,984	3,550	3,050	6,207	6,035	1,000	1,101	1,121	96,761
Federal	15,210	206,737	2,000	6,000	6,400	4,000	10,400	2,000	6,000	6,400	265,147
State	865	25,430	500	1,000	800	1,000	1,300	250	750	800	32,695
<i>Project Type Total</i>											
All Funds	46,812	267,143	11,484	10,550	10,250	11,207	17,735	3,250	7,851	8,321	394,603

Department of Transportation - Equipment



Equipment

(in millions)

- Automotive and Other Equipment \$16.1
 - Data Processing Equipment 13.4
- TOTAL \$29.5**

The Preliminary Ten-Year Capital Strategy provides \$29.5 million for the purchase of vehicles and equipment for DOT field forces and computer equipment for office automation, data processing, and engineering support.

Department of Transportation - Equipment

Project Type: TD											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Data Processing Equipment</i>											
City	6,700	560	1,120	722	840	442	442	840	860	880	13,406
<i>Automotive and Other Equipment</i>											
City	3,669	2,214	697	1,275	1,275	1,275	1,317	1,375	1,494	1,522	16,113
<i>Project Type Total by Source of Funds</i>											
City	10,369	2,774	1,817	1,997	2,115	1,717	1,759	2,215	2,354	2,402	29,519
<i>Project Type Total</i>											
All Funds	10,369	2,774	1,817	1,997	2,115	1,717	1,759	2,215	2,354	2,402	29,519
<i>Transportation Total</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Total by Source of Funds</i>											
City	739,217	464,910	401,619	279,255	335,429	466,677	299,888	387,193	458,528	403,080	4,235,796
Federal	537,311	319,384	137,075	134,000	108,320	185,981	10,400	2,000	82,576	280,778	1,797,825
State	58,717	69,861	34,257	46,000	30,800	48,500	30,800	49,250	27,750	51,300	447,235
Private	20,377	0	39,463	0	0	0	0	0	0	0	59,840
All Funds	1,355,622	854,155	612,414	459,255	474,549	701,158	341,088	438,443	568,854	735,158	6,540,696

Transit Authority

The MTA is the largest regional transit provider in the Western Hemisphere and New York City Transit (NYCT) operates the most extensive public transportation system in the country, serving over 2.3 billion subway and bus passengers each year. NYCT maintains a fleet of 6,290 subway cars and 468 passenger stations in four boroughs over nearly 660 miles of subway, in addition to a 22-station rail system on Staten Island. It operates 24 hours a day, 365 days a year. In addition, NYCT operates a fleet of 4,538 buses on 245 routes on nearly 2,070 route miles throughout the City. Through 2010, subway ridership was 1.6 billion annually, reaching its highest level in over 40 years, as riders continue to utilize more unlimited ride and discount fare options. NYCT rail-car and bus maintenance is accomplished at two major car overhaul facilities, 14 car maintenance shops, 23 storage yards, and 18 bus depots.⁷

Since 1982, NYCT has implemented five multi-year capital reconstruction programs. These plans have committed an average of \$1.9 billion per year to the core program, to restore the system to a state of good repair and normal replacement, with an emphasis on service and a well-maintained fleet. The transit system currently benefits from a twelve-month moving average subway car reliability of nearly 153,201 miles between failures. Since 1982 through the end of 2009, the MTA has committed over \$50.0 billion to NYCT capital funding. A 2010-2014 Capital Program was approved by the MTA Board and adopted by the Capital Program Review Board (“CPRB”) in June, 2010. However, only the first two years were authorized by the CPRB, because funding sources were only identified for this part of the program. There can be no assurance that the 2010-2014 Capital Program will be fully funded. If the MTA’s capital program is delayed or reduced, ridership and fare revenues may decline which could, among other things, impair the MTA’s ability to meet its operating expenses without additional assistance. The five year 2010-2014 Capital Program includes \$23.8 billion for all MTA agencies, including

\$17.0 billion for its basic infrastructure program, \$12.8 billion of which would be invested in the NYCT core system, and \$1.8 billion for NYCT network expansion and security upgrades. The 2010-2014 Capital Program includes approximately \$500 million to be funded with proceeds of City general obligation bonds.

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

Transit Authority

Capital Program Goals

The five year 2010-2014 MTA Capital Program for NYCT includes subway station rehabilitations, improvements in the subway's signals, communications, passenger station rehabilitations and track maintenance. More specifically, the improvements will ensure safety, reliability and performance by improving infrastructure and facilities. The Capital Program includes the purchase of 423 new subway cars for \$1 billion which will replace 340 aging B Division cars. An additional 123 A Division cars are proposed to be used to expand the fleet and make up 11-car trains on the No. 7 line when new technology cars are shifted to that line. The Capital Program also includes the purchase of 2,090 new buses for \$1.8 billion. These new buses are part of NYCT's normal replacement cycle in addition to allowing for expansion of fleet capacity. The remaining amount is budgeted for system-wide infrastructure and other upgrades.

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

Preliminary Ten-Year Capital Strategy

In the Preliminary Ten-Year Capital Strategy, the City will contribute \$566.2 million to NYCT, including \$400.0 million for ongoing track improvements and rehabilitation and \$166.2 million in discretionary funding for various subway and bus projects.

Transit Authority

Project Type: ST											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Staten Island Rapid Transit Operating Authority</i> City	900	0	0	370	370	384	384	391	391	391	3,581
<i>Project Type Total by Source of Funds</i> City	900	0	0	370	370	384	384	391	391	391	3,581
<i>Project Type Total</i> All Funds	900	0	0	370	370	384	384	391	391	391	3,581
Project Type: T											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Miscellaneous Transit Improvement Projects</i> City	63,600	0	0	12,612	13,725	13,711	15,097	15,813	15,813	15,813	166,184
<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	103,600	40,000	40,000	52,612	53,725	53,711	55,097	55,813	55,813	55,813	566,184
<i>Project Type Total</i> All Funds	103,600	40,000	40,000	52,612	53,725	53,711	55,097	55,813	55,813	55,813	566,184

Department of Environmental Protection

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

DEP manages over 2,000 square miles of watershed in upstate New York from which the City and nine upstate counties draw their supply of drinking water. In addition to a system of dams, reservoirs, aqueducts, and water tunnels, DEP maintains approximately 6,600 miles of water mains which distribute water throughout the five boroughs, and 7,400 miles of sewers, which collect waste and storm water and transport it to 14 wastewater treatment plants. The Department also operates facilities and equipment to maintain and support these systems.

Capital Program Goals

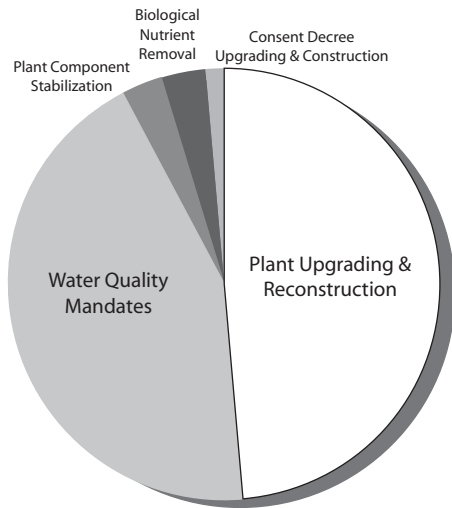
- To maintain the quality of water in the City's watersheds and, where necessary, treat the supply to ensure that supplies continue to be of high quality;
- To maintain and improve the transmission and distribution capacity of the City's water supply system;
- To improve the quality of the surrounding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

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 and paid for by water and sewer charges collected through the New York City Water Board. The Preliminary Ten-Year Capital Strategy includes \$12.1 billion for DEP programs.

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

Department of Environmental Protection - Water Pollution Control



Water Pollution Control

To improve the quality of the City's estuaries and to comply with the mandates imposed by the Clean Water Act, the Preliminary Ten-Year Capital Strategy allocates \$4.3 billion towards wastewater treatment programs.

	(in millions)
• Plant Upgrading and Reconstruction	\$2,075.1
• Water Quality Mandates	1,855.4
• Plant Component Stabilization	133.1
• Biological Nutrient Removal	132.5
• Consent Decree Upgrading and Construction	57.0
TOTAL	\$4,253.1

Plant Upgrading and Reconstruction: The Preliminary Ten-Year Capital Strategy provides \$2.1 billion for the reconstruction or replacement of individual components at in-City wastewater treatment facilities or related-conveyance infrastructure to ensure their continuous and reliable operations. \$598.0 million will fund Job Order Contracts (JOCs) for the Bureau of Wastewater Treatment.

Water Quality Mandates: Over the next 20 years, DEP will implement the NYC Green Infrastructure plan, which proposes to replace existing sewer overflow controls, which rely solely on traditional investments like holding tanks and tunnels, with a mix of "green infrastructure" (natural, permeable surfaces) and optimization of "grey infrastructure" (modifications and cleanings of existing tanks and tunnels) that will reduce sewer overflows into waterways. The Preliminary Ten-Year Capital Strategy includes \$1.9 billion in Water Quality Mandates; \$732.1 million of which is for "Green Infrastructure" and \$979.0 million for "Preferred Grey Infrastructure."

Plant Component Stabilization: \$133.1 million to stabilize in-City wastewater treatment facilities that are in need of system-wide reconstruction to ensure their continued compliance with State permit requirements. There is \$110.0 million for the rehabilitation of the 26th Ward Water Pollution Control Plant primary settling tank and solid handling system.

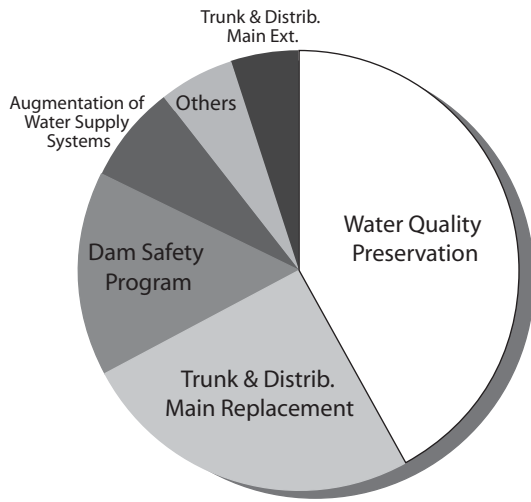
Biological Nutrient Removal: The Preliminary Ten-Year Capital Strategy provides \$132.5 million for research and related pilot projects to reduce the amount of nitrogen discharged into New York Harbor, Jamaica Bay, and the Long Island Sound.

Consent Decree Upgrading and Construction: \$57.0 million to address mandated projects including \$39.0 million allocated to the ongoing Newtown Creek Wastewater Treatment Plant (WWTP) upgrade.

Department of Environmental Protection - Water Pollution Control

Project Type: WP											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Biological Nutrient Removal</i>											
City	18,000	0	64,500	0	0	50,000	0	0	0	0	132,500
<i>Consent Decree Upgrading and Construction</i>											
City	0	0	23,000	0	28,000	0	0	6,000	0	0	57,000
<i>Plant Upgrading and Reconstruction</i>											
City	269,998	213,963	321,504	48,150	260,882	237,776	199,517	198,072	127,000	198,261	2,075,123
<i>Plant Component Stabilization</i>											
City	7,397	42,300	70,000	0	0	0	0	0	0	13,450	133,147
<i>Water Quality Mandates</i>											
City	102,960	216,754	178,472	282,660	251,000	137,843	162,153	365,605	157,962	0	1,855,409
<i>Project Type Total by Source of Funds</i>											
City	398,355	473,017	657,476	330,810	539,882	425,619	361,670	569,677	284,962	211,711	4,253,179
<i>Project Type Total</i>											
All Funds	398,355	473,017	657,476	330,810	539,882	425,619	361,670	569,677	284,962	211,711	4,253,179

Department of Environmental Protection - Water Mains, Sources and Treatment



Water Mains, Sources and Treatment

The Preliminary Ten-Year Capital Strategy provides approximately \$2.8 billion for the protection and upkeep of the City's source water supply and water distribution systems.

	(in millions)
• Water Quality Preservation	\$1,180.4
• Trunk and Distribution Main Replacement	705.0
• Dam Safety Program	422.8
• Augmentation of Water Supply Systems	203.8
• Trunk and Distribution Main Extension	133.8
• Croton Filter Project	121.9
• Extensions to Accommodate New Development	27.2
• Miscellaneous Improvements Upstate	8.8
TOTAL	\$2,803.7

Department of Environmental Protection - Water Mains, Sources and Treatment

Water Quality Preservation: The Preliminary Ten-Year Capital Strategy calls for improvements to the upstate watershed totaling \$1.2 billion which includes the pressurization of the Catskill Aqueduct in relation to the ultraviolet light water disinfection facility (\$415.0 million). Funding is provided for the continuation of various Filtration Avoidance Determination (FAD) measures in the upstate watershed totaling \$323.3 million, which includes \$124.9 million for land acquisition.

Trunk and Distribution Main Replacement: This category includes the replacement of distribution and trunk mains at a total cost of \$705.0 million. Funding in the amount of \$120.0 million is included for emergency contracts for water mains.

