
Ten-Year Capital Strategy

Fiscal Years 2018-2027



The City of New York
Bill de Blasio, Mayor

Office of Management and Budget
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April 2017

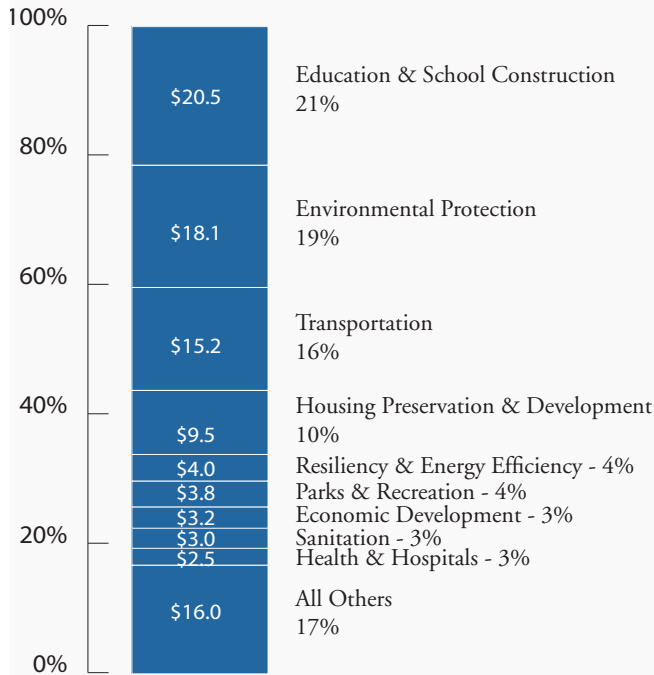
***Ten-Year
Capital Strategy
Summary***

2018-2027 Ten-Year Capital Strategy

Overview Of \$95.8 Billion In Planned Spending

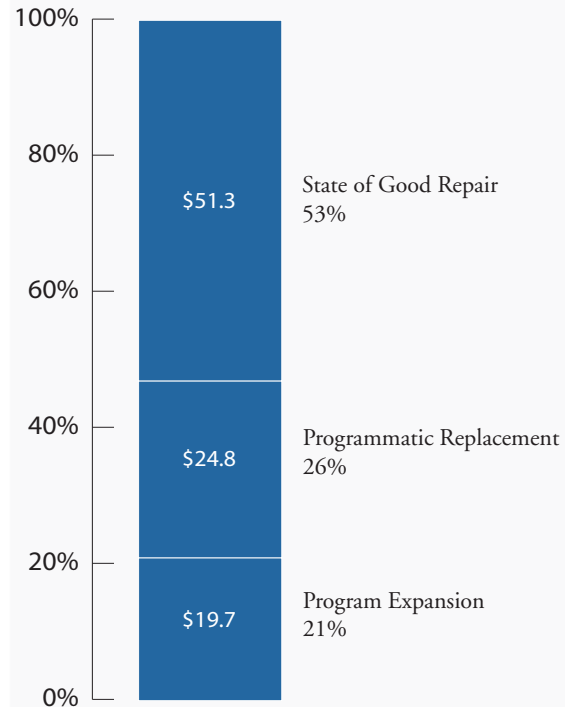
By Agency

Each of the following agencies will be responsible for making capital investments over the next decade.



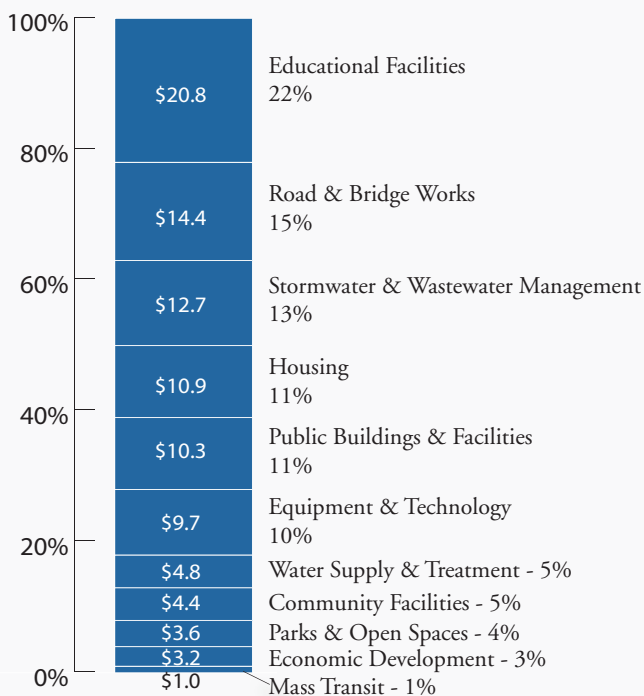
By Lifecycle Category

The City is investing to maintain and replace the assets we have today, while expanding for the New York of tomorrow.



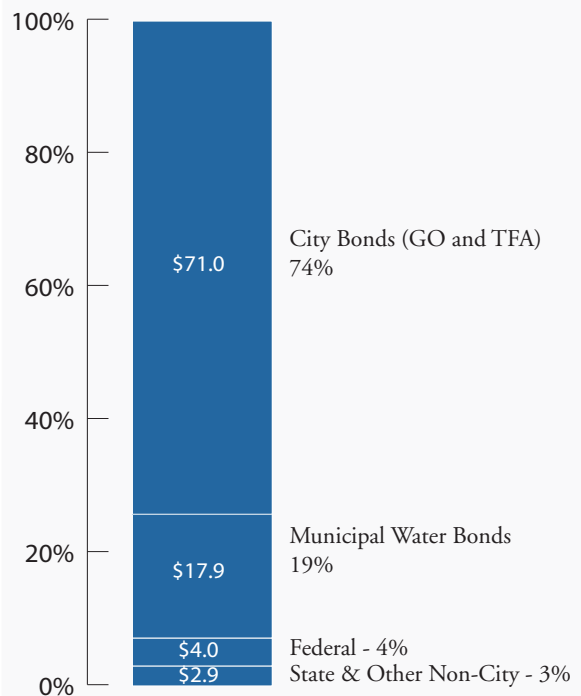
By Service Category

New Yorkers will benefit from investments across a broad range of infrastructure and facility types.



By Funding Source

The City's ambitious capital strategy leverages a mix of City, State, Federal, and other funding sources.



OVERVIEW

The City of New York plans to invest \$95.85 billion over the next decade to improve infrastructure, buildings, and neighborhoods across the five boroughs. This Ten-Year Capital Strategy sets forth the City's approach to capital planning and investment, and describes anticipated levels of spending through 2027.

The Ten-Year Capital Strategy reflects each City agency's long-term capital spending goals. As a strategic planning document, it enables City agencies to advance forward-looking capital programs while ensuring that we maintain our fiscal responsibility. The Capital Strategy is a tool that allows the City to identify and address long-term goals, and may be adjusted and modified as fiscal or other conditions change.

The guiding principles and investment priorities outlined here reflect the Mayor's vision for shaping a stronger and more just city through capital investment. They will serve as a guide for capital planning and subsequent capital budgets and commitment plans over the next decade, and provide for a more economically, environmentally, and fiscally resilient future.

GUIDING PRINCIPLES

Advance neighborhood-based capital planning

The Ten Year Capital Strategy reflects an effort by City agencies to implement an infrastructure and facilities plan that serves all New Yorkers. Agencies take into account multiple sources, including feedback from neighborhoods and constituent communities, to determine which capital projects might best fit long-term needs, and meet fiscal and policy priorities. We are working to ensure that the capital investments made possible by this strategy are integrated into neighborhood-based development planning that includes other policy, regulatory, and expense budget measures to improve quality of life across the city.

Maintain New York City's financial responsibility

The City of New York finances its capital program primarily through City-issued bonds for the capital budget. As a longer-term financial strategy, this document demonstrates the City's commitment to meeting our legal mandates and enhancing the quality and capacity of our infrastructure to support broad-based economic growth while maintaining sustainable levels of debt service.

INVESTMENT PRIORITIES

The City of New York will advance six overarching capital investment priorities over the next decade. These priorities cut across City agencies and frame decisions regarding the levels of spending envisioned in this document, and will also serve to guide agencies' project planning moving forward:

- 1. Maintain our infrastructure in a state of good repair** – We will make substantial investments to achieve a state of good repair and bring our infrastructure and buildings to modern design standards, including a significant effort to reduce our greenhouse gas emissions.
- 2. Support growth and preserve affordability in our diverse neighborhoods** – We will continue to invest in housing for low- and middle-income New Yorkers, while making investments in great streets, parks, and community facilities that make New York City's growing neighborhoods attractive places to live and work.
- 3. Expand access to education and economic opportunity** – We will make strategic investments in schools, higher education, and industries that will provide quality jobs for New Yorkers, including new funding to deliver more than 38,000 new school seats.
- 4. Restore and protect our waterfront across all five boroughs** – We will continue to invest in repairs to waterfront parks and coastal protections to ensure our waterfront works for all New Yorkers and protects our neighborhoods from the effects of rising sea levels.
- 5. Build stronger connections between our communities** – We will continue to invest in new public transit options, improve our parks and open spaces, and build better, smarter community facilities that serve our neediest and bring all New Yorkers together.
- 6. Promote the health and safety of all New Yorkers** – We will support and strengthen our health and hospitals system over the next decade, while also protecting New Yorkers by modernizing our police, fire, and correctional facilities.

GUIDING PRINCIPLES

Advance neighborhood-based capital planning

The City takes a needs-based approach to capital planning. City agencies assess their capital needs by incorporating conditions assessments, citywide and neighborhood-level trends, and the perspectives of New York City's diverse communities. Together, we will build a more equitable, growing and resilient city.

This guiding principle to advance neighborhood-based capital planning is founded on the premise that a capital plan that serves all New Yorkers will:

- **Improve equity:** Our capital strategy will advance our equity agenda by addressing the needs of historically underserved neighborhoods and providing avenues of opportunity for New Yorkers who need it most. We will accomplish this goal by building and maintaining affordable housing, improving neglected parks, transforming business districts, ensuring clean air and water for all New Yorkers, increasing school seats, connecting communities, and easing commutes across the five boroughs with ferry service and improved public transit.
- **Integrate neighborhood growth perspectives:** Over the past five years, the city's population has grown at the fastest rate since the 1920s, bringing 375,000 new New Yorkers to the five boroughs. We have an all-time high of nearly 4.3 million jobs in 2016, including 249,000 added in 2014 and 2015 alone. For the first time in decades, more people are moving to the city than leaving, and population is increasing in every borough. This growth, and its accompanying residential and commercial development, is reshaping neighborhoods across the city.