Dam Safety Program: This category includes initiation of design and reconstruction of the dams in the Croton, Catskill and Delaware watersheds (\$422.8 million). The work associated with the reconstruction of the Gilboa Dam and Intake/Outlet Chamber is the largest project in this category, with a budget of \$161.0 million.

Augmentation of Water Supply Systems: This category provides \$203.8 million to increase capacity of the existing system.

Trunk and Distribution Main Extension: This category includes the extension of distribution and trunk mains at a total cost of \$133.8 million.

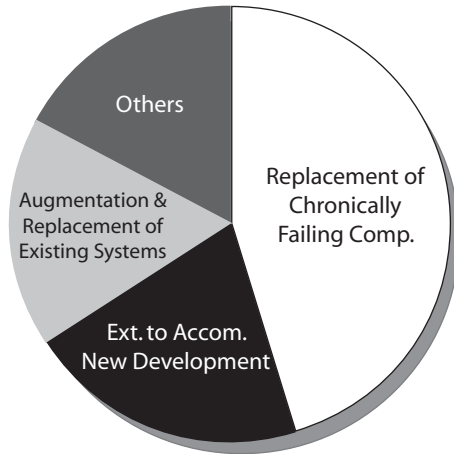
Croton Filter Project: The Preliminary Ten Year Capital Strategy includes \$121.9 million to complete design and construction of a filtration plant for the Croton water supply, expected to be operational in calendar year 2012.

Miscellaneous Improvements Upstate: This category provides \$8.8 million for upstate repair, replacement and improvement of Delaware County Roads.

Department of Environmental Protection - Water Mains, Sources and Treatment

Project Type: WM	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Augmentation of Water Supply Systems											
City	113,875	11,600	38,224	7,715	0	32,341	0	0	0	0	203,755
Croton Filter Project											
City	34,559	52,000	23,386	12,000	0	0	0	0	0	0	121,945
Dam Safety Program											
City	16,603	219,771	10,000	22,000	23,429	49,045	82,000	0	0	0	422,848
Extensions											
City	25,613	0	341	469	0	740	0	0	0	0	27,163
Miscellaneous Improvements Upstate											
City	1,000	1,000	1,000	750	0	1,000	1,000	1,000	1,000	1,000	8,750
Trunk and Distribution Main Extension											
City	50,228	0	27,244	256	4,000	13,200	4,000	22,780	0	12,090	133,798
Trunk and Distribution Main Replacement											
City	146,656	58,318	52,966	48,495	127,688	49,849	73,011	41,984	30,582	75,500	705,049
Water Quality Preservation											
City	186,340	169,520	108,458	23,923	169,963	37,212	25,575	46,582	395,800	17,043	1,180,416
Project Type Total by Source of Funds											
City	574,874	512,209	261,619	115,608	325,080	183,387	185,586	112,346	427,382	105,633	2,803,724
Project Type Total											
All Funds	574,874	512,209	261,619	115,608	325,080	183,387	185,586	112,346	427,382	105,633	2,803,724

Department of Environmental Protection - Sewers



Sewers

Approximately \$1.8 billion will be committed over the next ten years to replace existing sewers in areas requiring increased capacity, to extend sewers to unserved or underserved areas, and to replace failing, flawed, or collapsed sewer mains.

	(in millions)
• Replacement of Chronically Failing Components	\$831.5
• Extensions to Accommodate New Development	375.9
• Augmentation and Replacement of Existing Systems	313.0
• Programmatic Replacement and Reconstruction	252.1
• Trunk and Distribution Main Replacement	58.2
TOTAL	\$1,830.7

Replacement of Chronically Failing Components: The Preliminary Ten-Year Capital Strategy provides \$831.5 million for the replacement of malfunctioning or collapsed cement pipe combined sewers, including \$516.0 million to fund emergency sewer work across the city.

Extensions to Accommodate New Development: \$375.9 million in this category continues the program to construct additional segments or extensions of sewers into underserved areas, primarily in Queens and Staten Island. Priority is given to areas that are presently served only by septic systems and sanitary drains, and to areas that are experiencing flooding problems because no storm sewers exist.

Augmentation and Replacement of Existing Systems: The Preliminary Ten-Year Capital Strategy provides \$313.0 million to increase capacity of the existing system. This includes Bluebelt land acquisition and construction in Staten Island (\$85.1 million).

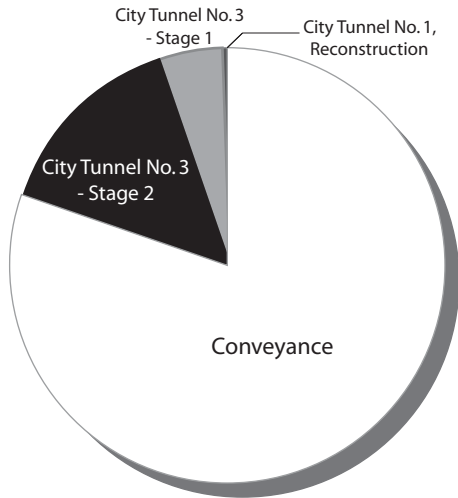
Programmatic Replacement and Reconstruction: The Preliminary Ten-Year Capital Strategy includes \$252.1 million for storm sewers for the alleviation of flooding. \$190.6 million of this total will fund High Level Storm Sewers in Queens, parts of which have experienced significant flooding in low-lying elevations.

Trunk and Distribution Main Replacement: The Preliminary Ten-Year Capital Strategy includes \$58.2 million for the replacement and reconstruction of sewers throughout the City.

Department of Environmental Protection - Sewers

Project Type: SE											
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Replacement or Augmentation of Existing Systems											
City	85,525	27,758	59,134	42,307	66,626	80	1,100	0	1,924	28,538	312,992
Extensions to Accommodate New Development											
City	143,219	29,866	59,162	28,905	0	6,070	16,156	57,271	19,000	16,240	375,889
Programmatic Replacement and Reconstruction											
City	18,994	47,794	550	7,247	6,600	9,856	0	0	58,589	58,589	208,219
Private	0	0	0	0	43,926	0	0	0	0	0	43,926
Replacement of Chronically Failing Components											
City	75,384	66,762	76,466	34,399	65,662	102,760	80,786	67,660	64,910	64,910	699,699
Private	87,852	0	0	0	43,926	0	0	0	0	0	131,778
Trunk and Distribution Main Replacement											
City	12,636	0	0	0	275	0	0	1,386	0	0	14,297
Private	43,926	0	0	0	0	0	0	0	0	0	43,926
Project Type Total by Source of Funds											
City	335,758	172,180	195,312	112,858	139,163	118,766	98,042	126,317	144,423	168,277	1,611,096
Private	131,778	0	0	0	87,852	0	0	0	0	0	219,630
Project Type Total											
All Funds	467,536	172,180	195,312	112,858	227,015	118,766	98,042	126,317	144,423	168,277	1,830,726

Department of Environmental Protection - Water Supply



Water Supply

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

	(in millions)
• Conveyance	\$2,020.9
• City Tunnel No. 3 - Stage 2	367.9
• City Tunnel No. 3 – Stage 1	121.0
• City Tunnel No. 1, Reconstruction	7.0
TOTAL	\$2,516.8

Conveyance: DEP will commit \$2.0 billion in this Preliminary Ten-Year Capital Strategy towards water conveyance. Of this total, including \$966.0 million for the construction of a Bypass Tunnel along the Rondout-West Branch Tunnel of the Delaware Aqueduct and \$885.0 million for supplemental water supply projects necessary during the dewatering and shutdown of the Rondout-West Branch Tunnel. This program will research and develop alternate water sources and delivery systems for the City in order to provide more dependability within the water system. The alternate water sources could be used during the dewatering and shutdown of the Rondout-West Branch Tunnel, drought situations, repairs and inspections of existing aqueducts and tunnels and to augment the City's daily water supply.

City Tunnel No. 3 - Stage 2: \$367.9 million is provided to complete the construction of Stage 2.

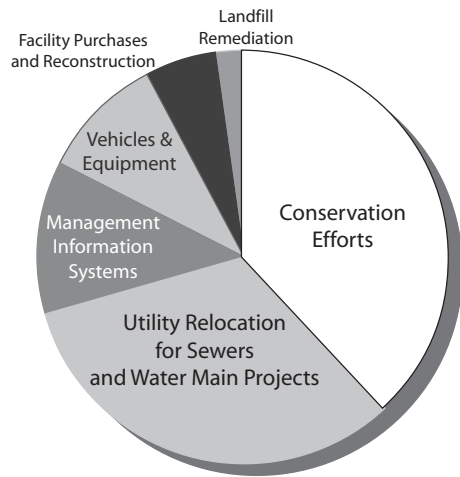
City Tunnel No. 3 - Stage 1: The Preliminary Ten-Year Capital Strategy includes \$121.0 million for the modification of chambers at the Hillview Reservoir.

City Tunnel No. 1, Reconstruction: \$7.0 million is allocated for the restoration of Shaft 23 associated with the eventual reconstruction of City Water Tunnel No. 1.

Department of Environmental Protection - Water Supply

Project Type: W											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Conveyance</i>											
City	135,429	668,500	321,000	681,000	0	0	215,000	0	0	0	2,020,929
<i>City Tunnel No. 1, Reconstruction</i>											
City	0	7,000	0	0	0	0	0	0	0	0	7,000
<i>City Tunnel No. 3, Stage 1</i>											
City	0	0	0	0	0	121,000	0	0	0	0	121,000
<i>City Tunnel No. 3, Stage 2</i>											
City	54,315	2,880	1,393	1,417	1,442	1,467	1,475	1,482	1,000	301,000	367,871
<i>Project Type Total by Source of Funds</i>											
City	189,744	678,380	322,393	682,417	1,442	122,467	216,475	1,482	1,000	301,000	2,516,800
<i>Project Type Total</i>											
All Funds	189,744	678,380	322,393	682,417	1,442	122,467	216,475	1,482	1,000	301,000	2,516,800

Department of Environmental Protection - Equipment



Equipment & Miscellaneous Programs:

A total of \$736.8 million is allocated for the following programs: new water conservation measures, water meter installation and automatic meter reading systems, landfill remediation, facility purchases and reconstruction, payments for gas utility line relocation, and for equipment purchases, including laboratory instruments, vehicles, and computers.

	(in millions)
• Conservation Efforts	\$281.5
• Utility Relocation for Sewer and Water Main Projects	240.3
• Management Information Systems	86.3
• Vehicles and Equipment	73.2
• Facility Purchases and Reconstruction	40.9
• Landfill Remediation	14.6
TOTAL	\$736.8

Conservation Efforts: \$281.5 million is allocated for the implementation of new water conservation measures to reduce consumption of water through the installation and replacement of water meters in residential and commercial properties.

Utility Relocation for Sewer and Water Main Projects: \$240.3 million is allocated for the City's cost sharing agreement with various gas utilities. The City is required to pay 51% of gas utility relocation work that is impacted by water and sewer construction projects.

Management Information Systems: \$86.3 million is allocated for agency wide improvements in DEP's management information systems, as well as equipment improvements corresponding with various facility upgrades.

Vehicles and Equipment: \$73.2 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.

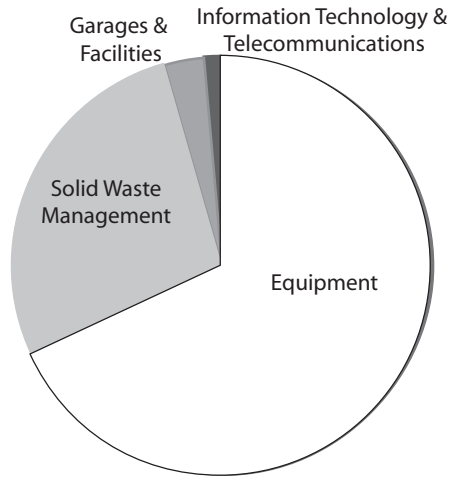
Facility Purchases and Reconstruction: \$40.9 million is allocated for the reconstruction and rehabilitation of various water and sewer field operations facilities and DEP administrative offices.

Landfill Remediation: \$14.6 million is allocated for the remediation of the City's inactive landfills at Pennsylvania and Fountain Avenues in Brooklyn.

Department of Environmental Protection - Equipment

Project Type: EP	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
Conservation for Water Meter Replacements											
City	30,122	32,805	117,800	90,000	5,967	3,810	113	838	0	0	281,455
Management Information Systems											
City	9,275	10,803	8,735	500	17,706	10,000	7,800	500	10,500	500	76,319
Federal	0	10,000	0	0	0	0	0	0	0	0	10,000
Landfill Remediation											
City	14,645	0	0	0	0	0	0	0	0	0	14,645
Facility Purchases and Reconstruction											
City	6,449	26,155	3,250	0	5,000	0	0	0	0	0	40,854
Utility Relocation for SE and WM Projects											
City	16,046	25,024	35,600	0	25,000	35,000	25,000	25,000	25,000	28,662	240,332
Vehicles and Equipment											
City	10,793	4,105	10,527	1,000	19,841	1,000	12,885	0	13,000	0	73,151
Project Type Total by Source of Funds											
City	87,330	98,892	175,912	91,500	73,514	49,810	45,798	26,338	48,500	29,162	726,756
Federal	0	10,000	0	0	0	0	0	0	0	0	10,000
Project Type Total											
All Funds	87,330	108,892	175,912	91,500	73,514	49,810	45,798	26,338	48,500	29,162	736,756
Environmental Protection Total	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
Total by Source of Funds											
City	1,586,061	1,934,678	1,612,712	1,333,193	1,079,081	900,049	907,571	836,160	906,267	815,783	11,911,555
Federal	0	10,000	0	0	0	0	0	0	0	0	10,000
State	0	0	0	0	0	0	0	0	0	0	0
Private	131,778	0	0	0	87,852	0	0	0	0	0	219,630
All Funds	1,717,839	1,944,678	1,612,712	1,333,193	1,166,933	900,049	907,571	836,160	906,267	815,783	12,141,185

Department of Sanitation



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

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

Capital Program Goals

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

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	\$ 998.7
• Solid Waste Management	403.9
• Garages and Facilities	45.1
• Information Technology & Telecommunications	17.8
TOTAL	\$1,465.5

Department of Sanitation

Equipment

The Preliminary Ten-Year Capital Strategy provides \$998.7 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.

Garages and Facilities

The Preliminary Ten-Year Capital Strategy provides \$45.1 million for the construction and reconstruction of garages. The Capital Strategy includes funding for site acquisition, the rehabilitation of existing facilities to address safety issues, as well as funding for the construction of salt sheds and tent structures to cover exposed salt. In addition, there is site acquisition and garage reconstruction funding of \$373.0 million in FY 2011.

Solid Waste Management

The Preliminary Ten-Year Capital Strategy provides \$403.9 million for Solid Waste Management for the construction of the marine transfer stations.

Information Technology and Telecommunications

The Preliminary Ten-Year Capital Strategy provides \$17.8 million for information technology and telecommunications projects. DSNY's information technology and telecommunications infrastructure is vital to the Department's support and management functions.

Department of Sanitation

Project Type: S											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Garages and Facilities</i>											
City	6,511	9,588	3,020	7,371	4,510	4,059	0	0	5,000	5,000	45,059
<i>Equipment</i>											
City	85,174	95,213	74,608	124,888	100,000	100,000	100,000	100,000	108,332	110,523	998,738
<i>Information Technology and Communications</i>											
City	1,000	1,000	1,000	833	0	0	8,000	2,000	2,000	2,000	17,833
<i>Solid Waste Management</i>											
City	21,805	0	0	0	247,992	0	84,071	50,000	0	0	403,868
<i>Project Type Total by Source of Funds</i>											
City	114,490	105,801	78,628	133,092	352,502	104,059	192,071	152,000	115,332	117,523	1,465,498
<i>Project Type Total</i>											
All Funds	114,490	105,801	78,628	133,092	352,502	104,059	192,071	152,000	115,332	117,523	1,465,498

Department of Correction

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

DOC manages fourteen jails, including ten Rikers Island facilities and four borough facilities. It also staffs court detention facilities in each borough, and prison wards in City hospitals. Cumulatively, the City's jails have a maximum physical capacity of 19,404 beds.

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.

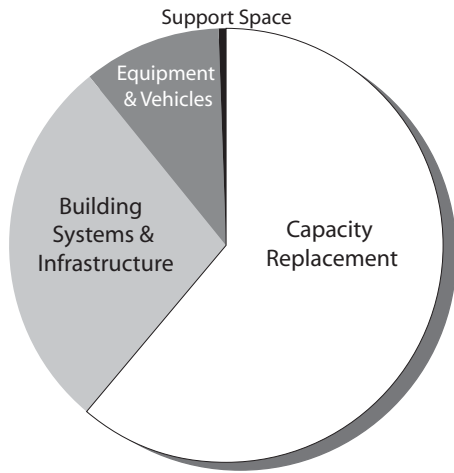
Preliminary Ten-Year Capital Strategy

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

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

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

Department of Correction



	(in millions)
• Capacity Replacement	\$635.0
• Building Systems and Infrastructure	294.0
• Equipment and Vehicles	104.4
• Support Space	5.5
TOTAL	\$1,038.9

Capacity Replacement

The Preliminary Capital Strategy provides \$635.0 million for capacity replacement to fund the design and construction of a new 1,500 bed jail on Rikers Island and infrastructure reconstruction at the Brooklyn House of Detention Center (BKDC). Design of the new Rikers Island facility and the reopening of the BKDC are scheduled to begin in FY12. The reopening of the BKDC will provide inmate beds while facilities on Rikers Island are closed for reconstruction.

Building Systems and Infrastructure

The Preliminary Ten-Year Capital Strategy provides \$294.0 million for the refurbishment and replacement of vital building infrastructure including roofs, windows, facades, plumbing and ventilation systems. This allocation also funds the upgrade of fire/life safety systems, and mechanical and permanent electrical power upgrades.

Equipment

The Preliminary Ten-Year Capital Strategy includes \$104.4 million for replacement and upgrades of vehicles, computers, security, and tele-communication systems.

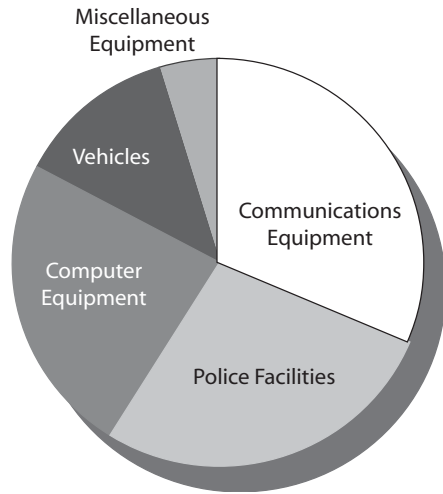
Support Space

The Preliminary Ten-Year Capital Strategy allocates \$5.5 million to improve and construct support facilities and perimeter fencing. Support facilities include the cogeneration plant.

Department of Correction

Project Type: C											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Support Space</i>											
City	2,500	0	0	0	500	500	500	500	500	500	5,500
<i>Equipment</i>											
City	15,018	15,354	9,837	7,439	9,498	8,398	4,867	14,882	7,422	11,700	104,415
<i>Capacity Replacement</i>											
City	47,183	25,000	527,217	5,000	30,600	0	0	0	0	0	635,000
<i>Building Systems and Infrastructure</i>											
City	67,185	29,220	16,120	20,250	16,250	40,215	30,215	20,322	14,750	39,500	294,027
<i>Project Type Total by Source of Funds</i>											
City	131,886	69,574	553,174	32,689	56,848	49,113	35,582	35,704	22,672	51,700	1,038,942
<i>Project Type Total</i>											
All Funds	131,886	69,574	553,174	32,689	56,848	49,113	35,582	35,704	22,672	51,700	1,038,942

Police Department



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

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

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

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

	(in millions)
• Communications Equipment	\$177.9
• Police Facilities	155.4
• Computer Equipment	136.2
• Vehicles	70.6
• Miscellaneous Equipment	25.4
TOTAL	\$565.6

Police Department

Communications Equipment

The Department will focus on maintaining lifecycle replacements for all communications equipment to insure that members of the Department can communicate with each other as well as other first responders efficiently and effectively. Equipment in this category includes \$85.5 million for portable and mobile radios, \$46.0 million for radio system infrastructure equipment, \$29.9 million for mobile data computers, and \$16.5 million for other communications equipment.

Police Facilities

The Preliminary Ten-Year Capital Strategy includes \$155.4 million for the rehabilitation, maintenance, relocation and security of police facilities Citywide.

Computer Equipment

The Department will replace and upgrade computer equipment, including \$38.3 million to enhance the local and wide area networks, \$24.6 million for the Real Time Crime Center and data warehouse, \$12.8 million for parking ticket devices, \$11.5 million for the arrest processing system, and \$49.0 million for other computer equipment.

Vehicles

The Department will maintain and replace operational and support vehicles, including \$20.4 million for tow trucks, \$14.5 million for helicopters, and \$35.7 million for other vehicles.

Equipment

The Preliminary Ten-Year Capital Strategy also allocates \$25.4 million for a diverse range of support equipment such as diesel marine engines, forensic imaging equipment, and other equipment essential to preserving public safety.

Police Department

Project Type: PO		<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Communications Equipment</i>												
City		9,184	29,693	25,365	15,105	24,730	15,137	16,916	15,400	16,900	9,500	177,930
<i>Computer Equipment</i>												
City		6,071	8,490	17,366	32,759	33,373	6,900	9,522	4,000	5,250	12,500	136,231
<i>Miscellaneous Equipment</i>												
City		4,554	1,155	2,635	1,100	2,711	1,451	1,745	1,998	4,480	3,564	25,393
<i>Police Facilities</i>												
City		12,577	19,944	22,202	14,500	14,500	14,500	14,500	14,500	13,718	14,500	155,441
<i>Vehicles</i>												
City		9,449	7,084	3,930	17,477	582	5,787	4,723	11,360	4,186	6,009	70,587
<i>Project Type Total by Source of Funds</i>												
City		41,835	66,366	71,498	80,941	75,896	43,775	47,406	47,258	44,534	46,073	565,582
<i>Project Type Total</i>												
All Funds		41,835	66,366	71,498	80,941	75,896	43,775	47,406	47,258	44,534	46,073	565,582

Courts

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

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$361.5 million to comply with the Court Facilities Act.

	(in millions)
• Reconstruction/Renovation and Expansion of Court Facilities	\$361.5
TOTAL	\$361.5

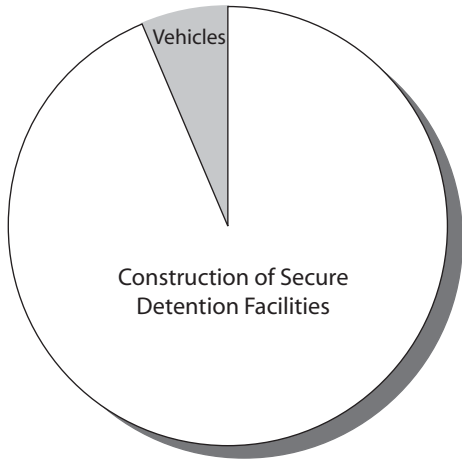
Reconstruction/Renovation of Court Facilities

The Preliminary Ten-Year Capital Strategy provides \$361.5 million for the reconstruction and renovation of various court facilities. This includes \$240.0 million for infrastructure renovation; \$26.5 million for heating upgrades; \$17.6 million for life safety work; \$15.2 million for local law compliance; \$12.2 million for boiler upgrades; \$10.6 million for interior renovation; \$10.5 million for exterior renovation; \$9.3 million for chiller upgrades; \$5.9 million for sidewalk reconstruction; \$5.4 million for electrical upgrades; \$4.7 million for roof reconstruction; \$2.2 million for ADA compliance; and \$1.4 million for elevator upgrades.

Courts

Project Type: CO		<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Reconstruction/Renovation of Court Facilities</i>												
City		23,476	57,962	26,796	39,142	36,147	35,345	35,516	35,612	35,709	35,808	361,513
<i>Project Type Total by Source of Funds</i>												
City		23,476	57,962	26,796	39,142	36,147	35,345	35,516	35,612	35,709	35,808	361,513
<i>Project Type Total</i>												
All Funds		23,476	57,962	26,796	39,142	36,147	35,345	35,516	35,612	35,709	35,808	361,513

Department of Juvenile Justice



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

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

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

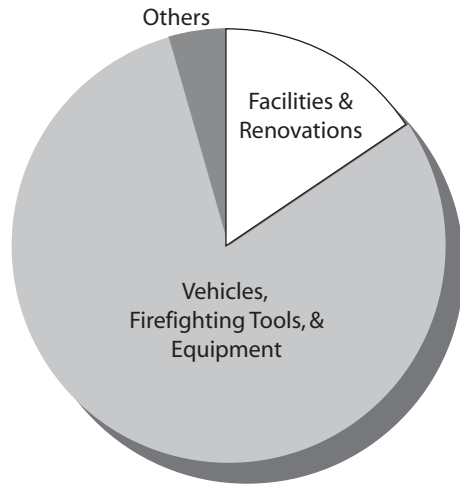
The Preliminary Ten-Year Capital Strategy totals \$9.8 million, which includes \$9.2 million for renovations and improvements at the Horizon and Crossroads detention facilities and \$0.6 million to replace secure passenger van vehicles.

	(in millions)
• Construction of Secure Detention Facilities	\$9.2
• Vehicles	0.6
TOTAL	\$9.8

Department of Juvenile Justice

Project Type: JJ		<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Construction of Secure Detention Facilities</i>												
City		2,746	952	629	328	731	628	748	805	820	836	9,223
<i>Vehicles</i>												
City		0	0	50	378	0	126	42	0	0	0	596
<i>Project Type Total by Source of Funds</i>												
City		2,746	952	679	706	731	754	790	805	820	836	9,819
<i>Project Type Total</i>												
All Funds		2,746	952	679	706	731	754	790	805	820	836	9,819

Fire Department



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

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

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$500.4 million for the acquisition of emergency vehicles and firefighting equipment, the rehabilitation of existing facilities, and communication and computer systems to maintain fire-fighting capability and to provide emergency medical assistance.