The Ten-Year Capital Strategy ensures that City agencies can deliver the capital improvements that our communities need as populations of residents, workers, and tourists grow. We will help shape this growth through neighborhood-building investments in parks, schools, streets, economic development and community facilities, and by continuing to leverage a \$1 billion Neighborhood Development Fund in neighborhoods in which we are permitting significant new development. As technology and information gathering processes improve, we are moving towards a planning process in which City agencies will have increasingly

granular information about demographics, construction and real estate development activity, enabling refinement of their capital investment strategies over the next decade to foster and manage growth.

- **Respond to climate change:** The realities of climate change require that we invest to protect our city from rising sea levels and natural disasters, and continue our leadership role in minimizing the City's contributions to global warming. This Ten-Year Capital Strategy broadly anticipates funding levels that will enable the City to design our capital projects to new standards that minimize the City's greenhouse gas emissions and maximize the resiliency, redundancy and capacity of City infrastructure to severe floods and other natural disasters. This strategy advances a series of projects demonstrating our commitment to respond to our changing climate, including major energy efficiency improvements to government facilities, new coastal protections, tree-planting to mitigate urban heat islands, and green infrastructure to mitigate the impacts of heavy rainfall.
- **Foster interagency coordination:** City agencies are working collaboratively on capital planning, and this strategy lays the foundation for augmenting this cross-agency coordination. From better scheduling of construction activity on the City's streets to integrating storm water management plans into parks projects, the City is improving its planning and data-sharing practices to foster more efficient and effective capital investments. This streamlining will reduce project costs, shorten timelines, minimize neighborhoods disruptions, and maximize benefits of complementary investments for New Yorkers across the city.

GUIDING PRINCIPLES

Maintain New York City’s financial responsibility

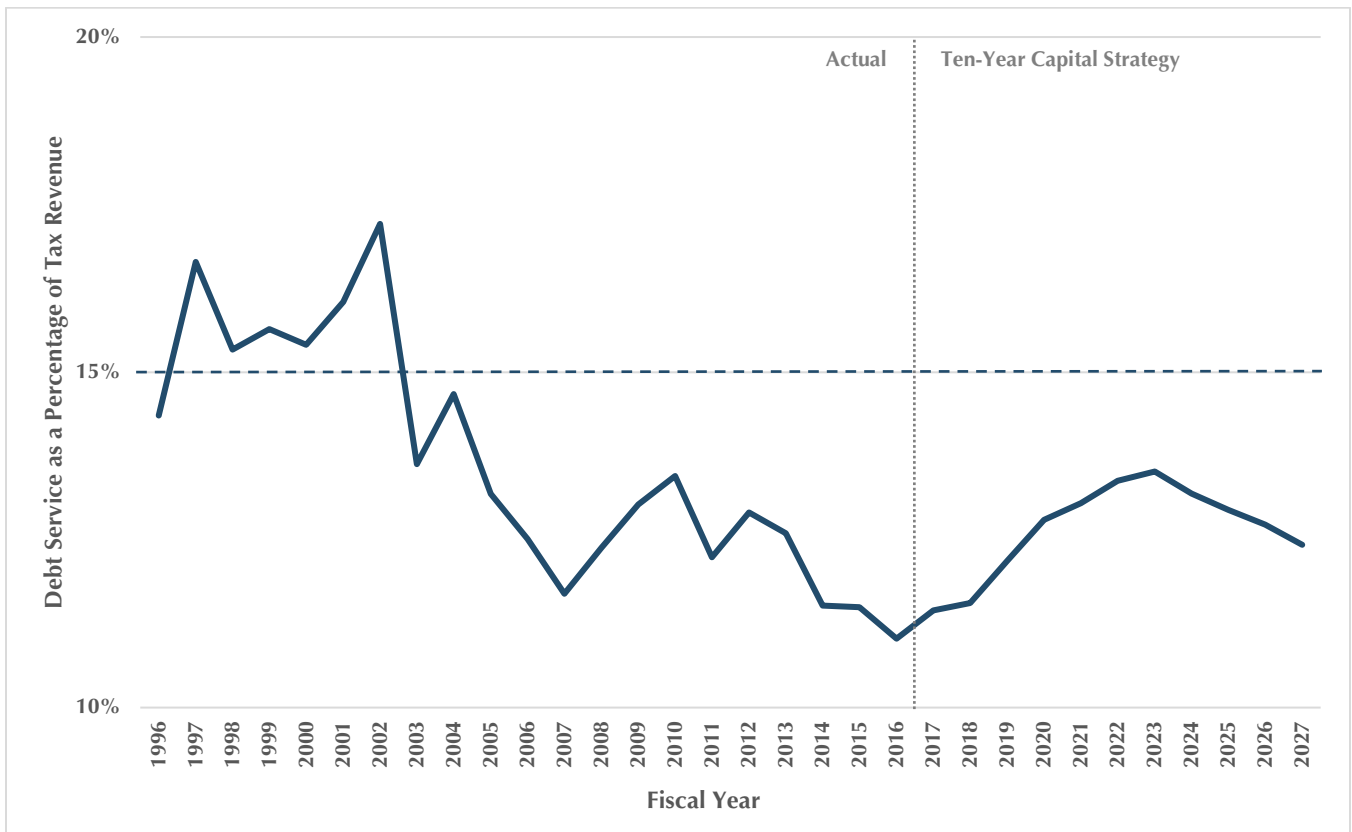
New York City’s capital investments are funded largely by City-issued bonds, which are purchased by financial institutions and New Yorkers alike. The City’s strong economy, responsible budget practices, and sustainable levels of debt service put these bonds in high-demand.

The debt service ratio as a percentage of taxes has been used by the City and fiscal monitoring agencies since the late 1980’s. It is the best measure of debt burden because it puts debt service within the context of the City’s own resources.

These credit strengths have a real impact on New Yorkers: a strong demand for bonds reduces the costs of maintaining roads, bridges, schools, and other capital investments, and saves taxpayers money.

This Ten-Year Capital Strategy demonstrates our commitment to meeting legal mandates and enhancing the capacity and quality of our assets. Moreover, it maintains infrastructure that is critical to fostering long-term economic growth and improving quality of life for New Yorkers.

Fiscal Year	Anticipated Debt Service Obligation (\$ in billions)	Debt Service as a Percentage of Tax Revenue
2018	\$6.5	11.6%
2019	\$7.2	12.2%
2020	\$7.9	12.8%
2021	\$8.4	13.1%
2022	\$9.0	13.4%
2023	\$9.5	13.5%
2024	\$9.8	13.2%
2025	\$10.0	13.0%
2026	\$10.3	12.7%
2027	\$10.6	12.4%



INVESTMENT PRIORITIES

1. Maintain our infrastructure in a state of good repair

This Ten-Year Capital Strategy allocates \$51.3 billion to maintaining a state of good repair, one of the largest commitments that the City has ever made. We are prioritizing improvement of our infrastructure and public facilities as the mainstay of both our economy and communities by dedicating more than 50% of our total anticipated capital spending over the next decade to state of good repair, and an additional 21% toward replacement of assets at the end of their useful life.

We will continue to invest in maintaining and upgrading our roads, bridges, water supply and sewers to modern standards. From FY17 to FY19, we will resurface 1,300 lane miles of streets annually, the highest level in over a decade fulfilling our commitment to improving our streets. And, to complement that investment, we will devote more than \$350 million in new funding to street tree-planting. We will dedicate \$7.9 billion to repair more than 80 bridges, including all four East River Bridges, and the substantial reconstruction of the BQE Triple Cantilever along the Brooklyn waterfront, a critical thoroughfare for commuters and freight traffic. \$18.1 billion will be dedicated to our water supply, sewer, and wastewater systems, including \$2.4 billion to maintain the safety

and reliability of our water supply, with projects like the \$600 million completion of the Brooklyn-Queens leg of City Water Tunnel #3. Other new initiatives include more than \$3 billion to improve the City's wastewater treatment plants, and over \$2 billion for investments in improvements to the City's upstate infrastructure, such as the Ashokan Reservoir reconstruction.

We are also focused on improving City-owned buildings – our schools and libraries, recreation and cultural centers, precincts, fire houses, and maintenance facilities. We will invest more than \$10.6 billion to rehabilitate, replace, and upgrade roofs, facades, mechanical systems, and building layouts across the City's portfolio, to promote public use and improve government efficiency. We will continue the implementation of the City's sweeping green buildings plan, retrofitting all public buildings to become more efficient by 2025. We will spend \$604 million to rehabilitate dozens of libraries, more than \$7.6 billion for school buildings, and \$432 million to improve cultural facilities.

The 2018-2027 Ten-Year Capital Strategy includes \$18.5 billion to replace capital assets that are at the end of their useful life, including \$1.6 billion for the replacement of collection trucks and other equipment for the Department of Sanitation.

Project Spotlight: The Brooklyn-Queens Expressway Triple Cantilever

The Department of Transportation is planning to invest to bring the Brooklyn-Queens Expressway (BQE), a nearly half-mile long triple-cantilever structure, to a state of good repair. This segment of the BQE is a critical link of I-278, the sole interstate highway that connects Brooklyn with Queens and the Bronx, New England to the northeast, and Staten Island and New Jersey to the southwest. This corridor is crucial to passenger and freight movement, as it is part of a heavily utilized truck route for both first and last mile delivery. This project is part of a larger \$1.9 billion program to rehabilitate the BQE, from Sands Street on the east and Atlantic Avenue on the south. The BQE project presents significant benefits for the regional transportation network and local residents alike, including safer travel, a quieter roadway, improved rideability, more connectivity, better drainage, and pleasing aesthetics. Construction on this project is expected to begin in 2021 and complete in 2026.



INVESTMENT PRIORITIES

2. Support growth and preserve affordability in our neighborhoods

We will commit significant capital to maintain the diversity and vibrancy of our neighborhoods as we accommodate and promote the city’s growth. New York City’s population surpassed 8.5 million for the first time in 2016 and will reach 9.1 million by 2030. While this growth is good news for the economy and our ability to make strategic capital investments, it also creates new pressures on our communities. We are making supportive investments in growing neighborhoods to create and preserve affordable housing, improve public parks and open spaces, develop better community facilities, and strengthen core infrastructure to promote thriving neighborhoods across the five boroughs.

We will commit \$9.4 billion over this capital plan for the development and preservation of affordable housing units and other housing support, including \$1.9 billion to make 10,000 homes affordable for more low-income New Yorkers, including seniors and veterans.

The City’s new Neighborhood Development Fund will ensure that our integrated community-based plans position neighborhoods to prosper today and into the future by coupling zoning changes with necessary infrastructure and facility improvements. After its successful application in East New York, this \$1 billion fund will be leveraged in other growing neighborhoods like East Harlem, the Bay

Street Corridor in Staten Island, and the Jerome Avenue corridor in the Bronx.