	(in millions)
• Vehicles, Fire-fighting Tools, and Equipment	\$400.3
• Facilities Renovation	78.3
• Communications	16.1
• Electronics and Data Processing	5.7
TOTAL	\$500.4

Fire Department

Vehicles, Fire-fighting Tools, and Equipment

The Department is mandated to procure front-line vehicles on a predetermined replacement cycle, typically 11 years. The Preliminary Ten-Year Capital Strategy provides \$400.3 million for both mandated and support vehicle replacement and necessary fire-fighting tools and equipment.

Facilities Renovation

The average age of the Fire Department's 218 firehouses is 77 years, with 41% over 90 years old. Many of them were built in the 19th Century and are in need of renovations. The Preliminary Ten-Year Capital Strategy includes \$78.3 million to replace building components within individual firehouses, consisting of apparatus floors, apparatus doors, roof replacement/waterproofing, boilers, windows and toilets.

Communications

The Preliminary Ten-Year Capital Strategy includes \$11.8 million allocated for radio equipment upgrades and \$4.3 million allocated for cabling to support the Department's Voice Alarm system.

Electronic Data Processing

The Preliminary Ten-Year Capital Strategy includes \$5.7 million allocated for the replacement/upgrade of equipment that has reached the end of useful life.

Fire Department

Project Type: F											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Communications</i>											
City	305	8,148	4,234	285	325	335	280	700	713	727	16,052
<i>Electronics and Data Processing</i>											
City	300	510	510	300	300	305	400	1,000	1,019	1,038	5,682
<i>New Facilities and Renovations</i>											
City	18,221	17,806	13,997	4,661	4,754	3,628	3,701	3,774	3,846	3,919	78,307
<i>Vehicles, Firefighting Tools and Equipment</i>											
City	69,989	60,534	15,935	42,584	15,550	27,739	56,083	32,432	39,366	40,114	400,326
<i>Project Type Total by Source of Funds</i>											
City	88,815	86,998	34,676	47,830	20,929	32,007	60,464	37,906	44,944	45,798	500,367
<i>Project Type Total</i>											
All Funds	88,815	86,998	34,676	47,830	20,929	32,007	60,464	37,906	44,944	45,798	500,367

Department of Education

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

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

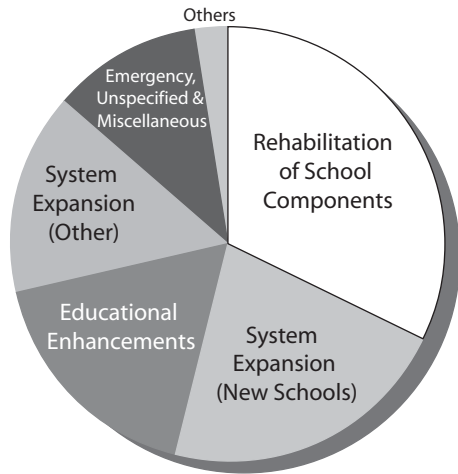
The first year of the Preliminary Ten-Year Capital Strategy (2012) is also the third year of the Department of Education's proposed Five-Year Capital Plan. The Five-Year Plan reflects an increase of \$486.0 million in City funds to support capacity expansion and technology. In the absence of the Governor's proposed cap on State aid, the additional \$486.0 million of City funds would have generated an equal amount of State support. The net result of City and State actions is a net reduction of \$3.6 billion for DOE.

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

Capital Program Goals

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

Department of Education



Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides the Department with a lump-sum allocation of \$15.1 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	\$4,858.5
• System Expansion (New Schools)	3,299.1
• Educational Enhancements	2,620.8
• System Expansion (Other)	2,243.9
• Emergency, Unspecified and Miscellaneous	1,692.2
• Safety and Security	337.9
• Major Modernization of Schools	13.4
TOTAL	\$15,065.8

Rehabilitation of School Components

The Preliminary Ten-Year Capital Strategy provides \$4.9 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.

System Expansion

To address the shortage of seating in public schools, the Preliminary Ten-Year Capital Strategy provides \$5.5 billion for system expansion. Of this amount, \$3.3 billion will support the construction of new schools. An additional \$2.2 billion is allocated for leases, building additions, transportables, modular classrooms, and new athletic fields and playgrounds. This figure includes additional City funds of \$117.0 million to support site acquisition and development for added capacity.

Department of Education

Educational Enhancements

The Department will designate \$2.6 billion to capital improvements associated with recent programmatic needs. This figure includes a proposed increase of \$369.0 million in City funds to provide state-of-the art technology. The Department will provide desktop computers for teachers and students. Funds will also be used to purchase educational software, upgrade networks, and re-wire schools for Internet access. To further its science education program, the Department will upgrade and replace science labs citywide.

Major Modernizations of Schools

In order to meet high standards for entire school buildings, it is essential that existing school facilities undergo major modernizations. The Preliminary Ten-Year Capital Strategy provides \$13.4 million for this purpose. Projects include major replacements of electrical, plumbing and heating systems.

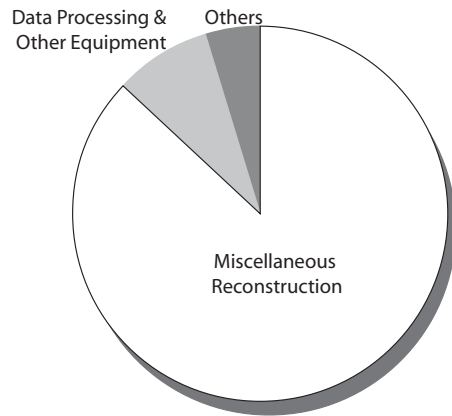
Other Funding

The Preliminary Ten-Year Capital Strategy provides \$1.7 billion for other miscellaneous capital improvements, including the Mayoral/Council Program, administrative costs, emergency projects, research and development, and prior plan completion costs; another \$338.0 million is for security systems, emergency lighting and code compliance.

Department of Education

Project Type: E											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Ancillary Facilities (Administration)</i>											
City	0	0	0	2,185	8,462	9,259	6,718	0	2,604	9,926	39,154
State	0	0	0	1,344	5,029	5,312	3,723	0	1,426	5,333	22,167
<i>Emergency, Inspection and Miscellaneous</i>											
City	161,283	137,913	82,340	75,206	86,603	79,061	82,888	62,023	89,611	101,589	958,517
State	149,785	132,620	62,690	46,267	51,473	45,357	45,926	34,604	49,063	54,585	672,370
<i>Educational Enhancements</i>											
City	647,500	280,000	262,000	60,255	129,633	153,068	163,030	120,488	71,796	152,064	2,039,834
State	33,500	33,500	33,500	37,069	77,048	87,815	90,328	67,222	39,309	81,705	580,996
<i>Major Modernization of Schools</i>											
City	0	0	0	260	3,552	267	0	0	310	4,167	8,556
State	0	0	0	160	2,111	153	0	0	170	2,239	4,833
<i>Rehabilitation of School Components</i>											
City	326,079	225,961	314,037	490,007	353,152	301,746	213,015	150,389	522,463	285,824	3,182,673
State	139,391	226,241	262,040	256,639	161,581	127,465	80,497	38,940	241,929	141,125	1,675,848
<i>Safety and Security</i>											
City	29,310	32,980	28,555	18,397	16,665	14,924	15,448	11,919	21,920	19,549	209,667
State	20,724	20,000	20,000	11,318	9,905	8,562	8,559	6,650	12,002	10,503	128,223
<i>System Expansion (New Schools)</i>											
City	126,501	92,034	372,111	158,820	190,053	140,560	310,572	308,268	189,240	222,938	2,111,097
State	152,497	79,800	96,891	97,706	112,958	80,639	172,078	171,988	103,612	119,786	1,187,955
<i>System Expansion (Other)</i>											
City	67,346	116,666	109,477	80,458	134,423	252,218	178,478	323,697	95,868	157,683	1,516,314
State	4,103	7,839	24,879	49,497	79,895	144,697	98,889	180,596	52,489	84,724	727,608
<i>Project Type Total by Source of Funds</i>											
City	1,358,019	885,554	1,168,520	885,588	922,543	951,103	970,149	976,784	993,812	953,740	10,065,812
State	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	5,000,000
<i>Project Type Total</i>											
All Funds	1,858,019	1,385,554	1,668,520	1,385,588	1,422,543	1,451,103	1,470,149	1,476,784	1,493,812	1,453,740	15,065,812

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 2011 registration of estimated 260,000 degree students, primarily serves City residents; however, it also attracts students from all over the world. Divided into colleges and graduate schools, CUNY facilities are distributed throughout the five boroughs and range in curricula from liberal arts to law and medicine. CUNY maintains 24 institutions in the City and is comprised of eleven senior colleges, six community colleges, an honors college, a school of public health, a graduate school, a graduate school of journalism, a law school, a school of professional studies and a school of biomedical education.

Changes in enrollment patterns may have a significant impact on future plant use and capital needs. From Fiscal Year 2005 to 2009, degree enrollment and non-credit enrollment at CUNY colleges grew from 477,778 to 535,078 – an increase of 12%. During this period, degree enrollment at CUNY surpassed non-credit enrollment. The degree enrollment went up from 220,727 to 259,515 - an increase of 17.6% while non-credit enrollment increased from 257,051 to 275,563 only a 7.2% increase. Included in the total degree enrollment at all CUNY colleges were an increase of 18.5% in undergraduate enrollment (from 190,928 to 226,272) and an increase of 11.6% in graduate enrollment (from 29,799 to 33,243).

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy totals \$69.0 million. The City funds its share of the University’s large construction projects through its Preliminary Ten-Year Capital Strategy. A majority of the work associated with the senior colleges is funded by the State. The community college projects are funded jointly by the City and the State. In some cases the City also independently funds some senior and community college related work. In this Preliminary Ten-Year Capital Strategy, CUNY emphasizes critical maintenance such as: the rehabilitation of electrical, mechanical, heating, ventilation and air-conditioning systems; interiors and exteriors of buildings, roofs and windows; security systems; and access for the disabled. Work is also required for early childhood and day care centers, athletic fields and capital equipment.

	(In millions)
• Miscellaneous Reconstruction	\$60.0
• Data Processing and Other Equipment	5.8
• Athletic Fields, Gymnasiums and Equipment	2.0
• Electrical, Mechanical and HVAC System Upgrading	1.0
• Federal, State and Local Mandates	0.2
TOTAL	\$69.0

City University

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

Data Processing and Other Equipment

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

Athletic Fields, Gymnasiums and Other Equipment

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

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.

City University

Project Type: HN											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Data Processing and Other Equipment</i>											
City	0	5,765	0	0	0	0	0	0	0	0	5,765
<i>Athletic Fields, Gymnasiums and Equipment</i>											
City	0	2,030	0	0	0	0	0	0	0	0	2,030
<i>Federal, State and Local Mandates</i>											
City	0	0	0	0	200	0	0	0	0	0	200
<i>Electrical, Mechanical and HVAC System Upgrading</i>											
City	0	1,015	0	0	0	0	0	0	0	0	1,015
<i>Miscellaneous Reconstruction</i>											
City	0	34,695	2,728	2,813	2,694	2,978	3,083	3,142	3,201	3,262	58,596
State	0	870	55	56	58	60	62	63	64	65	1,353
<i>Project Type Total by Source of Funds</i>											
City	0	43,505	2,728	2,813	2,894	2,978	3,083	3,142	3,201	3,262	67,606
State	0	870	55	56	58	60	62	63	64	65	1,353
<i>Project Type Total</i>											
All Funds	0	44,375	2,783	2,869	2,952	3,038	3,145	3,205	3,265	3,327	68,959

Department of Health and Mental Hygiene

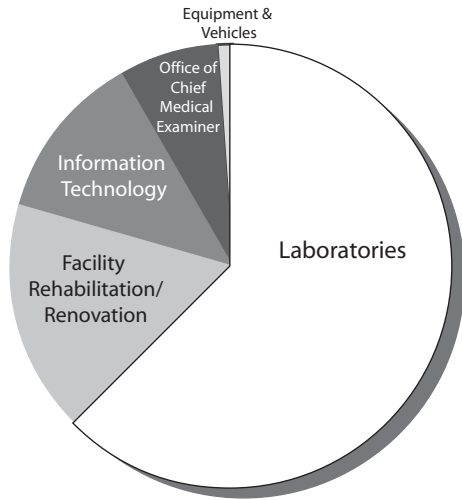
The Department of Health and Mental Hygiene (DOHMH) is an integral component of public safety by preserving core public health infrastructure and protecting New Yorkers from existing and emerging threats, both natural and human-made. DOHMH currently maintains twenty-two public health facilities, including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

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

Capital Program Goals

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

Department of Health and Mental Hygiene



Preliminary Ten-Year Capital Strategy

The focus of the 2012 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 in providing critical public health services.