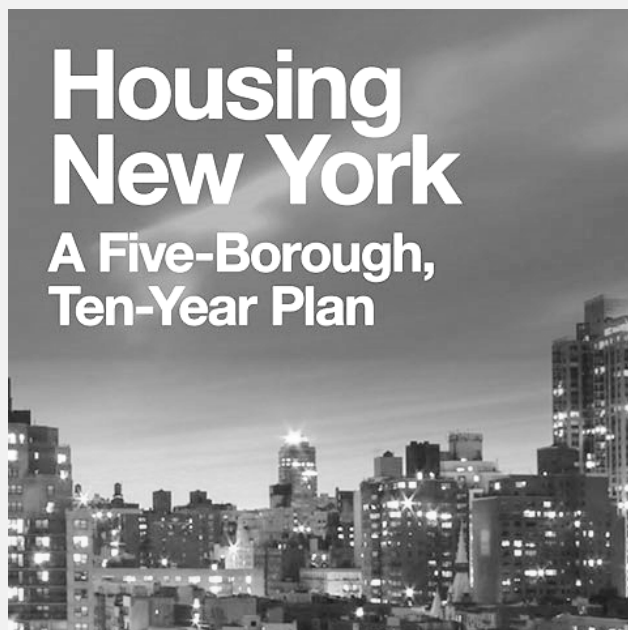
We will improve access to and quality of community parks across the City, providing funding for the Department of Parks and Recreation’s Community Parks Initiative and implementing the innovative Parks Without Borders program.

We will continue our plans for improving the safety and vibrancy of streets in our growing neighborhoods, with \$1.5 billion dedicated to the Department of Transportation’s Vision Zero and Great Streets programs which include signal and lighting improvements.

We will green our city and mitigate flooding challenges by capturing and diverting water runoff through the planting of thousands of new curbside gardens, increasing our overall commitment to green infrastructure to a total of \$947 million. We are committed to the implementation of a \$1.8 billion program to improve drainage and reduce flooding in Southeast Queens through a strategic combination of traditional sewer construction and green infrastructure, while also creating 34 acres of Bluebelt ponds in Staten Island over the next decade for ecologically-sound stormwater management.

Initiative Spotlight: Housing New York (HNY)

Mayor Bill de Blasio has made affordable housing a top priority of his administration and has committed the City to “build or preserve nearly 200,000 affordable units, and help both tenants and small landlords preserve the quality and affordability of their homes.” Since 2014, the Housing New York plan has financed 62,506 affordable homes - breaking records for most new construction financed for a consecutive three years with 20,854 total homes financed. That total includes enough affordable housing to serve more than 160,000 low-income New Yorkers. This Ten-Year Capital Strategy includes \$9.5 billion to further meet the City’s commitment to preserving and developing affordable housing. Additionally, the City is making complementary investments in parks, streets, schools, and other infrastructure in areas with significant increases in residential development as part of Housing New York.



INVESTMENT PRIORITIES

3. Expand access to education and economic opportunity

We will modernize our educational facilities, reduce school overcrowding, and invest to equip New Yorkers with the skills and opportunities they need to succeed. New York City has the largest public school system of any city in the country, with more than 1.1 million students in more than 1,700 schools. The City also contributes to funding for higher education in the City University of New York, helping to prepare New Yorkers for the workforce. A vibrant local economy and the success of our middle class depend upon achieving the highest educational outcomes through state-of-the-art facilities made accessible to all.

We will continue our commitment to address the current identified seat need. This Ten Year Capital Strategy includes funding for 38,000 new seats and will close the current seat gap in overcrowded districts. We will modernize our school facilities and enhance educational programming at all levels of the public education system. We will also invest in new childcare and child welfare facilities, while modernizing existing centers, with over \$260 million of investment.

An \$8.9 billion allocation will enable the City not only to repair our aging school buildings and campuses, but also to enhance these facilities by delivering high-speed broadband connectivity in all public schools and providing for investment in new computer labs, gymnasiums, auditoriums, playgrounds, and state-of-the-art university facilities. We are also investing \$78 million in the Safe Routes to Schools program to ensure that areas with heavy student traffic surrounding the school day are safe for children.

Strategic investments in developing industries to employ these newly-skilled New Yorkers will complement our investments in education. We are investing to rehabilitate buildings at the Brooklyn Navy Yard to create a start-up incubator for technology and manufacturing, creating 500 jobs, while also launching the Brooklyn STEAM Center that will connect an estimated 400 high school juniors and seniors with technical training in software development, culinary arts, engineering, film, construction, and design. The Made in NY campus at Bush Terminal will also be renovated and modernized with an investment of \$136 million of investment.

Initiative Spotlight: Increasing School Broadband Connectivity

Having technology in our classrooms not only makes learning exciting, but also prepares our students to succeed in the jobs of today and tomorrow. With the technology sector projected to continue to add a large portion of jobs to the economy, having a strong technology foundation is crucial to equipping students with critical skills to be at the forefront of technological innovation. The School Construction Authority's 2015-19 5-Year Capital Plan allocates \$650 million for technology, \$192 million of which is for FY18 alone. Funding will help carve the path for schools to upgrade their broadband internet access to ensure that schools can accept the faster internet speeds. This equipment will facilitate the integration of hands-on and project-based activities into everyday learning, cultivating critical thinking skills and adding significant value to students' academic growth.



INVESTMENT PRIORITIES

4. Revitalize and protect our waterfront across all five boroughs

We are making our waterfront work for all New Yorkers through investments in new waterfront open spaces, critical infrastructure, and water quality improvements. New York’s waterfront and waterways are unique assets that have paved the way to the city’s development. Over the course of the past two decades, the city has taken steps to re-activate its diverse 520 miles of coastline for recreational, residential, commercial, transportation and industrial uses. We plan to expand these initiatives, while taking steps to ensure that our city is built to last against the threats of climate change by preserving and restoring natural habitats and creating new coastal protection systems.

We will develop new waterfront open spaces, anchoring waterfront communities and serving as new destinations for all New Yorkers. A series of capital investments in waterfront parks and open spaces will help make the City’s waterfront more accessible for recreation including investing more than \$30 million for the reconstruction of the Orchard Street Pavilion and \$100 million in closing the largest gap in the Manhattan Waterfront Greenway.

We will also continue to improve the quality of our waterfront infrastructure and clean our waterbodies. We will undertake critical waterfront infrastructure repairs and

upgrades by setting aside funds to implement projects identified by the City’s new waterfront property inspection program. We will invest \$6.7 billion to clean our waterbodies and reduce water pollution. We are also strengthening wastewater treatment plants and pumping stations through flood protection upgrades. These investments in our waterfront and waterbodies will be supported by implementation of new citywide ferry service in 2017, helping not only to connect waterfront communities, but also to bring more New Yorkers closer to our rivers and harbor.

As New York City continues to address the effects of climate change, we are working to improve resiliency as part of our recovery from Hurricane Sandy. Our commitment to making the City more resilient will include \$760 million for the construction of the ambitious East Side Coastal Resilience project on Manhattan’s Lower East Side. Also included are Federal Emergency Management Agency funded resiliency projects including over \$750 million at NYC Health + Hospitals, over \$200 million at the NYC Department of Parks & Recreation, and over \$175 million at the NYC Department of Environmental Protection. These investments will pave the way for a thriving New York for generations to come.

Initiative Spotlight: Waterfront Parks

In this Ten-Year Capital Strategy, the City is investing in vibrant public spaces along the city’s coastline across all five boroughs. This includes the Orchard Beach Pavilion and Promenade in the Bronx, called ‘among the most remarkable public recreational facilities ever built in the United States’ by NYC Landmarks Preservation Commission, which will be restored and renovated to improve safety and access with more than \$30 million of investment. This also includes completing the vision of a contiguous 32-mile waterfront pedestrian promenade and bicycling path around the whole of Manhattan with \$100 million to close the largest gap in the Manhattan Waterfront Greenway.



INVESTMENT PRIORITIES

5. Build stronger connections between our communities

We are committed to giving New Yorkers better transit options and to ensuring all neighborhoods have the infrastructure and facilities they need to thrive. This Ten-Year Capital Strategy strengthens our ability to provide services that benefit all New Yorkers and bring communities together. Our transportation systems, public spaces, and civic services serve all New Yorkers, connecting us to nature and to one another. Investments in these areas contribute sizable economic, social, and environmental returns that can last for generations.

We will invest to relieve congestion and improve performance on our subway and bus systems by supporting the Metropolitan Transportation Authority’s Capital Plan. We will concurrently invest in complementary, innovative, and strategic modes of alternative transit to augment these ongoing improvements. Implementing citywide ferry service will more directly connect all five boroughs, providing new options for commuters to get to Manhattan, while also connecting growing communities along the length of the Brooklyn and Queens waterfronts. A further \$293 million is included in the Ten-Year Capital Strategy to continue the implementation of the City’s ambitious Select Bus Service plan will provide an effective, flexible,

and low-cost transportation alternative to New Yorkers with limited transit options.

In addition to greater transit mobility, we will support connectivity through strategic investment in public spaces and infrastructure that bridges the City’s digital divide. Initiatives like the Anchor Parks program, which provides for major improvements in one large park in each borough, will help to ensure that our large parks continue to contribute to the social cohesion of our communities. We also plan to open up approximately 20,000 additional acres of land in watershed areas for fishing, hiking and other low-impact recreational uses in the next ten years. Both public and private investments in new broadband infrastructure will increase digital connectivity across the city and reduce costs to low-income New Yorkers.

This Ten-Year Capital Strategy will also enable the City to more strategically site City facilities and program sites to best serve our populations of need. Whether it’s the Department of Social Services’ reevaluation of their physical footprint, or the relocation of a sanitation garage from Downtown Staten Island, we will reallocate the distribution of certain City programs to increase efficiency and connectivity to services across the city.

Project Spotlight: Expanding Ferry Service Citywide

The New York City Economic Development Corporation (NYCEDC) is working to launch the Citywide Ferry Service this year. The service will consist of five new ferry routes in addition to the existing East River Ferry, charging a fare of \$2.75 – the same as a subway ride. When the Citywide Ferry Service is fully operational in 2018, the six routes will carry an estimated 4.6 million trips per year and connect all five boroughs from Soundview in the Bronx to the north and Rockaway in Queens to the south. This innovative transportation system will provide affordable and convenient transit for communities with limited transportation options, support growing neighborhoods, and increase the resiliency of our city’s transportation network. Coupled with existing Staten Island service, the citywide system of ferries will connect New Yorkers across all five boroughs to one another, and to greater opportunities citywide.