	(in millions)
• Laboratories	\$136.7
• Facility Rehabilitation/Renovation	40.7
• Information Technology	26.7
• Office of Chief Medical Examiner	16.0
• Equipment and Vehicles	5.0
TOTAL	\$225.1

Public Health Laboratory

The agency will construct a new Public Health Laboratory (New Building) to replace the existing building on First Avenue, with \$136.7 million in FY2012-2021. This lab is slated to be built at the Brooklyn Army Terminal.

Facility Rehabilitation and Renovation

Funding of \$40.7 million is committed for the renovation of various City-owned public health facilities. The Preliminary Ten-Year Capital Strategy reflects a commitment to assessing, maintaining, and improving conditions throughout the agency’s facilities portfolio.

Office of Chief Medical Examiner

\$16.0 million will fund OCME projects in FY2012-2021. A new Bronx Mortuary will be constructed on the NYC Health and Hospitals Corporation Jacobi Medical Center Campus, with \$4.3 million in FY2012-2021.

Information Technology

The agency has committed \$26.7 million to purchase technology to maintain and improve services.

Department of Health and Mental Hygiene

Project Type: HL											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>OCME</i>											
City	537	4,854	719	1,052	1,810	1,468	1,519	1,311	1,336	1,361	15,967
<i>Information Technology</i>											
City	1,479	640	864	1,541	1,500	4,677	3,995	3,400	3,465	3,530	25,091
State	832	360	486	0	0	0	0	0	0	0	1,678
<i>Equipment and Vehicles</i>											
City	506	2,980	506	400	0	0	0	0	0	0	4,392
State	284	0	284	0	0	0	0	0	0	0	568
<i>Laboratories</i>											
City	34,419	100,844	1,403	0	0	0	0	0	0	0	136,666
<i>Clinic Renovation and Rehabilitation</i>											
City	19,816	15,950	1,074	0	250	1,179	1,037	325	500	500	40,631
State	126	0	0	0	0	0	0	0	0	0	126
<i>Project Type Total by Source of Funds</i>											
City	56,757	125,268	4,566	2,993	3,560	7,324	6,551	5,036	5,301	5,391	222,747
State	1,242	360	770	0	0	0	0	0	0	0	2,372
<i>Project Type Total</i>											
All Funds	57,999	125,628	5,336	2,993	3,560	7,324	6,551	5,036	5,301	5,391	225,119

Health and Hospitals Corporation

The Health and Hospitals Corporation (HHC) was established in 1969 as the successor to the former Department of Hospitals to provide greater flexibility in the operation of the municipal hospital system. The Corporation operates eleven acute care hospitals, six Diagnostic and Treatment Centers, four long-term care facilities, a certified home health care agency, and more than 80 community health clinics, throughout the five boroughs. Through its wholly owned subsidiary, MetroPlus, HHC operates a health plan which has approximately 385,000 Medicaid, Child Health Plus, Family Health Plus and HIV Special Needs Plan enrollees.

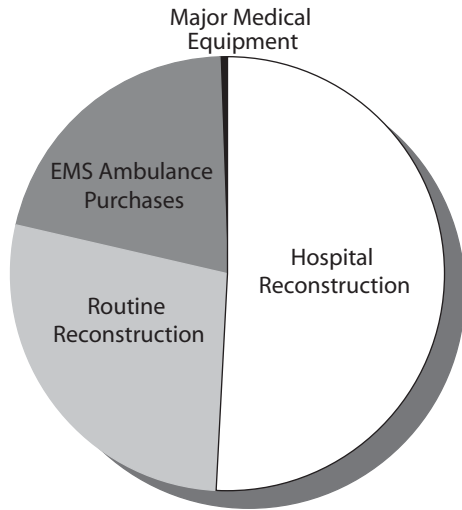
Capital Program Goals

The Health and Hospitals Corporation is continuing to modernize many of its hospitals and facilities across the City with \$607.3 million in the current capital plan. This plan includes projects to address the following criteria:

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

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

Health and Hospitals Corporation



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)
• Hospital Reconstruction	\$308.6
• Routine Reconstruction	169.0
• EMS Ambulance Purchases	126.8
• Major Medical Equipment	2.9
TOTAL	\$607.3

Hospital Reconstruction

HHC is in the midst of major or partial reconstruction at many of its facilities. The major campus-wide modernization of the Harlem Hospital Campus continues through 2014 with \$83.7 million over FY 2012-2021. This modernization includes the construction of a new Diagnostic, Treatment, Emergency and Critical Care Pavilion of approximately 195,000 square feet and a new FDNY EMS station.

Gouverneur Healthcare Services is in the midst of a major modernization and expansion project with \$89.3 million over FY2012-2021. This modernization includes the construction of a new 108,000 square foot ambulatory care pavilion and long-term care bed tower and the renovation of the existing building.

HHC is embarking on the consolidation and relocation of the Coler-Goldwater nursing home to North General Hospital in Harlem with \$186.6 million in FY2012-2021. This project also includes code compliance upgrades to the current Coler campus on Roosevelt Island.

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

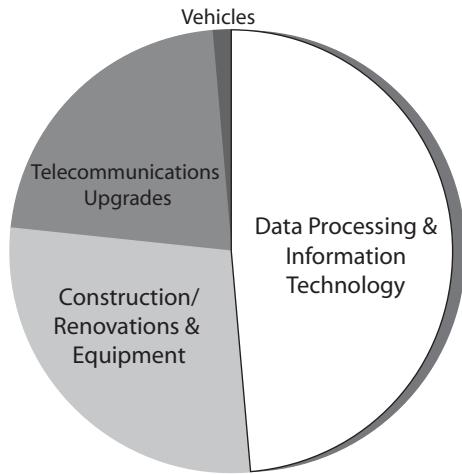
Emergency Medical Services Ambulance Purchases

The City will also provide \$126.8 million for the purchase of FDNY/EMS ambulances over FY 2012-2021.

Health and Hospitals Corporations

Project Type: HO											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Emergency Medical Services Equipment</i> City	7,700	8,400	10,776	16,831	24,576	11,385	11,519	11,657	11,878	12,104	126,826
<i>Major Medical Equipment</i> City	1,647	730	500	0	0	0	0	0	0	0	2,877
<i>Major or Partial Hospital Reconstruction</i> City	158,131	127,163	23,347	0	0	0	0	0	0	0	308,641
<i>Routine Reconstruction</i> City	50,746	50,009	18,792	764	10,528	7,043	4,513	8,221	9,024	9,309	168,949
<i>Project Type Total by Source of Funds</i> City	218,224	186,302	53,415	17,595	35,104	18,428	16,032	19,878	20,902	21,413	607,293
<i>Project Type Total</i> All Funds	218,224	186,302	53,415	17,595	35,104	18,428	16,032	19,878	20,902	21,413	607,293

Human Resources Administration



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

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

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

	(in millions)
• Data Processing and Information Technology	\$56.3
• Construction/Renovations and Equipment	32.1
• Telecommunications Upgrades	25.3
• Vehicles	1.6
TOTAL	\$115.3

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 communications.

Construction/Renovations and Equipment

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 the consolidation of leased spaces agency-wide; and for improvements to maintain the structural integrity of DSS facilities. HRA plans to consolidate several existing offices into a new location at 470 Vanderbilt Avenue in Brooklyn, as well as to convert vacant space in Long Island City to a phone-and-mail Food Stamps application center. Funds are also provided to assure the agency’s fire and safety infrastructure meet standards, and necessary improvements for HVAC, masonry, roofing, electrical and plumbing are completed.

Telecommunications Infrastructure

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

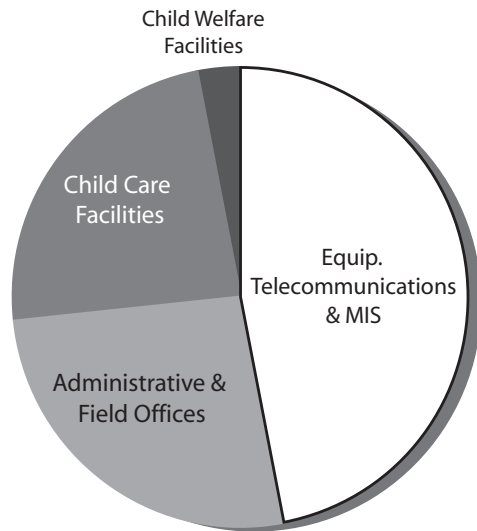
Vehicles

The Preliminary Ten-Year Capital Strategy allocates funding for the replacement of aging vans and trucks utilized in both programmatic support and agency internal operations.

Human Resources Administration

Project Type: HR											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Telecommunications Equipment</i>											
City	912	972	1,320	1,328	1,336	1,258	1,283	1,309	1,334	1,358	12,410
Federal	615	556	890	895	901	848	866	883	901	916	8,271
State	336	359	486	489	492	463	473	482	492	501	4,573
<i>Data Processing Equipment</i>											
City	3,752	2,876	2,809	2,269	2,342	2,602	2,657	2,707	2,759	2,811	27,584
Federal	2,530	1,940	1,894	1,530	1,580	1,753	1,791	1,824	1,860	1,894	18,596
State	1,382	1,060	1,035	836	862	957	977	995	1,015	1,034	10,153
<i>Equipment</i>											
City	0	492	0	0	0	0	0	0	0	0	492
Federal	0	288	0	0	0	0	0	0	0	0	288
State	0	157	0	0	0	0	0	0	0	0	157
<i>Social Services Buildings</i>											
City	1,272	5,287	1,712	2,424	2,424	2,424	2,564	2,612	2,662	2,713	26,094
Federal	0	820	63	280	280	280	374	382	389	396	3,264
State	0	448	35	153	153	153	204	208	212	216	1,782
<i>Automotive Equipment</i>											
City	106	143	0	0	93	93	94	96	98	100	823
Federal	72	67	0	0	63	63	64	65	66	68	528
State	39	37	0	0	35	35	35	36	36	37	290
<i>Project Type Total by Source of Funds</i>											
City	6,042	9,770	5,841	6,021	6,195	6,377	6,598	6,724	6,853	6,982	67,403
Federal	3,217	3,671	2,847	2,705	2,824	2,944	3,095	3,154	3,216	3,274	30,947
State	1,757	2,061	1,556	1,478	1,542	1,608	1,689	1,721	1,755	1,788	16,955
<i>Project Type Total</i>											
All Funds	11,016	15,502	10,244	10,204	10,561	10,929	11,382	11,599	11,824	12,044	115,305

Administration for Children’s Services



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

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

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

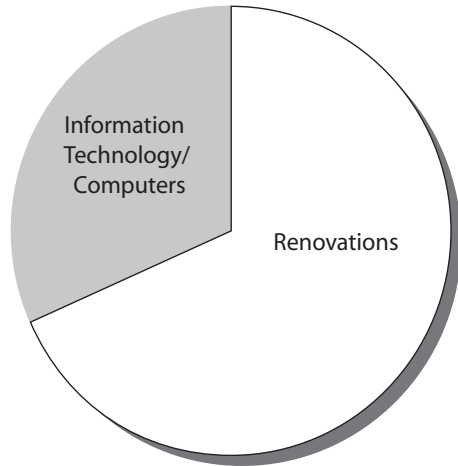
The primary focus of the Preliminary Ten-Year Capital Strategy is to continue to improve the infrastructure of community based field offices and to enhance and better integrate management information systems that track child welfare outcomes. Major projects include case management systems for juvenile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

	(in millions)
• Equipment, Telecommunications, & MIS	\$48.5
• Administrative & Field Offices	27.4
• Child Care Facilities	24.4
• Child Welfare Facilities	2.9
TOTAL	\$103.2

Children's Services

Project Type: CS											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Child Welfare Facilities</i>											
City	0	2,850	0	0	0	0	0	0	0	0	2,850
<i>Day Care Facilities</i>											
City	1,920	4,504	1,807	1,838	0	0	4,000	4,000	3,109	3,229	24,407
<i>Equipment</i>											
City	9,627	10,704	3,310	2,860	3,358	5,310	2,580	2,127	0	0	39,876
Federal	312	693	120	160	364	263	266	293	0	0	2,471
State	783	1,734	301	401	910	660	666	736	0	0	6,191
<i>Social Service Buildings</i>											
City	572	8,637	847	752	820	311	1,709	1,719	3,109	3,228	21,704
Federal	144	486	212	235	73	78	200	200	0	0	1,628
State	360	1,218	532	589	183	195	502	502	0	0	4,081
<i>Project Type Total by Source of Funds</i>											
City	12,119	26,695	5,964	5,450	4,178	5,621	8,289	7,846	6,218	6,457	88,837
Federal	456	1,179	332	395	437	341	466	493	0	0	4,099
State	1,143	2,952	833	990	1,093	855	1,168	1,238	0	0	10,272
<i>Project Type Total</i>											
All Funds	13,718	30,826	7,129	6,835	5,708	6,817	9,923	9,577	6,218	6,457	103,208

Department For The Aging



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

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

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

	(in millions)
• Renovations	\$14.5
• Information Technology/ Computers	6.7
TOTAL	\$21.2

Construction and Renovations

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

Information Technology and Computers

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

Department for the Aging

Project Type: AG											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Data Processing and Information Technology</i> City	500	2,918	0	0	0	1,396	1,842	0	0	0	6,656
<i>Department for the Aging Building Reconstruction</i> City	489	2,503	1,943	1,703	1,741	384	0	1,878	1,913	1,950	14,504
<i>Project Type Total by Source of Funds</i> City	989	5,421	1,943	1,703	1,741	1,780	1,842	1,878	1,913	1,950	21,160
<i>Project Type Total</i> All Funds	989	5,421	1,943	1,703	1,741	1,780	1,842	1,878	1,913	1,950	21,160

Department of Homeless Services



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

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

	(in millions)
• Transitional Housing for Homeless Individuals	\$28.6
• Transitional Housing for Homeless Families	21.2
• Social Service Buildings, MIS & Equipment	15.3
TOTAL	\$65.1

Transitional Housing for Homeless Individuals & Families

The major 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 77 percent of funding to the rehabilitation and development of these facilities. Major priorities for the agency continue to be code compliance, fire safety, and exterior building stabilization. Major family projects include the exterior building upgrades at various shelters including the HELP 1 Family residence building in Brooklyn. Adult projects include building upgrades at the Park Avenue Armory, Borden Avenue shelter, and various other facilities.

MIS & Equipment

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

Department of Homeless Services

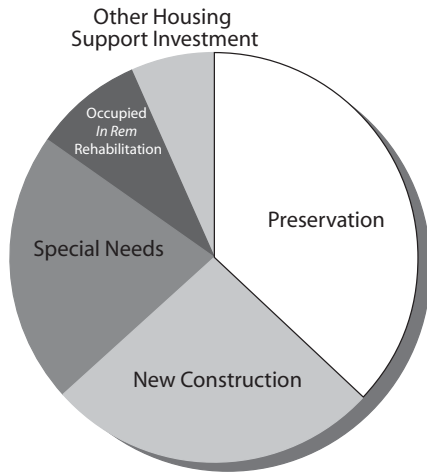
Project Type: HH											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Shelters for Homeless Individuals</i>											
City	9,018	5,128	6,034	6,030	2,399	0	0	0	0	0	28,609
<i>Equipment</i>											
City	4,182	6,350	656	1,864	264	211	1,091	211	215	219	15,263
<i>Shelters for Homeless Families</i>											
City	5,751	3,657	4,116	7,244	381	0	0	0	0	0	21,149
<i>Project Type Total by Source of Funds</i>											
City	18,951	15,135	10,806	15,138	3,044	211	1,091	211	215	219	65,021
<i>Project Type Total</i>											
All Funds	18,951	15,135	10,806	15,138	3,044	211	1,091	211	215	219	65,021

Housing Preservation & Development

The Department of Housing Preservation and Development (HPD) preserves, upgrades, and assists in the expansion of the City's affordable housing stock. Its primary goals are: to spur the preservation and development of affordable housing through direct investment and the provision of loans; to maximize neighborhood ownership and management of housing by generating local participation in disposition and development programs; and to enforce compliance with housing quality standards. Using City capital to encourage new investment by private residential lenders and owners, HPD has attracted residents back to the City's lower and moderate income neighborhoods. HPD's budget is structured to meet the goals of "The New Housing Marketplace" initiative (NHMI), a \$7.5 billion plan to create and preserve more than 165,000 homes Citywide.

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

Housing Preservation & Development



Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy allocates almost \$3.3 billion for HPD to achieve the goals of the New Housing Marketplace Plan and beyond. Of this amount, \$2,355.3 million represents City funding, while approximately \$943.3 million will be leveraged in Federal funds. Substantial private equity is also leveraged through HPD programs.

	(in millions)
• Preservation	\$ 1,223.0
• New Construction	870.7
• Special Needs	708.4
• Other Housing Support Investment	285.1
• Occupied <i>In Rem</i> Rehabilitation	211.4
TOTAL	\$3,298.6

Preservation

Activities under the Third Party Transfer, Article 7A, Article 8A, Participation Loan, Home Improvement, Senior Citizens’ Home Assistance, Housing and Urban Development (HUD) Multifamily, LIHTC Year 15 Preservation and Primary Prevention lead abatement loan programs are funded at \$1.2 billion during the ten-year period for the rehabilitation and preservation of approximately 40,000 units in privately owned multiple dwellings and one- to four-unit homes.

Housing Preservation & Development

New Construction

The Preliminary Ten-Year Capital Strategy allocates \$870.7 million to foster the new construction of over 25,000 housing units affordable to low, moderate and middle income homeowners and renters through existing programs such as Multifamily Rental – Low Income, Multifamily Rental – Mixed Income, Multifamily Rental – Mod/Mid Income, Multifamily Homeownership, Small Homes – Scattered Site, and Small Homes – Large Scale.

Special Needs Housing

The Preliminary Ten-Year Capital Strategy allocates \$708.4 million for the construction and preservation of over 7,000 units of supportive housing throughout the five boroughs. Production under this initiative is crucial to the NY/NYIII agreement.

Other Housing Support Investment

Funds totaling \$285.1 million are provided for a variety of projects supporting HPD's affordable housing initiatives, including the demolition of unsafe buildings, urban renewal associated costs, computer-based productivity initiatives, and other infrastructure supports. In addition the Agency's budget includes additional funding of \$133M during FY12 – FY14 for the 421A Housing Trust Fund (\$200M in City Capital, when including FY11). The agency anticipates using these funds to supplement various new construction and preservation activities.

Occupied *In Rem* Rehabilitation

The Preliminary Ten-Year Capital Strategy allocates \$211.4 million to fund the rehabilitation and disposition of over 2,300 City-owned housing units between FY 2012 and FY 2021 through a variety of programs including the Tenant Interim Lease (TIL), Neighborhood Redevelopment (NRP), and Neighborhood Entrepreneurs (NEP) programs.

Housing Preservation & Development

Project Type: HD											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>New Housing Construction</i>											
City	49,157	58,089	63,569	81,044	94,979	83,672	69,098	75,282	75,000	80,000	729,890
Federal	44,596	8,425	21,383	34,300	14,611	15,488	2,000	0	0	0	140,803
<i>Other Housing Support Investment</i>											
City	28,710	90,844	46,632	7,077	14,313	18,177	18,320	19,970	20,520	20,520	285,083
<i>Occupied In Rem Rehabilitation</i>											
City	18,280	20,113	20,842	18,576	19,134	19,708	20,299	20,908	21,535	22,181	201,576
Federal	3,800	3,000	3,000	0	0	0	0	0	0	0	9,800
<i>Preservation</i>											
City	90,560	111,913	121,157	79,792	95,585	109,390	131,349	127,467	131,219	130,310	1,128,742
Federal	28,137	23,950	23,300	6,507	12,394	0	0	0	0	0	94,288
<i>Special Needs Housing</i>											
City	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000
Federal	68,000	72,500	64,500	66,400	64,500	72,500	72,500	72,500	72,500	72,500	698,400
<i>Project Type Total by Source of Funds</i>											
City	187,707	281,959	253,200	187,489	225,011	231,947	240,066	244,627	249,274	254,011	2,355,291
Federal	144,533	107,875	112,183	107,207	91,505	87,988	74,500	72,500	72,500	72,500	943,291
<i>Project Type Total</i>											
All Funds	332,240	389,834	365,383	294,696	316,516	319,935	314,566	317,127	321,774	326,511	3,298,582

Housing Authority

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

The New York City Housing Authority owns and operates the nation's largest public housing program, with 334 developments (178,407 apartments in 2,604 buildings), housing over 403,665 tenants throughout the City. The Authority also operates the Leased Housing (Section 8) Program in the private housing market, with approximately 101,049 rented apartments housing 256,882 residents. Approximately 33,148 private landlords participate in the Section 8 program.

Managing the Housing Authority's vast physical plant and its 11,622 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.

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

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

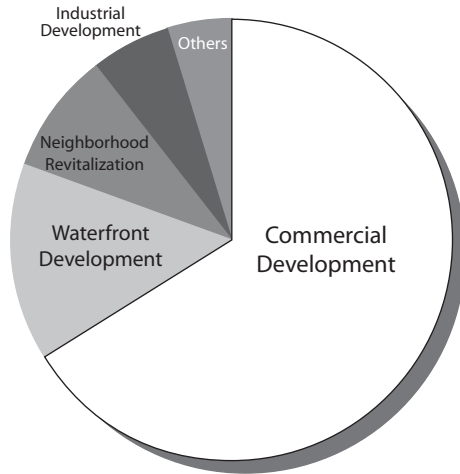
The Preliminary Ten-Year Capital Strategy provides \$90.2 million primarily for building systems upgrade and replacement. Major areas of work include closed circuit television security cameras, elevators, boilers, and conversion to instantaneous hot water heaters.

	(in millions)
• Low to Moderate Income Public Housing Upgrade	\$90.2
TOTAL	\$90.2

Housing Authority

Project Type: HA		2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
<i>Low to Moderate Income Public Housing Construction</i>												
City		0	4,551	0	0	0	0	0	0	0	0	4,551
<i>Low to Moderate Income Public Housing Upgrade</i>												
City		6,258	19,662	6,763	6,973	7,175	7,384	7,642	7,787	7,935	8,086	85,665
<i>Project Type Total by Source of Funds</i>												
City		6,258	24,213	6,763	6,973	7,175	7,384	7,642	7,787	7,935	8,086	90,216
<i>Project Type Total</i>												
All Funds		6,258	24,213	6,763	6,973	7,175	7,384	7,642	7,787	7,935	8,086	90,216

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. Additionally, the City allocates capital resources for the Brooklyn Navy Yard Development Corporation (BNYDC) and Trust for Governors Island (TGI) for the purposes of economic development and rehabilitating City-owned assets.

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

	(in millions)
• Commercial Development	\$496.0
• Waterfront Development	106.5
• Neighborhood Revitalization	66.5
• Industrial Development	43.5
• Port Development	15.0
• Miscellaneous	10.0
• Market Development	4.8
• Cultural Development	4.7
• Community Development	0.8
TOTAL	\$747.8

Commercial Development

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

Department of Small Business Services

Waterfront Development

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

Neighborhood Commercial Revitalization

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

Industrial Development

EDC markets City-owned real estate to industrial users and works closely with firms to find sites for their expansion and relocation. In support of these efforts, the Preliminary Ten-Year Capital Strategy includes pre-development infrastructure improvements and health and safety related infrastructure improvements at the Brooklyn Navy Yard, which houses over 200 small businesses and 4,500 jobs. Other projects include upgrades to the physical plant of the City's industrial parks and City-owned properties such as Bush Terminal and the Brooklyn Army Terminal.

Port Development

The Preliminary Ten-Year Capital Strategy recognizes the importance of providing public and commercial transportation while preserving and expanding recreational spaces for the public along the City's waterfront. The Preliminary Ten-Year Capital Strategy includes major improvements to the substructure of the Brooklyn Cruise Terminal along with similar improvements at Pier 88 & 89 in Manhattan. Together, these terminals will increase the City's ability to serve a growing number of passengers and retain and expand tourism-related businesses.

Market Development

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

Cultural Development

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

Department of Small Business Services

Project Type: ED											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Commercial Development</i>											
City	220,228	203,194	4,587	16,869	351	5,361	10,380	35,000	0	0	495,970
<i>Community Development</i>											
City	0	750	0	0	0	0	0	0	0	0	750
<i>Cultural Development</i>											
City	0	4,652	0	0	0	0	0	0	0	0	4,652
<i>Industrial Development</i>											
City	15,507	14,952	2,513	2,470	2,565	2,660	2,850	0	0	0	43,517
<i>Market Development</i>											
City	142	2,500	1,552	152	161	171	171	0	0	0	4,849
<i>Miscellaneous</i>											
City	10,000	0	0	0	0	0	0	0	0	0	10,000
<i>Neighborhood Revitalization</i>											
City	5,082	8,812	626	0	8,007	7,819	10,097	8,528	8,690	8,854	66,515
<i>Port Development</i>											
City	0	5,000	10,000	0	0	0	0	0	0	0	15,000
<i>Waterfront Development</i>											
City	9,801	21,229	5,182	4,231	7,384	8,331	6,469	14,353	14,906	14,623	106,509
<i>Project Type Total by Source of Funds</i>											
City	260,760	261,089	24,460	23,722	18,468	24,342	29,967	57,881	23,596	23,477	747,762
<i>Project Type Total</i>											
All Funds	260,760	261,089	24,460	23,722	18,468	24,342	29,967	57,881	23,596	23,477	747,762

Department of Citywide Administrative Services

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

DCAS operates, maintains, and reconstructs the 54 public buildings in its real estate portfolio. This portfolio totals nearly 14.5 million square feet of space, which includes 6.5 million square feet of court space. The Department acquires, manages, and leases non-residential real properties. DCAS also provides municipal supply services to agencies. The services include the acquisition, testing, and distribution of supplies and equipment as well as the administration of the citywide vehicle fleet.