INVESTMENT PRIORITIES

6. Promote the health and safety of all New Yorkers

We will protect the well-being of all New Yorkers through investments in world-class public health facilities, policing and emergency response infrastructure, and public realm improvements. We

are revitalizing our health and hospitals system to ensure New Yorkers have access to state-of-the-art preventative care and medical treatment. We are also focused on enhancing safety in our city through a multi-faceted approach to ensure that we are reducing the occurrences of crimes, injuries, and fatalities, particularly for vulnerable populations.

We will modernize our hospital facilities, in order to offer cutting-edge healthcare through \$56 million of investment. This includes funding allocated to new medical equipment, such as CT scanners, ensuring New Yorkers have access to the latest treatment options. We will also promote preventative measures by encouraging active lifestyles by expanding access to active transport through investment in bicycle and pedestrian programs.

In addition to strengthening our healthcare system, we will protect our communities and promote public safety by equipping our police officers, fire fighters, and correctional officers with infrastructure and facilities to respond to neighborhood needs. We will invest \$2 billion in the City’s central information technology infrastructure to ensure

that it continues to be up to date, reliable, resilient, and scalable, as well as secure from cyber-threats and natural disasters.

We will also safeguard the well-being of vulnerable populations including the elderly, disabled, homeless, and incarcerated who continue to face disproportionate threats to their well-being. These efforts include continuing the expansion of Vision Zero for improved traffic safety for seniors and the disabled with accessible pedestrian signal and ramp improvements. We are also renovating 30 existing homeless shelters to increase capacity and improve the quality of shelter facilities.

In total, we plan to invest heavily in safeguarding the health of New Yorkers and promoting public safety for generations to come.

Initiative Spotlight: Vision Zero

Each year in NYC, over 250 people are killed and 4,000 are seriously injured in traffic crashes. The majority of those killed are foot—they could be people headed to work, walking home, out playing, heading to a subway, or waiting for a bus. DOT is partnering with other City agencies to no longer regard serious crashes as inevitable and pursue interventions that can mitigate traffic safety risks, especially for vulnerable populations such as children and the elderly. DOT will dedicate \$1.5 billion in this Ten-Year Capital Strategy to Vision Zero projects, which include safety engineering improvements along roadways and at intersections, as well as enhanced street lighting and traffic signals. These capital projects will complement operational enhancements and legislation to make our streets safe for all New Yorkers.



Distribution of the All Funds Ten-Year Capital Strategy 2018-2027 By Lifecycle Category

Total Program: \$95,845

(\$ in millions)

State of Good Repair	\$51,277	Program Expansion	\$24,873	Programmatic Replacement	\$19,695
• Reconstruction & Rehabilitation of Schools	\$12,448	• New School Construction	\$7,690	• Upgrade of Water Pollution Control Plants	\$3,660
• East River & Other Bridge Reconstruction	8,206	• New and Special Needs Housing	5,119	• Water Main Replacement & Dam Safety Program	2,519
• Reconstruction & Resurfacing of Streets & Highways	5,896	• Construction of the Third Water Tunnel	2,193	• Citywide Information Systems & Equipment	2,147
• Housing Preservation & Rehabilitation	5,825	• Neighborhood Revitalization & Community Development	2,128	• Water Quality Mandates & Preservation	1,852
• Resiliency, Energy Efficiency & Sustainability	3,830	• Augmentation of Sewers	1,947	• Reconstruction & Renovation of Court Facilities	1,800
• Reconstruction of Recreational Spaces	3,517	• Green Infrastructure	1,907	• Purchase of Sanitation Equipment	1,675
• Rehabilitation of Hospitals & Health Clinics	2,209	• Industrial, Commercial, Waterfront & Market Development	1,068	• Design & Construction of New Jail Facilities	1,066
• Rehabilitation of Public Buildings & Systems	1,542	• Sewer Extensions to Accommodate New Development	419	• Firefighting Equipment & Vehicles	909
• Sanitation Garages & Facilities	1,215	• Smart Schools Bond Act	390	• Medical Equipment & Systems	698
• Social Services Facility & Technology Upgrades	1,143	• Bluebelt Program	376	• Transit System Rehabilitation	655
• Renovation of Police Facilities	1,073	• Water Main Construction	339	• Police Vehicles & Equipment	647
• Replacement of Failing Sewer Components	1,038	• Improvements to Cultural & Recreational Facilities	300	• Sewer Components	550
• Rehabilitation of Libraries & Cultural Institutions	984	• Water Pollution Improvements	282	• Replacement of DEP Facilities & Equipment	536
• Correctional Facilities Building Systems & Infrastructure Repair	667	• Construction of Water Conveyance Systems	171	• Social Services Management Systems & Equipment	308
• Upgrades to Traffic Systems	622	• Solid Waste Management	120	• Ferry Boats and Terminals	301
• Reconstruction & Rehabilitation of CUNY Facilities	375	• New Correction Training Academy	100	• Correctional Equipment	168
• Fire House Renovations	327	• Croton Filter Project	99	• Others	204
• Water for the Future & Filtration Avoidance	180	• Others	225		
• Others	180				

Funding for the Ten-Year Capital Strategy by Agency Program

(\$ in 000's)

	<i>FY18-21</i>		<i>FY18-27</i>	
	City Funds	All Funds	City Funds	All Funds
Education	\$8,898,560	\$10,509,470	\$18,354,817	\$20,528,177
Housing	4,004,257	4,139,173	9,174,093	9,501,009
Bridges	5,352,624	6,003,377	7,543,775	8,230,765
Water Pollution Control	4,083,440	4,263,465	6,549,721	6,729,746
Technology	3,053,642	3,488,384	5,520,394	5,955,136
Highways	3,110,215	3,756,199	5,139,049	5,895,505
Sewers	2,580,903	2,608,099	4,279,847	4,307,043
Water Mains	2,468,229	2,471,245	4,112,846	4,115,862
Parks and Recreation	2,776,720	3,191,222	3,398,407	3,812,909
Economic Development	2,601,004	2,753,880	3,050,499	3,203,375
<i>Subtotal-Major Agency Programs</i>	<i>\$38,929,594</i>	<i>\$43,184,514</i>	<i>\$67,123,448</i>	<i>\$72,279,527</i>
Sanitation	\$1,857,107	\$1,869,965	\$2,997,645	\$3,010,503
Hospitals	1,094,461	2,077,490	1,512,578	2,527,701
Water Supply	671,620	671,620	2,380,620	2,380,620
Correction	1,725,726	1,725,726	2,012,071	2,012,071
Courts	964,069	972,708	1,794,051	1,802,690
Police	1,383,102	1,419,499	1,684,211	1,720,608
Public Buildings	1,258,599	1,259,058	1,595,139	1,595,598
Housing Authority	624,369	624,369	1,442,778	1,442,778
Fire	561,463	663,709	1,133,810	1,236,056
Traffic	241,689	388,325	344,688	656,324
Transit	415,000	415,000	655,000	655,000
Homeless Services	437,268	437,268	650,387	650,387
DEP Equipment	343,963	343,963	539,940	539,940
Health	371,233	379,153	515,991	537,075
Admin For Children's Services	397,354	423,736	439,983	471,275
Cultural Affairs	409,846	410,449	431,175	431,778
CUNY	245,896	246,150	389,202	389,456
Ferries	206,715	292,713	221,201	319,258
Human Resources	122,097	206,185	167,964	285,252
NY Branch Libraries	257,672	257,672	278,551	278,551
Brooklyn Libraries	152,930	159,188	172,427	178,685
Queens Libraries	124,796	125,041	144,507	144,752
Real Estate	114,918	114,918	139,669	139,669
Transportation Equipment	101,319	104,158	107,102	109,941
Aging	39,601	39,601	47,287	47,287
NY Research Library	877	877	2,224	2,224
<i>Total</i>	<i>\$14,123,690</i>	<i>\$15,628,541</i>	<i>\$21,800,201</i>	<i>\$23,565,479</i>
<i>Grand Total</i>	<i>\$53,053,284</i>	<i>\$58,813,055</i>	<i>\$88,923,649</i>	<i>\$95,845,006</i>

Ten-Year Capital Strategy Fiscal Years 2018-2027

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				Energy Efficiency and Citywide Equipment	118
				Citywide Total	125

Financing Program

The City financing program projects \$48.6 billion of long-term borrowing for the period fiscal years 2017 through 2021 to support the City 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 Future Tax Secured (FTS) bonds of the New York City Transitional Finance Authority (TFA).

Given the TFA is approaching its statutory limit on Building Aid Revenue Bonds (BARB) debt outstanding, the financing program reflects BARB issuance so as to remain under the limit. Figures below do not include state funded financing for education capital purposes through BARBs:

2017–2021 Financing Program
(\$ in millions)

	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
City General Obligation Bonds	\$2,281	\$3,250	\$4,500	\$4,730	\$4,610	\$19,371
TFA Bonds ⁽¹⁾	3,300	3,250	4,500	4,730	4,610	20,390
Water Authority Bonds ⁽²⁾	1,767	1,418	1,868	1,913	1,890	8,856
Total	\$7,348	\$7,918	\$10,868	\$11,373	\$11,110	\$48,617

(1) TFA Bonds do not include BARBs issued for education capital purposes. TFA expects to continue to issue BARBs under the current legislative authorization.

(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.

Financing Program

Overview of the Financing Program

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.

2017–2021 Debt Outstanding

(\$ in millions at year end)

	2017	2018	2019	2020	2021
City General Obligation Bonds	\$38,020	\$39,076	\$41,413	\$43,801	\$46,048
TFA Bonds (1)	31,714	33,984	37,155	40,529	43,667
TSASC Bonds	1,090	1,071	1,053	1,023	993
Conduit Debt	1,365	1,284	1,206	1,121	1,033
Total	\$72,189	\$75,415	\$80,827	\$86,474	\$91,741
Water Authority Bonds	\$30,930	\$32,240	\$33,783	\$35,313	\$36,798

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

2017–2021 Annual Debt Service Costs

(\$ in millions, before prepayments)

	2017	2018	2019	2020	2021
City General Obligation Bonds	\$3,893	\$4,103	\$4,177	\$4,520	\$4,707
TFA Bonds (1)	2,181	2,201	2,830	3,122	3,405
TSASC Bonds	65	73	72	82	82
Conduit Debt (2)	207	224	218	267	284
Total Debt Service	\$6,346	\$6,601	\$7,297	\$7,991	\$8,478
Water Authority Bonds (3)	\$1,532	\$1,726	\$1,880	\$2,045	\$2,174

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

(2) Conduit Debt debt service includes interest on the \$3 billion Hudson Yards Infrastructure Corporation (HYIC) debt issued in December 2006 and October 2011. Such debt is not included in the “Debt Outstanding” table above because the City is not required to pay principal of the HYIC debt.