Capital Program Goals

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

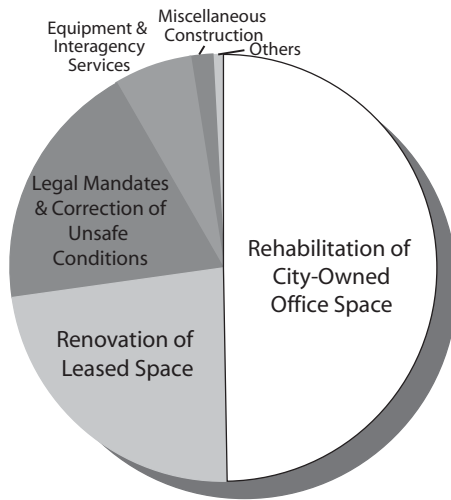
Preliminary Ten-Year Capital Strategy

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

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

The Preliminary Ten-Year Capital Strategy totals \$807.0 million and is allocated between Public Buildings and Real Property.

Department of Citywide Administrative Services - Public Buildings



Public Buildings

	(in millions)
• Rehabilitation of City-Owned Office Space	\$386.6
• Renovation of Leased Space	178.1
• Legal Mandates and Correction of Unsafe Conditions	146.2
• Equipment and Interagency Services	46.7
• Miscellaneous Construction	12.0
• Renovation of Other City-Owned Facilities	5.2
• Board of Elections Modernization	0.7
TOTAL	\$775.5

Rehabilitation of City-Owned Office Space

The Preliminary Ten-Year Capital Strategy allocates \$386.6 million for the management of non-court public buildings. Included are major rehabilitation projects for exterior stabilization; mechanical, plumbing, and electrical systems; heating, ventilation, and air conditioning (HVAC) systems; and boiler plant replacements at selected non-court buildings, Citywide. The Preliminary Ten-Year Capital Strategy includes the interior and exterior renovations of the Manhattan Municipal Building (\$68.0 million), the Brooklyn Municipal Building (\$45.6 million), City Hall (\$25.0 million), and Queens Borough Hall (\$10.9 million).

Renovation of Leased Space

The Preliminary Ten-Year Capital Strategy allocates \$178.1 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 DoITT/FISA backup datacenter facility (\$77.0 million), Phase II of the DoITT datacenter at 2 Metrotech in Brooklyn (\$22.4 million), and the renovation of leased office

space for the Department of Consumer Affairs at 42 Broadway (\$5.9 million).

Legal Mandates and Correction of Unsafe Conditions

The correction of code violations and compliance with legal mandates represents \$146.2 million of the Preliminary Ten-Year Capital Strategy. Legally mandated work will include fire alarm and sprinkler upgrades in City-owned buildings (\$91.9 million), building façade repairs, Citywide (\$41.4 million), and fuel tank replacements, Citywide (\$5.1 million).

Equipment and Interagency Services

The Preliminary Ten-Year Capital Strategy provides \$46.7 million over the ten-year period to fund equipment purchases, including DCAS information systems infrastructure (\$22.0 million), a network protector at 11 Metrotech in Brooklyn (\$12.0 million), and a Citywide fleet management system (\$6.6 million).

Miscellaneous Construction

The Preliminary Ten-Year Capital Strategy provides \$12.0 million for construction in non-City owned facilities including renovations at Crown Heights Jewish Community Center (\$1.5 million), Brooklyn Community Pride Center (\$1.0 million), and Sumner Avenue Armory (\$1.0 million).

Renovation of Other City-Owned Facilities

The Preliminary Ten-Year Capital Strategy provides \$5.2 million for the renovation of other City-owned facilities, including public buildings security camera systems (\$3.8 million).

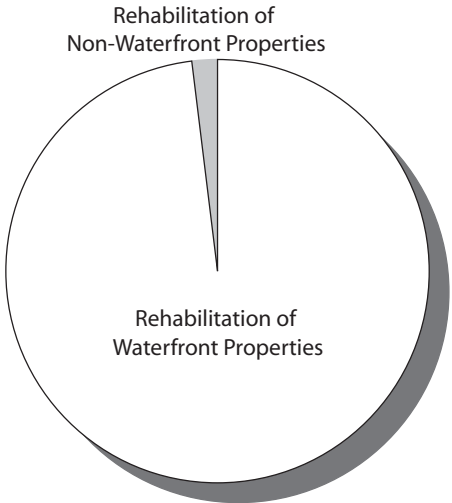
Board of Elections Modernization

The Preliminary Ten-Year Capital Strategy provides \$0.7 million for Board of Elections modernization.

Department of Citywide Administrative Services - Public Buildings

Project Type: PW											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Board of Elections Modernization</i>											
City	651	0	0	0	0	0	0	0	0	0	651
<i>Equipment and Interagency Services</i>											
City	21,541	5,162	1,040	1,060	3,078	3,284	3,203	2,349	3,000	3,000	46,717
<i>Legal Mandates and Correction of Unsafe Conditions</i>											
City	4,675	6,260	3,462	1,404	10,572	37,000	40,076	18,718	12,000	12,000	146,167
<i>Miscellaneous Construction</i>											
City	2,000	10,007	0	0	0	0	0	0	0	0	12,007
<i>Rehabilitation of City-Owned Office Space</i>											
City	132,249	55,007	36,874	34,793	38,291	13,483	12,794	19,837	21,215	22,093	386,636
<i>Renovation of Leased Space</i>											
City	134,656	530	0	0	6,042	6,154	6,258	4,450	10,000	10,000	178,090
<i>Renovation of Other City-Owned Facilities</i>											
City	58	2,940	1,125	1,125	0	0	0	0	0	0	5,248
<i>Project Type Total by Source of Funds</i>											
City	295,830	79,906	42,501	38,382	57,983	59,921	62,331	45,354	46,215	47,093	775,516
<i>Project Type Total</i>											
All Funds	295,830	79,906	42,501	38,382	57,983	59,921	62,331	45,354	46,215	47,093	775,516

Department of Citywide Administrative Services - Real Property



Real Estate

(in millions)

- Rehabilitation of Waterfront Properties \$30.9
- Rehabilitation of Non-Waterfront Properties \$0.6

TOTAL \$31.5

Rehabilitation of Waterfront Properties

The Preliminary Ten-Year Capital Strategy includes the reconstruction of DCAS-managed waterfront properties. DCAS has \$30.9 million allocated for pier and bulkhead reconstruction over the ten-year period.

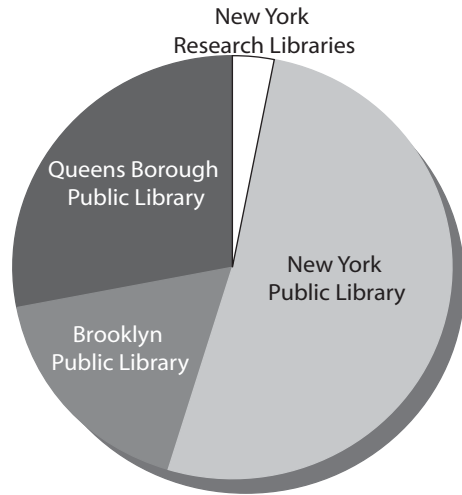
Rehabilitation of Non-Waterfront Properties

The Preliminary Ten-Year Capital Strategy includes \$0.6 million for the reconstruction of DCAS-managed non-waterfront properties.

Department of Citywide Administrative Services - Real Estate

Project Type: RE	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Rehabilitation of Non-Waterfront Properties</i> City	544	0	0	0	0	0	0	0	0	0	544
<i>Rehabilitation of Waterfront Properties</i> City	3,195	1,489	1,605	3,242	3,336	3,433	3,554	3,621	3,690	3,760	30,925
<i>Project Type Total by Source of Funds</i> City	3,739	1,489	1,605	3,242	3,336	3,433	3,554	3,621	3,690	3,760	31,469
<i>Project Type Total</i> All Funds	3,739	1,489	1,605	3,242	3,336	3,433	3,554	3,621	3,690	3,760	31,469

Public Libraries



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

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

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

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

Capital Program Goals

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

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

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, reconstruction of branch libraries, and increasing accessibility for persons with disabilities. The Preliminary Ten-Year Capital Strategy provides a total of \$67.9 million (100 percent in City funds), allocated as follows:

Brooklyn Public Library

	(in millions)
• Essential Reconstruction of Facilities	\$11.7
Subtotal	\$11.7

New York Public Library

• Essential Reconstruction of Facilities	\$18.6
• Improvements to Existing Facilities	10.4
• Expansion and Construction of Facilities	5.9
Subtotal	\$34.9

Public Libraries

New York Research Libraries

• Essential Reconstruction of Facilities	\$1.0
• Improvements to Existing Facilities	1.1
• Support Services Improvements	0.2
Subtotal	\$2.3

Queens Borough Public Library

• Replacement Branches	\$7.2
• Reconstruction Necessary to Maintain Facilities	6.7
• Essential Reconstruction of Facilities	3.8
• Support Services Improvements	1.3
Subtotal	\$19.0
TOTAL	\$67.9

Brooklyn Public Library

The Preliminary Ten-Year Capital Strategy for the Brooklyn Public Library emphasizes the essential reconstruction of facilities, including \$6.0 million for upgrades to emergency and safety systems at the Central Library. Additional funding for the branch libraries concentrates on public service enhancements, cyclical replacements of building components (roofs, HVAC, boilers) and ADA compliance.

New York Public Library

The Preliminary Ten-Year Capital Strategy for the New York Public Library focuses on the essential reconstruction, expansion and improvements to existing facilities. Highlights include \$11.0 million for NYPL's Master Plan; \$8.0 million for the construction of a replacement Westchester Square Branch in the Bronx; and \$7.4 million for the site acquisition and construction of the new Rossville Branch Library in Staten Island. Additional funding for the branch libraries focuses on maintaining and upgrading facilities; roof, window and door replacement; and compliance with the Americans with Disabilities Act (ADA).

Public Libraries

New York Research Libraries

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

Queens Borough Public Library

The Preliminary Ten-Year Capital Strategy for the Queens Borough Public Library reflects a commitment to maintain and upgrade existing facilities, and initiate construction of replacement facilities as needed, including \$5.1 million in funding for the community libraries for renovation and rehabilitation, systems upgrades and cyclical replacement of building components (roofs, windows and doors) and \$4.8 million for the new Children's Library Discovery Center and renovations at the Central Library. Additional funding focuses on systemwide technology upgrades, and systemwide HVAC replacements.

Brooklyn Public Library

Project Type: LB											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Essential Reconstruction of Facilities</i> City	445	6,178	572	589	606	624	646	658	671	684	11,673
<i>Project Type Total by Source of Funds</i> City	445	6,178	572	589	606	624	646	658	671	684	11,673
<i>Project Type Total</i> All Funds	445	6,178	572	589	606	624	646	658	671	684	11,673

New York Public Library

Project Type: LN		<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Expansion and Construction of Facilities</i>												
City		0	5,851	0	0	0	0	0	0	0	0	5,851
<i>Improvements to Existing Facilities</i>												
City		4,027	4,379	2,000	0	0	0	0	0	0	0	10,406
<i>Essential Reconstruction of Facilities</i>												
City		10,955	1,077	748	772	794	817	846	862	878	895	18,644
<i>Project Type Total by Source of Funds</i>												
City		14,982	11,307	2,748	772	794	817	846	862	878	895	34,901
<i>Project Type Total</i>												
All Funds		14,982	11,307	2,748	772	794	817	846	862	878	895	34,901

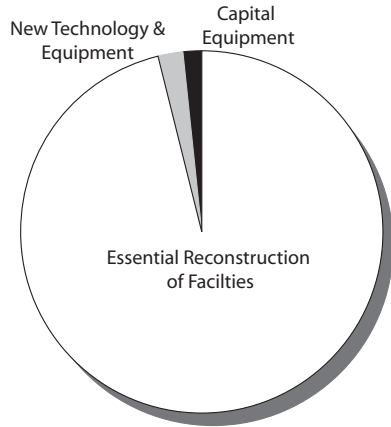
New York Research Libraries

Project Type: L		2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
<i>Expansion and Construction of Research Libraries</i>												
	City	0	1,027	0	0	0	0	0	0	0	0	1,027
<i>Improvements to Existing Facilities</i>												
	City	0	1,064	0	0	0	0	0	0	0	0	1,064
<i>Essential Reconstruction of Facilities</i>												
	City	0	160	0	0	0	0	0	0	0	0	160
<i>Project Type Total by Source of Funds</i>												
	City	0	2,251	0	0	0	0	0	0	0	0	2,251
<i>Project Type Total</i>												
	All Funds	0	2,251	0	0	0	0	0	0	0	0	2,251

Queens Borough Public Library

Project Type: LQ											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Replacement Branches</i>											
City	880	6,231	0	0	43	0	0	0	0	0	7,154
<i>Essential Reconstruction of Facilities</i>											
City	216	0	450	225	109	265	678	690	450	717	3,800
<i>Reconstruction Necessary to Maintain Facilities</i>											
City	250	4,836	150	333	493	389	0	0	254	0	6,705
<i>Support Services Improvements</i>											
City	0	1,377	0	0	0	0	0	0	0	0	1,377
<i>Project Type Total by Source of Funds</i>											
City	1,346	12,444	600	558	645	654	678	690	704	717	19,036
<i>Project Type Total</i>											
All Funds	1,346	12,444	600	558	645	654	678	690	704	717	19,036

Department of Cultural Affairs



The Department of Cultural Affairs (DCLA) is the largest cultural funder in the nation, and works to create and expand access to public programming, provide technical assistance, build audiences, and ensure that arts and culture are central to the City’s economic vitality and quality of life. DCLA is currently investing \$269.8 million in capital support for the non-profit cultural community to increase public service, provide greater access for the disabled, enhance exhibition or performing space, better maintain and preserve historic buildings and increase protection of botanical, zoological and fine art collections.