(3) Includes First Resolution debt service and Second Resolution debt service net of subsidy payments from the NYS Environmental Facilities Corporation.

2017–2021 Debt Burden

	2017	2018	2019	2020	2021
Total Debt Service (1) as % of:					
a. Total Revenue	7.4%	7.7%	8.3%	8.7%	9.0%
b. Total Taxes	11.5%	11.6%	12.2%	12.8%	13.1%
c. Total NYC Personal Income	1.1%	1.1%	1.2%	1.2%	1.3%
Total Debt Outstanding (1) as % of:					
a. Total NYC Personal Income	12.5%	12.6%	13.0%	13.4%	13.7%

(1) Total Debt Service and Debt Outstanding include GO, conduit debt and TFA bonds other than BARBs.

Financing Program

The financing of the City capital program is split among GO, TFA FTS and NYW bond issuance. The City and TFA expect to issue \$19.4 billion and \$20.4 billion, respectively, during the plan period. The City issuance supports 40 percent of the total, while TFA FTS issuance supports 42 percent of the total. NYW will issue, excluding refundings, approximately \$8.9 billion.

The City, TFA, and NYW have enjoyed continued strong investor demand which has allowed the City capital program to be financed at reasonable interest rates. All of the issuers financing the City capital program have maintained credit ratings in the AA category or better by Moody's, Standard & Poor's, and Fitch, as indicated in the table below.

Ratings

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

New York City General Obligation Bonds

Since July 1, 2016, the City has issued approximately \$2.3 billion in bonds for capital purposes and \$900 million in refunding bonds. The dates and principal amounts are as follows:

NYC GO Issuance

(\$ 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>Total Par Amount</i>
2017A	N	8/18/2016	\$1,181	\$250	\$1,431
2017B	N	12/20/2016	650	200	850
2017 CD	R	2/22/2017	900	0	\$900
Total			\$2,731	\$450	\$3,181

The refunding transaction the City has completed to date in fiscal year 2017 generated approximately \$130 million of debt service savings during the financial plan period.

In addition to the total issuance mentioned above, the City took steps to manage its outstanding floating rate debt. The City reoffered four subseries of floating rate bonds amounting to over \$200 million. Of those reoffered issues, two subseries of publicly offered floating rate notes amounting to approximately \$150 million and two subseries of variable rate demand bonds amounting to approximately \$50 million were converted to fixed rates.

The City plans to issue GO bonds for capital purposes of approximately \$3.3 billion, \$4.5 billion, \$4.7 billion, and \$4.6 billion in fiscal years 2018 through 2021, respectively.

Currently the debt service for the City, TFA FTS, and City appropriation debt, or conduit debt, excluding the effect of prepayments, is 7.4 percent of the City's total budgeted revenues in fiscal year 2017. That ratio is projected to rise to 9.0 percent in fiscal year 2021. As a percentage of tax revenues, the debt service ratio is 11.5 percent in fiscal year 2017 and is projected to increase to 13.1 percent in fiscal year 2021.

Financing Program

Variable Rate Debt

Floating rate bonds have been a reliable source of cost savings in the City financing 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 FTS, TSASC bonds and conduit debt. The City and its related entities have approximately \$10.9 billion of floating rate exposure.

Despite changes in the floating rate market, the City and other issuers supporting the City capital program have maintained 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. The City and TFA entered into private placements and public offerings of index floating rate bonds bearing all-in costs comparable to variable rate demand bonds with bank facilities. The City and TFA continue to explore these and other debt instruments which confer the benefit of floating rate exposure.

The City has not entered into any new interest rate swaps to date in fiscal year 2017. The total notional amount of swaps outstanding as of March 31, 2017 was \$1.28 billion, on which the termination value was negative \$86.9 million. This is the theoretical amount which the City would pay if all of the swaps terminated under market conditions as of March 31, 2017.

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 would 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 costs. 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, 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.

Financing Program

NYC Floating-Rate Exposure (1)

	(\$ in millions)				
	<i>GO</i>	<i>TFA</i>	<i>Conduit</i>	<i>TSASC</i>	<i>Total</i>
Floating Rate Bonds	\$6,252	\$4,224	\$30	\$0	10,506
Synthetic Fixed	191	0	31	0	222
Enhanced Basis Swap	125	0	0	0	125
Total Floating-Rate	\$6,568	\$4,224	\$61	\$0	\$10,853
Total Debt Outstanding	\$38,020	\$31,714	\$1,365	\$1,090	\$72,189
% of Floating-Rate / Total Debt Outstanding			15.0%		
Total Floating-Rate Less \$6.9 Billion Balance in General Fund (Floating-Rate Assets)			3,954		
% of Net Floating Rate / Total Debt Outstanding			5.5%		

(1) End of Fiscal Year Debt Outstanding as of the 2018 Executive Budget excluding NYW, HYIC, and TFA BARBs.

The 15 percent floating rate exposure, including the risk from the synthetic fixed rate swaps and the basis swaps, is even more manageable after taking into account the 10 year average balance of \$6.9 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 5.5 percent of its outstanding debt. Moreover, the City uses conservative assumptions in budgeting expenses from floating rate instruments.

During fiscal year 2017, short-term interest rates relating to floating rate debt have been 0.66 percent on average for tax-exempt and 1.01 percent for taxable floating rate debt. These rates have continued to provide extremely attractive financing costs relative to fixed rate debt. Tax exempt floating rate debt has traded recently at rates that are approximately 270 basis points lower than those for long term fixed-rate debt, resulting in an annual savings of over \$290 million.

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 \$63.1 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 the aggregate bond par amount sold, \$30.8 billion is outstanding, \$23.7 billion was refinanced with lower cost debt, \$3.5 billion was defeased with Authority funds prior to maturity, and \$5.1 billion was retired with revenues as it matured. In addition to this long-term debt, NYW uses a \$600 million tax-exempt commercial paper program and bond anticipation notes (BANs) issued to the New York State Environmental Facilities Corporation (EFC) as a source of flexible short-term financing. As of April 13, 2017, \$209 million of BAN draws are outstanding. The commercial paper includes \$400 million of unenhanced extendible municipal commercial paper (EMCP) notes and \$200 million of notes backed by a line of credit from a bank.

Financing Program

NYW's outstanding debt also includes floating rate bonds, which have been a reliable source of cost effective financing. NYW has \$5.2 billion of floating rate bonds or 17 percent of its outstanding debt, including \$401 million which was swapped to a fixed rate. NYW's floating rate exposure includes tax-exempt floating rate debt supported by liquidity facilities.

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

Summarized in the following table are the issuances that have closed to date in fiscal year 2017. The proceeds of the bonds were applied to pay the cost of improvements to the system, refinanced commercial paper previously issued by NYW, 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>
2017 AA	N	10/6/2016	\$201,000,000	3.25%	2046
2017 BB	N	10/6/2016	\$289,500,000	0.62% ⁽¹⁾	2049
2017 CC	N/R	12/15/2016	\$415,650,000	4.25%	2046
2017 DD	N	2/9/2017	\$336,540,000	4.26%	2047
2017 EE	R	3/23/2017	\$392,090,000	3.82%	2039
2017 Series 3, 4, and 5 ²	N/R	4/13/2017	\$1,198,883,000	1.25% ³	2046

(1) Bonds issued as variable rate demand bonds; rate shown is an average from the issue date through April 20, 2017

(2) Bonds issued to EFC

(3) This is the Effective Interest Cost, which includes subsidy but does not include annual fees for administration

Financing Program

NYW is a party to two interest rate exchange agreements (swaps) with a total notional amount of \$401 million. As of March 31, 2017, the mark-to-market value of the swaps was negative \$104.1 million. This is the theoretical amount which NYW would pay if all swaps terminated as of March 31, 2017.

During the period from 2018 to 2021, NYW expects to sell an average of approximately \$1.8 billion of new money bonds 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 approximately 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 public authority of New York State created by the New York Transitional Finance Authority Act. The TFA was created to issue debt, primarily secured with the City's personal income tax, 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. Currently, TFA is 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, 2016, the TFA has issued approximately \$800 million in refunding bonds and \$3.3 billion in bonds for capital purposes. The dates and principal amounts are as follows:

NYC TFA Issuance

(\$ in millions)

<i>Series</i>	<i>New \$/ Refunding</i>	<i>Issue Date</i>	<i>Tax Exempt Amount</i>	<i>Taxable Amount</i>	<i>Total Par Amount</i>
2017 A	N	7/28/2016	\$800	\$250	\$1,050
2017 B	N	9/22/2016	900	250	1,150
2017 CD	R	3/22/2017	795	0	795
2017 E	N	4/19/2017	800	300	1,100
Total			\$3,295	\$800	\$4,095

Financing Program

The \$800 million refunding transaction the TFA completed during fiscal year 2017 generated approximately \$84 million of debt service savings during the financial plan period.

Additionally, the TFA converted approximately \$40 million of floating rate bonds to a fixed rate mode.

Beyond the financings described above, the TFA plans to issue TFA FTS bonds for capital purposes of approximately \$3.3 billion, \$4.5 billion, \$4.7 billion and \$4.6 billion in years 2018 through 2021, 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. The TFA currently has approximately \$7.9 billion of BARBs outstanding which fund the capital program of the Department of Education. The financing program reflects BARB issuance projections to remain under the statutory cap. The TFA plans to issue BARBs of approximately \$750 million, \$163 million, \$77 million, and \$295 million in fiscal years 2018 through 2021, respectively. The reduction of BARB issuance is offset by an increase in GO and TFA FTS bond issuance.

Hudson Yards Infrastructure Corporation

Hudson Yards Infrastructure Corporation (HYIC), a not-for-profit local development corporation, 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.

In December 2006, HYIC, issued its first series of bonds in the principal amount of \$2 billion. HYIC issued its second issuance of \$1 billion of bonds in October 2011. 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.

Given the ongoing development in the Manhattan's far west side, revenues received by HYIC have accelerated. Collections of PILOT revenue and tax equivalency payments continue to increase. Additionally, since January 2017 HYIC received over \$20 million from payments in lieu of mortgage recording tax and district improvement bonus. These revenues, along with other revenues, will eliminate the interest support the City would have to provide on the HYIC bonds for fiscal years 2017 and 2018. However, some of these revenues are not ongoing, and the City financial plan reflects appropriation for interest support on the HYIC bonds in the future should recurring revenues be insufficient to cover interest on HYIC bonds.

The No. 7 Subway extension was constructed by the MTA and began service in September 2015. The secondary entrance to this station is currently under construction and is expected to open in the third quarter of calendar year 2018.

Phase I of Hudson Park and Boulevard completed construction and opened to the public in August 2015 and is managed by the Hudson Yards Hell's Kitchen Alliance Business Improvement District.

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 and safer 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 an increasing transportation demand. Increasing congestion on the City's highways will further exacerbate the difficulties of goods movement, as most goods are shipped into the City via trucks. In the face of these trends the challenge 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. Simultaneously, the City must maintain its aging bridge and arterial network so that vital transportation links do not become structurally deficient or congested, and to limit pollution-causing bottlenecks, which can impede the City's economic growth.

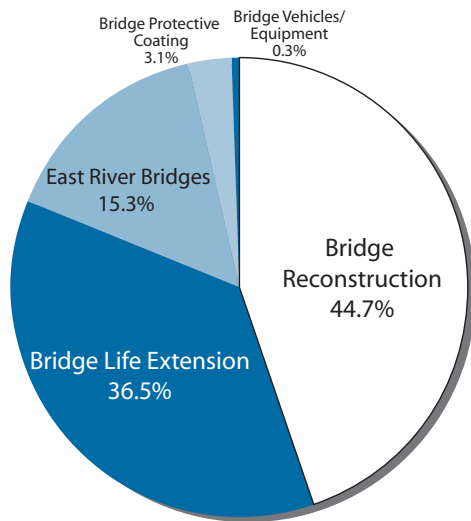
Capital Program Goals

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

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides approximately \$15.2 billion to the Department, with Bridges and Highways receiving the bulk of funding, totaling approximately \$14.1 billion.

Department of Transportation - Bridges



Bridges

	(in millions)
• Bridge Reconstruction	\$3,681.9
• Bridge Life Extension	3,006.2
• East River Bridges	1,257.9
• Bridge Protective Coating	254.7
• Bridge Vehicles/Equipment	24.8
• Bridge Facilities	5.4
TOTAL	\$8,230.8

The Ten-Year Capital Strategy provides \$8.2 billion in the Bridge Program for the reconstruction and upgrade of the City's bridge system. The Ten-Year Capital Strategy includes funding for work on the four East River Bridges and other bridge structures. The first four years of this Ten-Year Capital Strategy provides \$6.0 billion to the Bridge Program, of which \$1.6 billion is planned to be committed in 2018. The total commitment reflects the high priority accorded to restoring and maintaining these essential links in the City's transportation system.

Bridge Reconstruction

The Ten-Year Capital Strategy provides \$3.7 billion to reconstruct bridge structures currently rated "fair" or "good," including \$1.5 billion for Brooklyn-Queens Expressway (BQE) – Triple Cantilever Bridge and \$345.0 million for the Shore Road Bridge over Hutchinson River.

Bridge Life Extension

The Ten-Year Capital Strategy provides \$3.0 billion for rehabilitative work on 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. These projects include \$138.5 million for Grand Street Bridge over Newtown Creek and \$86.1 million for FDR Drive Northbound from East 42nd to 49th Street.

East River Bridges

The Ten-Year Capital Strategy provides \$1.3 billion for rehabilitative work on the East River Bridges. Funds for these projects include \$342.5 million for Queensboro Bridge, \$329.5 million for the Manhattan Bridge, \$308.0 million for Williamsburg Bridge, and \$277.9 million for Brooklyn Bridge.

Bridge Protective Coating

The Ten-Year Capital Strategy provides \$254.7 million for protective coating treatment on bridge structures. This program includes \$9.6 million for the Henry Hudson Parkway Bridge over West 158th Street and \$1.6 million for West 207th Bridge over Harlem River.

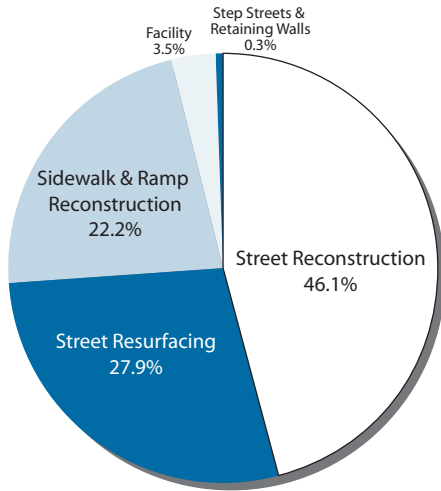
Bridge Facilities, Equipment and Vehicles

The Ten-Year Capital Strategy provides \$24.8 million for the purchase of equipment and vehicles and \$5.4 million for bridge facilities.

Department of Transportation - Bridges

Project Type: BR and HB		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
East River Bridges												
City		707,524	250,000	0	280,000	0	0	0	0	0	0	1,237,524
Federal		20,340	0	0	0	0	0	0	0	0	0	20,340
Fair Bridges												
City		365,176	102,690	966,107	1,178,071	520,268	65,061	15,137	0	0	16,090	3,228,600
Federal		93,538	763	76,576	238,141	0	36,237	0	0	0	0	445,255
State		6,140	0	0	0	0	0	0	0	0	0	6,140
Private		857	0	0	0	0	0	0	0	0	0	857
Useful Life Extension												
City		219,807	183,184	398,459	614,603	293,982	263,453	140,745	124,194	83,483	470,601	2,792,511
Federal		140,798	41,956	13,340	0	0	0	0	0	0	0	196,094
State		17,579	0	0	0	0	0	0	0	0	0	17,579
Bridge Painting												
City		13,803	13,650	20,000	20,591	25,000	32,000	32,000	32,000	32,919	32,000	253,963
Federal		725	0	0	0	0	0	0	0	0	0	725
Poor Bridges												
City		7	1,000	0	0	0	0	0	0	0	0	1,007
Equipment for Bridge Maintenance												
City		2,033	1,020	500	500	500	500	500	500	516	531	7,100
Bridge Facilities												
City		1,543	392	399	406	414	414	428	441	455	469	5,361
Bridge Vehicles												
City		8,284	900	978	997	1,017	1,037	1,071	1,107	1,141	1,177	17,709
Project Type Total by Source of Funds												
City		1,318,177	552,836	1,386,443	2,095,168	841,181	362,465	189,881	158,242	118,514	520,868	7,543,775
Federal		255,401	42,719	89,916	238,141	0	36,237	0	0	0	0	662,414
State		23,719	0	0	0	0	0	0	0	0	0	23,719
Private		857	0	0	0	0	0	0	0	0	0	857
Project Type Total												
All Funds		1,598,154	595,555	1,476,359	2,333,309	841,181	398,702	189,881	158,242	118,514	520,868	8,230,765

Department of Transportation - Highways



Highways

	(in millions)
• Street Reconstruction	\$2,718.1
• Street Resurfacing	1,643.4
• Sidewalk & Ramp Reconstruction	1,310.8
• Facilities	204.3
• Step Streets & Retaining Walls	19.0
TOTAL	\$5,895.5

The Ten-Year Capital Strategy provides \$5.9 billion to the Highways program for the rehabilitation of approximately 8,313 lane miles of City streets.

Street Reconstruction

Total funding in the Ten-Year Capital Strategy for street reconstruction is \$2.7 billion to reconstruct approximately 673 lane miles. This work includes \$264.2 million for the reconstruction to improve drainage conditions in Southeast Queens, \$220.2 million for the reconstruction of Queens Boulevard and \$183.6 million for Woodhaven Boulevard Select Bus Service routes.

Street Resurfacing

The Ten-Year Capital Strategy funds the resurfacing of 7,640 lane miles of primary streets and arterial highways at a ten-year cost of \$1.6 billion. This includes the resurfacing of 1,300 lane miles annually in 2018 and 2019.

Sidewalk and Ramp Reconstruction

For the ten-year period, \$506.8 million is provided to reconstruct sidewalks throughout the City. Additionally, \$804.0 million is provided to install and reconstruct pedestrian ramps throughout the City.

Facility Reconstruction

A total of \$204.3 million is allocated in the Ten-Year Capital Strategy for the design and reconstruction of highway maintenance and repair yards, other Department facilities, and miscellaneous renovations and upgrades.

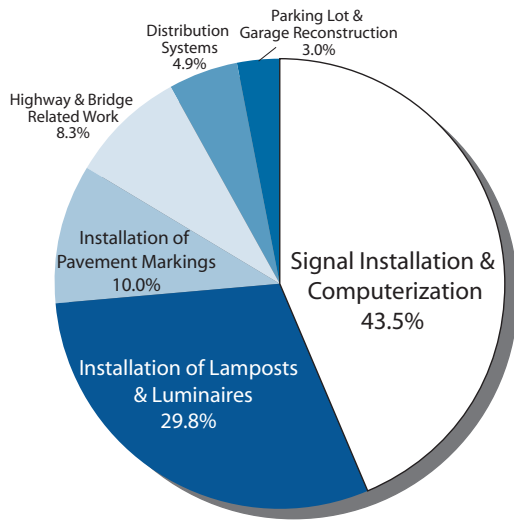
Step Streets & Retaining Walls

A total of \$19.0 million is provided in the Ten-Year Capital Strategy for the reconstruction of step streets (\$18.7 million) and retaining walls (\$0.2 million).