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

The CIG buildings under DCLA’s jurisdiction, many of which are landmarks, comprise over 9.8 million gross square feet. Currently, the agency is managing 337 capital projects at 180 arts organizations that are leading the way in sustainable architecture and design excellence.

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

The City’s cultural institutions have benefited from sizable levels of City capital investment. Approximately \$2.5 billion of City funds were committed from 1990 through 2010 for the reconstruction, modernization, and expansion of these facilities, in addition to \$446.3 million planned in FY 2011. 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 \$269.8 million allocated as follows:

	(in millions)
• Essential Reconstruction of Facilities	\$259.5
• New Technology and Equipment	6.1
• Capital Equipment	4.2
TOTAL	\$269.8

Department of Cultural Affairs

Highlights of the Preliminary Ten-Year Capital Strategy include:

- Whitney Museum of American Art expansion: \$44.0 million.
- New York Aquarium: \$41.4 million for the installation of a new Shark Exhibit, and \$4.2 million for a seawater intake system.
- Carnegie Hall: \$28.0 million for major renovations to the non-performance spaces.
- 122 Community Center: \$15.8 million for reconstruction.
- Metropolitan Museum of Art: \$14.5 million for HVAC and Mechanical/Electric/Plumbing improvements and the creation of a Costume Institute.
- Brooklyn Botanic Garden: \$10.4 million for improvements to the café and auditorium, as well as construction of a Water Garden.
- National Jazz Museum: \$9.0 million for the construction of a new museum.
- Staten Island Zoo: \$5.6 million for the Children's Farmstead project.
- Bronx Zoo: \$4.0 million for reconstruction projects.
- P.S. 1 Art Institute: \$1.6 million for HVAC improvements.

Department of Cultural Affairs

Project Type: PV											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Capital Equipment</i>											
City	1,245	447	0	1,177	0	0	1,300	0	0	0	4,169
<i>Essential Reconstruction of Facilities</i>											
City	89,425	92,967	18,448	11,555	6,585	12,117	18,329	7,173	375	2,500	259,474
<i>New Technology and Construction</i>											
City	0	1,500	0	0	0	304	4,312	0	0	0	6,116
<i>Project Type Total by Source of Funds</i>											
City	90,670	94,914	18,448	12,732	6,585	12,421	23,941	7,173	375	2,500	269,759
<i>Project Type Total</i>											
All Funds	90,670	94,914	18,448	12,732	6,585	12,421	23,941	7,173	375	2,500	269,759

Department of Parks & Recreation

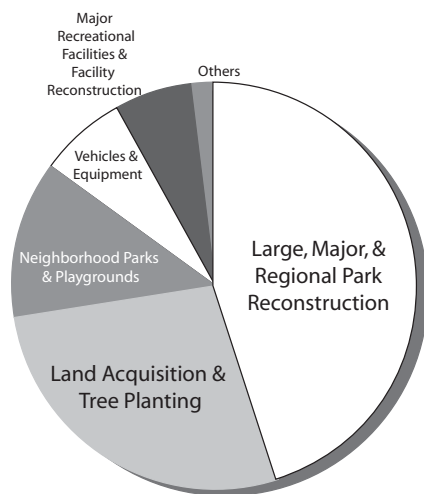
The Department of Parks and Recreation (DPR) is the steward of more than 29,000 acres of land, including more than 5,000 individual properties ranging from Coney Island Beach and Central Park to community gardens and Greenstreets. The Department operates more than 800 athletic fields and nearly 1,000 playgrounds. In addition, DPR manages 550 tennis courts, 66 public pools, 48 recreational facilities, 17 nature centers, 13 golf courses, and 14 miles of beaches and cares for 1,200 monuments and 23 historic house museums. The Department is also responsible for the care and cultivation of over 600,000 street trees, and two million trees in parks. DPR is New York City's principal provider of recreation and athletic facilities, and is home to free concerts, world-class sports events, and cultural festivals.

The Preliminary Ten-Year Capital Strategy provides \$801.6 million for capital construction and reconstruction projects.

Capital Program Goals

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

Department of Parks & Recreation



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	\$362.9
• Land Acquisition and Tree Planting	220.0
• Neighborhood Parks and Playgrounds	99.8
• Vehicles and Equipment	55.1
• Major Recreational Facilities and Facility Reconstruction	50.0
• Beaches and Boardwalks	9.9
• Zoos	3.9
TOTAL	\$801.6

Neighborhood Parks and Playgrounds

The Preliminary Ten-Year Capital Strategy provides funding of \$99.8 million for the reconstruction of neighborhood parks and playgrounds. Within this allocation, \$72.0 million is directed toward requirements contracts for the reconstruction and replacement of safety surfaces, play equipment and paths Citywide. In addition, \$5.5 million is provided for the creation of neighborhood parks and playgrounds in the Greenpoint/Williamsburg area of Brooklyn, \$3.7 million for Melrose Commons in the Bronx, \$1.9 million for the reconstruction of Astor Place and Cooper Square in Manhattan, and \$1.4 million for playground reconstruction at John F. Murray Playground and Travers Park Playground in Queens. In addition, there is neighborhood parks and playgrounds funding of \$270.4 million in FY 2011.

Large, Major, and Regional Park Reconstruction

The Preliminary Ten-Year Capital Strategy allocates \$362.9 million for work at numerous sites, Citywide. This includes \$65.0 million for construction of Brooklyn Bridge Park, \$67.8 million for PlaNYC 2030 Regional Parks projects, \$50.1 million for the development of Greenpoint/Williamsburg in Brooklyn, \$43.2 million for the reconstruction of Asser Levy Park in Brooklyn, \$29.0 million for the construction of Hudson River Park in Manhattan, \$28.6 million for the construction of a park at the former Fresh Kills landfill in Staten Island, \$22.6 million for the rehabilitation of pedestrian bridges; \$22.2 million for citywide requirements contracts, \$12.0 million for Ferry Point Park in the Bronx, and \$4.6 million for Riverside Park in Manhattan. In addition, there is large, major and regional park reconstruction funding of \$571.5 million in FY 2011.

Department of Parks & Recreation

Major Recreational Facilities and Facility Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$50.0 million for the rehabilitation of specialized and youth-oriented major recreational facilities, such as indoor recreation centers, pools, tennis courts, and playing fields. The Preliminary Ten-Year Capital Strategy allocates \$14.5 million for citywide boiler reconstruction projects, \$13.0 million for citywide buildings requirements contracts, and \$15.6 million for citywide roofing reconstruction projects.

Beaches and Boardwalks

The Preliminary Ten-Year Capital Strategy includes \$9.9 million for continued reconstruction of boardwalks and beaches Citywide. In addition, there is funding of \$8.2 million in FY 2011 for reconstruction of boardwalks and beaches, at such locations as Coney Island beach in Brooklyn, and Rockaway Beach in Queens.

Zoos

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

Vehicles and Equipment

The Preliminary Ten-Year Capital Strategy includes \$55.1 million to support infrastructure improvements and equipment purchases. This allocation includes \$38.6 million for the replacement of vehicles and \$13.1 million for improvements to computer and communications systems

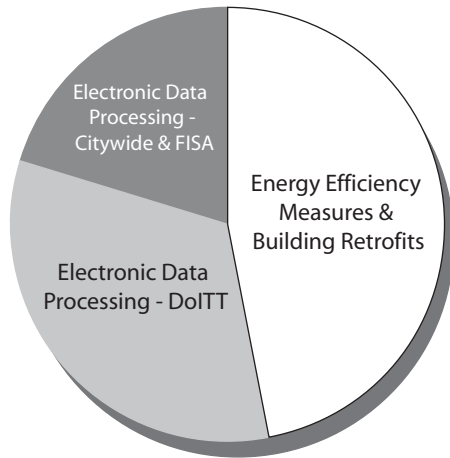
Land Acquisition and Tree Planting

The Preliminary Ten-Year Capital Strategy provides \$220.0 million for the acquisition of new parkland and tree planting. \$211.6 million of this allocation is directed toward tree planting and the Greenstreets program, which contributes visibly to an improved quality of life, helping to stabilize neighborhoods at a relatively low cost. This includes \$135.2 million provided as part of plaNYC 2030. Acquisitions will include the Lemon Creek Park in Staten Island for \$6.0 million, the Socrates Sculpture Park in Queens for \$2.0 million and the South Shore Ferry site in Staten Island for \$0.5 million.

Department of Parks & Recreation

Project Type: P											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Beaches and Boardwalks</i>											
City	1,000	1,245	1,000	1,000	1,000	1,000	1,000	1,000	815	831	9,891
<i>Land Acquisition and Tree Planting</i>											
City	21,008	46,351	27,895	25,041	30,549	27,895	20,000	8,000	6,645	6,645	220,029
<i>Major Recreational Facilities and Facility Reconstruction</i>											
City	9,517	6,757	4,550	4,550	4,550	4,606	3,706	3,706	3,930	4,004	49,876
Private	40	40	40	40	0	0	0	0	0	0	160
<i>Neighborhood Parks and Playgrounds</i>											
City	18,887	30,806	8,500	10,565	11,000	9,266	756	0	1,817	7,891	99,488
Federal	262	0	0	0	0	0	0	0	0	0	262
<i>Vehicles and Equipment</i>											
City	5,700	8,628	5,200	5,200	5,200	5,200	6,200	5,200	4,239	4,320	55,087
<i>Large, Major and Regional Park Reconstruction</i>											
City	65,525	154,821	23,372	69,680	12,250	7,519	2,250	2,250	1,834	1,869	341,370
Federal	21,498	0	0	0	0	0	0	0	0	0	21,498
<i>Zoos</i>											
City	275	500	500	500	500	500	300	0	408	416	3,899
<i>Project Type Total by Source of Funds</i>											
City	121,912	249,108	71,017	116,536	65,049	55,986	34,212	20,156	19,688	25,976	779,640
Federal	21,760	0	0	0	0	0	0	0	0	0	21,760
Private	40	40	40	40	0	0	0	0	0	0	160
<i>Project Type Total</i>											
All Funds	143,712	249,148	71,057	116,576	65,049	55,986	34,212	20,156	19,688	25,976	801,560

Citywide Equipment



Electronic Data Processing

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

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

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

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

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

(in millions)

• Energy Efficiency Measures & Building Retrofits	\$672.8
• Electronic Data Processing - DoITT	468.0
• Electronic Data Processing - Citywide & FISA	287.1
TOTAL	\$1,427.9

911/Emergency Communications Transformation Project

The Preliminary Ten-Year Capital Strategy provides \$592.6 million, including \$258.8 million in FY 2011, to update and integrate the City's computer aided dispatch facilities, software, and equipment.

Energy Efficiency and Sustainability

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

Citywide Equipment

Project Type: DP											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Electronic Data Processing Equipment for DoITT, Citynet</i> City	235,451	229,725	2,800	0	0	0	0	0	0	0	467,976
<i>Project Type Total by Source of Funds</i> City	235,451	229,725	2,800	0	0	0	0	0	0	0	467,976
<i>Project Type Total</i> All Funds	235,451	229,725	2,800	0	0	0	0	0	0	0	467,976
Project Type: PU											
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
<i>Electronic Data Processing Equipment - FISA</i> City	24,550	15,700	5,700	0	0	0	0	0	0	0	45,950
<i>Electronic Data Processing Equipment - City-Wide</i> City	119,194	111,956	10,000	0	0	0	0	0	0	0	241,150
<i>Miscellaneous Energy Efficiency and Sustainability</i> City	69,084	74,040	79,140	63,840	63,840	63,840	63,840	63,840	65,053	66,289	672,806
<i>Project Type Total by Source of Funds</i> City	212,828	201,696	94,840	63,840	63,840	63,840	63,840	63,840	65,053	66,289	959,906
<i>Project Type Total</i> All Funds	212,828	201,696	94,840	63,840	63,840	63,840	63,840	63,840	65,053	66,289	959,906

Citywide Summary

Project Type: CW

2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 Total

Citywide Total by Source of Funds

City	5,936,055	5,581,170	4,593,119	3,391,966	3,440,409	3,141,065	3,116,127	3,062,990	3,141,504	3,005,707	38,410,112
Federal	707,277	442,109	252,437	244,307	203,086	277,254	88,461	78,147	158,292	356,552	2,807,922
State	562,859	576,104	537,471	548,524	533,493	551,023	533,719	552,272	529,569	553,153	5,478,187
Private	152,195	40	39,503	40	87,852	0	0	0	0	0	279,630

All Funds	7,358,386	6,599,423	5,422,530	4,184,837	4,264,840	3,969,342	3,738,307	3,693,409	3,829,365	3,915,412	46,975,851
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