Department of Transportation - Highways

Project Type: HW		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Facility Reconstruction												
	City	13,884	28,704	110,119	5,404	11,219	5,100	5,268	5,442	5,611	5,785	196,536
	Federal	2,931	4,793	0	0	0	0	0	0	0	0	7,724
Local Street Reconstruction												
	City	11,176	2,872	516	0	0	0	0	0	0	0	14,564
	Federal	0	0	433	0	0	0	0	0	0	0	433
	State	2,173	0	0	0	0	0	0	0	0	0	2,173
Pedestrian Ramp Construction												
	City	84,550	100,593	101,684	73,325	73,325	73,325	74,325	73,325	73,325	73,325	801,102
	Federal	0	107	2,781	0	0	0	0	0	0	0	2,888
Primary Street Reconstruction												
	City	425,167	499,125	374,727	293,253	185,596	172,924	72,580	23,459	16,212	35,284	2,098,327
	Federal	107,697	165,492	106,630	68,365	45,432	0	0	0	0	0	493,616
	State	33,244	35,828	21,843	8,467	0	0	0	0	0	0	99,382
	Private	6,105	169	3,352	0	0	0	0	0	0	0	9,626
Primary Street Resurfacing												
	City	270,149	274,237	127,676	127,247	129,753	132,810	137,130	141,589	145,979	150,504	1,637,074
	Federal	3,525	0	0	0	0	0	0	0	0	0	3,525
	State	2,781	0	0	0	0	0	0	0	0	0	2,781
Reconstruction of Retaining Walls												
	City	0	154	81	0	0	0	0	0	0	0	235
Sidewalk Reconstruction												
	City	55,813	36,228	39,621	35,188	35,188	35,188	36,188	35,188	28,699	35,188	372,489
	Federal	1,380	142	14,421	0	0	0	0	0	0	0	15,943
	State	2,250	0	0	604	260	0	0	0	0	0	3,114
	Private	17,285	11,062	11,062	11,062	11,062	11,062	11,062	11,062	9,470	11,062	115,251
Reconstruction of Step Streets												
	City	17,600	1,122	0	0	0	0	0	0	0	0	18,722
Project Type Total by Source of Funds												
	City	878,339	943,035	754,424	534,417	435,081	419,347	325,491	279,003	269,826	300,086	5,139,049
	Federal	115,533	170,534	124,265	68,365	45,432	0	0	0	0	0	524,129
	State	40,448	35,828	21,843	9,071	260	0	0	0	0	0	107,450
	Private	23,390	11,231	14,414	11,062	11,062	11,062	11,062	11,062	9,470	11,062	124,877
Project Type Total												
	All Funds	1,057,710	1,160,628	914,946	622,915	491,835	430,409	336,553	290,065	279,296	311,148	5,895,505

Department of Transportation - Traffic



Traffic

(in millions)

• Signal Installation and Computerization	\$285.6
• Installation of Lampposts and Luminaires	195.4
• Installation of Pavement Markings	65.6
• Highway and Bridge Related Work	54.8
• Distribution Systems	32.0
• Parking Meters, Lots, Garages & Equipment	22.9
TOTAL	\$656.3

The Ten-Year Capital Strategy provides \$656.3 million for Traffic programs.

Signal Installation and Computerization

The Ten-Year Capital Strategy provides \$285.6 million for signal installation and computerization.

Installation of Lampposts and Luminaires

The Ten-Year Capital Strategy provides \$195.4 million for the installation of lampposts and luminaires.

Installation of Pavement Markings

The Ten-Year Capital Strategy provides funding of \$65.6 million for the installation of approximately 109 million linear feet of thermoplastic reflectorized pavement markings to be done in conjunction with the Department's in-house resurfacing program.

Highway and Bridge Related Work

The Ten-Year Capital Strategy provides \$54.8 million for the installation of signals, streetlights, and lane markings associated with the Highway Reconstruction and Bridge Programs.

Replacement of Electrical Distribution Systems

To reduce lighting outages, the Ten-Year Capital Strategy will replace approximately 320,000 linear feet of wire/conduit for traffic related electrical distribution systems throughout the City's roadway and park lighting systems, at a total cost of \$32.0 million.

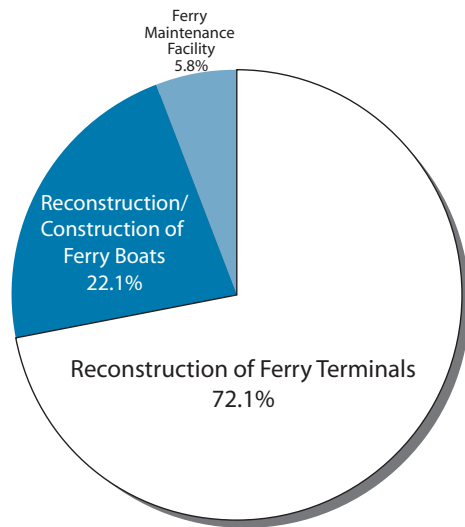
Parking Meters, Lots, Garages and Equipment

The Ten-Year Capital Strategy provides \$22.9 million for parking meters, lots, garages, and electrical vehicle charging stations.

Department of Transportation - Traffic

Project Type: TF	(\$ in 000's)											
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total	
Traffic Work in Conjunction with Fair Bridges												
City	1,699	0	0	0	0	0	0	0	0	0	0	1,699
Communications, Surveillance Equipment												
City	2,000	8,000	0	0	0	0	0	0	0	0	0	10,000
Highway Drawdown Program												
City	2,996	955	1,917	0	0	0	2,000	0	0	0	0	7,868
Federal	0	640	1,552	0	0	0	0	0	0	0	0	2,192
Installation of Lampposts and Luminaires												
City	19,201	15,166	6,072	15	72	15	72	15	0	31	0	40,659
Federal	0	2,354	0	0	0	0	0	0	0	0	0	2,354
State	26,369	8,012	22,000	7,500	22,000	7,500	22,000	7,500	22,000	7,500	7,500	152,381
Parking Meters, Lots and Garages												
City	4,517	3,687	480	1,029	662	480	493	507	523	539	0	12,917
Installation of Pavement Markings												
City	20,169	0	14,729	0	15,131	0	0	0	0	15,600	0	65,629
Traffic Work in Conjunction with Highway Reconstruction												
City	6,688	8,516	8,352	2,455	2,478	2,776	2,862	3,066	2,016	2,079	0	41,288
Federal	455	471	821	0	0	0	0	0	0	0	0	1,747
State	0	-9	24	0	0	0	0	0	0	0	0	15
Replacement of Electrical Distribution Systems												
City	589	0	463	0	0	0	0	0	0	0	0	1,052
Federal	5,295	0	0	0	0	0	0	0	0	0	0	5,295
State	520	5,139	0	5,000	0	5,000	0	5,000	0	5,000	0	25,659
Signal Installation and Computerization												
City	66,930	26,273	11,697	7,094	10,098	7,094	10,098	7,096	0	17,196	0	163,576
Federal	14,971	305	0	0	0	0	0	0	0	0	0	15,276
State	3,029	21,188	500	20,500	0	20,500	0	20,500	0	20,500	0	106,717
Project Type Total by Source of Funds												
City	124,789	62,597	43,710	10,593	28,441	10,365	15,525	10,684	2,539	35,445	0	344,688
Federal	20,721	3,770	2,373	0	0	0	0	0	0	0	0	26,864
State	29,918	34,330	22,524	33,000	22,000	33,000	22,000	33,000	22,000	33,000	33,000	284,772
Project Type Total												
All Funds	175,428	100,697	68,607	43,593	50,441	43,365	37,525	43,684	24,539	68,445	0	656,324

Department of Transportation - Ferries



Reconstruction of Ferry Terminals

The Ten-Year Capital Strategy includes \$230.3 million for the rehabilitation and renovation work to ferry terminal buildings, slips, and racks.

Reconstruction/Construction of Ferry Boats

The Ten-Year Capital Strategy provides \$70.5 million for various projects associated with the Department of Transportation-operated ferry boats.

Reconstruction of Ferry Maintenance Facility

Funding of \$18.4 million is included for general construction work at the ferry maintenance facility.

Ferries

	(in millions)
• Reconstruction of Ferry Terminals	\$230.3
• Reconstruction/Construction of Ferry Boats	70.5
• Ferry Maintenance Facility	18.4
TOTAL	\$319.3

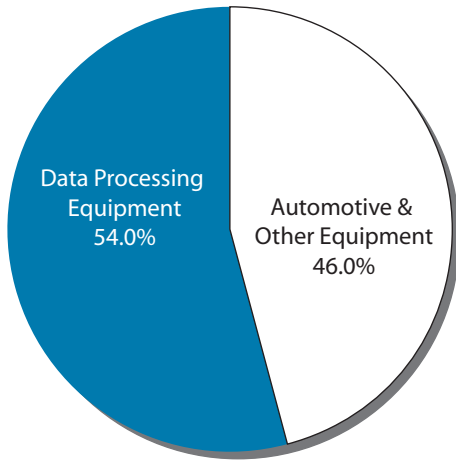
The Ten-Year Capital Strategy provides a total of \$319.3 million for the reconstruction, construction and improvement of various ferry vessels and facilities.

Department of Transportation - Ferries

Project Type: FA		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Reconstruction of Ferry Boats												
City		13,171	7,238	10,745	3,276	7,350	3,085	0	272	1,262	1,301	47,700
Federal		3,000	3,510	4,340	4,368	0	3,480	0	0	0	0	18,698
State		1,375	387	1,365	546	0	435	0	0	0	0	4,108
Ferry Maintenance Facility Construction												
City		1,979	0	8,000	2,329	0	0	0	0	0	0	12,308
Federal		5,797	0	0	0	0	0	0	0	0	0	5,797
State		330	0	0	0	0	0	0	0	0	0	330
Reconstruction of Ferry Terminal Facilities												
City		13,374	49,790	91,915	4,898	1,216	0	0	0	0	0	161,193
Federal		22,788	21,760	14,681	0	4,144	0	0	0	0	0	63,373
State		1,391	0	360	0	4,000	0	0	0	0	0	5,751
Project Type Total by Source of Funds												
City		28,524	57,028	110,660	10,503	8,566	3,085	0	272	1,262	1,301	221,201
Federal		31,585	25,270	19,021	4,368	4,144	3,480	0	0	0	0	87,868
State		3,096	387	1,725	546	4,000	435	0	0	0	0	10,189
Project Type Total												
All Funds		63,205	82,685	131,406	15,417	16,710	7,000	0	272	1,262	1,301	319,258

Department of Transportation - Equipment

The Ten-Year Capital Strategy provides \$109.9 million for the purchase of vehicles and equipment for DOT field forces and computer equipment for office automation, data processing, and engineering support.



Equipment

	(in millions)
• Data Processing Equipment	\$59.4
• Automotive and Other Equipment	50.5
TOTAL	\$109.9

Department of Transportation - Equipment

Project Type: TD		<i>(\$ in 000's)</i>										
		<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>	<i>2026</i>	<i>2027</i>	<i>Total</i>
<i>Data Processing Equipment</i>												
City		24,494	15,064	9,195	3,380	898	916	946	977	1,007	1,039	57,916
Federal		1,500	0	0	0	0	0	0	0	0	0	1,500
<i>Automotive and Other Equipment</i>												
City		24,615	23,475	139	957	0	0	0	0	0	0	49,186
Federal		1,339	0	0	0	0	0	0	0	0	0	1,339
<i>Project Type Total by Source of Funds</i>												
City		49,109	38,539	9,334	4,337	898	916	946	977	1,007	1,039	107,102
Federal		2,839	0	0	0	0	0	0	0	0	0	2,839
<i>Project Type Total</i>												
All Funds		51,948	38,539	9,334	4,337	898	916	946	977	1,007	1,039	109,941
<i>Transportation Total</i>												
		<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>	<i>2026</i>	<i>2027</i>	<i>Total</i>
<i>Total by Source of Funds</i>												
City		2,398,938	1,654,035	2,304,571	2,655,018	1,314,167	796,178	531,843	449,178	393,148	858,739	13,355,815
Federal		426,079	242,293	235,575	310,874	49,576	39,717	0	0	0	0	1,304,114
State		97,181	70,545	46,092	42,617	26,260	33,435	22,000	33,000	22,000	33,000	426,130
Private		24,247	11,231	14,414	11,062	11,062	11,062	11,062	11,062	9,470	11,062	125,734
All Funds		2,946,445	1,978,104	2,600,652	3,019,571	1,401,065	880,392	564,905	493,240	424,618	902,801	15,211,793

Transit Authority

New York City Transit (NYCT) is the largest agency in the Metropolitan Transportation Authority (MTA) regional transportation network. The MTA is the largest regional transit provider in the Western Hemisphere and New York City Transit (NYCT) operates the most extensive public transportation system in the country, serving over 2.4 billion subway, bus and paratransit passengers each year, in addition to a 21-station rail system on Staten Island known as MTA Staten Island Railway. NYCT maintains a fleet of 6,418 subway cars, 472 passenger stations in four boroughs, and over 660 miles of subway. It operates 24 hours a day, 365 days a year. In addition, NYCT operates a fleet of 4,425 buses on 235 routes on over 2,000 route miles throughout the City. Through 2015, subway ridership was 1.8 billion annually, reaching its highest level in over 40 years, as riders continue to utilize more unlimited ride and discount fare options.

Since 1982, NYCT has implemented six multi-year capital reconstruction programs 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 113,022 miles between failures. The five year 2015-2019 Capital Program, approved by the MTA Board in April 2016, includes \$29.5 billion for all MTA agencies, \$15.8 billion of which would be invested in the NYCT core system, and \$1.0 billion for NYCT network expansion. The 2015-2019 Capital Program includes a City contribution of \$2.5 billion, consisting of \$1.9 billion to be funded with proceeds of City general obligation bonds and \$600.0 million to be funded through alternative non tax levy revenue sources.

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 1,285 buses, the MTABC serves over 126 million riders per year, operating 24 hours a day, 365 days a year. MTABC's operating costs are subsidized by the City.

Capital Program Goals

The five year 2015-2019 MTA Capital Program for NYCT includes subway station rehabilitations, improvements in the subway's signals, communications, track maintenance and replacement of train cars and buses. More specifically, the improvements will ensure safety, reliability and performance by improving infrastructure and facilities. The Capital Program includes the purchase of 940 new subway cars for \$2.9 billion which will replace B Division cars reaching the end of their useful lives. The Capital Program also includes the purchase of 1,391 new buses for \$1.0 billion. These new buses are part of NYCT's normal replacement cycle and will replace existing fleets that are approaching the end of their useful lives. The remaining \$12.0 billion is budgeted for system-wide infrastructure and other upgrades.

The 2015-2019 MTA Capital Program for MTABC includes a total of \$376.0 million to replace 345 buses and to upgrade facilities and equipment at MTABC depots.

Ten-Year Capital Strategy

In the Ten-Year Capital Strategy, the City will contribute \$655.0 million to the MTA, including \$350.0 million for ongoing NYCT track improvements and rehabilitation, \$301.2 million for other subway and bus projects, and \$3.8 million for various Staten Island Railway projects. Additional City funds shall be provided concurrently with additional State funds in accordance with the funding needs of the capital program.

Transit Authority - Staten Island Rapid Transit

Project Type: ST		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
<i>Staten Island Rapid Transit Operating Authority</i>	City	1,275	1,275	1,275	0	0	0	0	0	0	0	3,825
<i>Project Type Total by Source of Funds</i>	City	1,275	1,275	1,275	0	0	0	0	0	0	0	3,825
<i>Project Type Total</i>	All Funds	1,275	1,275	1,275	0	0	0	0	0	0	0	3,825

Transit Authority - Transit

Project Type: T	(\$ in 000's)										
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
<i>Miscellaneous Transit Improvement Projects</i> City	83,725	83,725	83,725	0	0	0	0	0	0	0	251,175
<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	123,725	123,725	123,725	40,000	40,000	40,000	40,000	40,000	40,000	40,000	651,175
<i>Project Type Total</i> All Funds	123,725	123,725	123,725	40,000	40,000	40,000	40,000	40,000	40,000	40,000	651,175
<i>Transit Authority Total</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>	<i>2026</i>	<i>2027</i>	<i>Total</i>
<i>Total by Source of Funds</i> City	125,000	125,000	125,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	655,000
Federal	0	0	0	0	0	0	0	0	0	0	0
State	0	0	0	0	0	0	0	0	0	0	0
Private	0	0	0	0	0	0	0	0	0	0	0
All Funds	125,000	125,000	125,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	655,000

Department of Environmental Protection

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

DEP manages over 2,000 square miles of watershed in upstate New York from which the City and nine upstate counties draw their supply of drinking water. In addition to a system of dams, reservoirs, aqueducts, and water tunnels, DEP maintains approximately 7,000 miles of water mains which distribute water throughout the five boroughs, and 7,500 miles of sewers, which collect waste and storm water and transport it to 14 wastewater treatment plants. The Department also operates facilities and equipment to maintain and support these systems.

Capital Program Goals

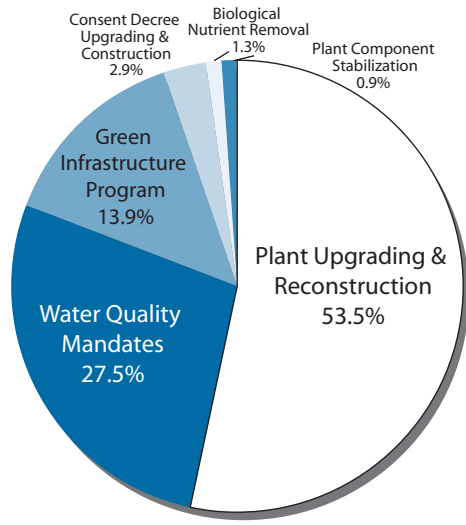
- To maintain the quality of water in the City's watersheds and, where necessary, treat the supply to ensure that it continues to be of high quality;
- To maintain and improve the transmission and distribution capacity of the City's water supply system;
- To improve the quality of the surrounding waters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

Ten-Year Capital Strategy

DEP's Capital Program, relating to the City's water and sewer system, is financed by the New York City Municipal Water Finance Authority and paid for by water and sewer charges collected through the New York City Water Board. The Ten-Year Capital Strategy includes \$18.1 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 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 waterways and to comply with the mandates imposed by the Clean Water Act, the Ten-Year Capital Strategy provides \$6.7 billion towards wastewater treatment programs.

	(in millions)
• Plant Upgrading & Reconstruction	\$3,598.4
• Water Quality Mandates	1,851.9
• Green Infrastructure Program	936.1
• Consent Decree Upgrading & Construction	193.7
• Biological Nutrient Removal	88.0
• Plant Component Stabilization	61.6
TOTAL	\$6,729.7

Plant Upgrading and Reconstruction

The Ten-Year Capital Strategy provides nearly \$3.6 billion for the reconstruction or replacement of components at in-City wastewater treatment facilities or related conveyance infrastructure to ensure their continuous and reliable operations. The department has allocated \$643.5 million in plant upgrades to reduce carbon emissions and make WWTPs more energy resilient and efficient. Included in the plan is \$342.4 million for wastewater pumping stations across the five boroughs. \$538.6 million will fund Job Order Contracts (JOCs) which allow the Bureau of Wastewater Treatment to address small capital improvements at wastewater treatment plants (WWTPs). There is \$331.0 million for floodwater resiliency upgrades. There is \$95.0 million to construct a new boiler system for the Wards Island Wastewater Treatment Plant.

Water Quality Mandates

The Ten-Year Capital Strategy provides \$1.9 billion for the optimization of existing and construction of new traditional sewer overflow controls, such as holding tanks, tunnels, and disinfection facilities, to prevent the release of combined sewer overflow (CSO) into harbor waters. \$884.6 million is dedicated to the creation and implementation of an updated CSO Long Term Control Plan to improve water quality in City water bodies.

Green Infrastructure Program

The Ten-Year Capital Strategy provides \$936.1 million for green infrastructure projects, such as bioswales, tree pits, and constructed wetlands in combined sewer areas and a program which provides grant funding for the construction of rainwater capture facilities, such as green roofs and permeable pavement.

Consent Decree Upgrading and Construction

The Ten-Year Capital Strategy provides \$193.7 million to address mandates, including \$186.0 million allocated to projects that will reduce residual chlorine released into harbor waters from wastewater treatment plants.

Biological Nutrient Removal

The Ten-Year Capital Strategy provides \$88.0 million for projects to reduce the amount of nitrogen discharged into New York City waterways.

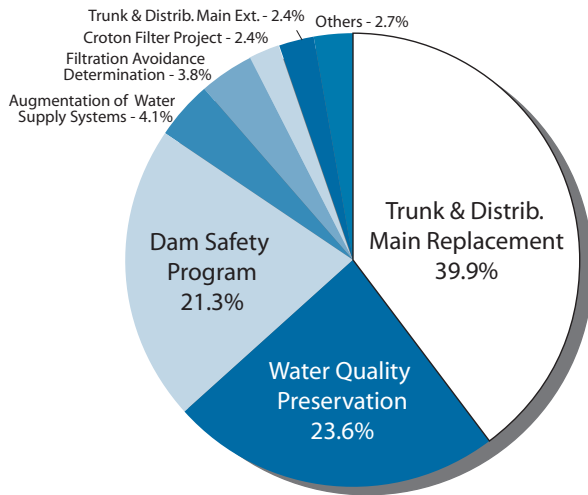
Plant Component Stabilization

The Ten-Year Capital Strategy provides \$61.6 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 \$32.7 million for the construction of a new cogeneration plant at the North River Wastewater Treatment Plant (WWTP), which will be more energy-efficient than the existing cogeneration facility and will assist the City in reaching its OneNYC carbon emission reduction goals.

Department of Environmental Protection - Water Pollution Control

Project Type: WP	(\$ in 000's)											
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total	
Biological Nutrient Removal												
City	45,000	42,969	0	0	0	0	0	0	0	0	0	87,969
Green Infrastructure Program												
City	106,607	422,227	138,511	93,351	45,468	22,750	20,750	2,250	68,482	15,750		936,146
Consent Decree Upgrading and Construction												
City	23,708	26,126	23,000	0	42,820	77,000	0	1,076	0	0	0	193,730
Plant Upgrading and Reconstruction												
City	518,767	724,280	840,694	262,531	310,780	345,956	61,833	140,000	155,300	70,000		3,430,141
Federal	162,835	5,400	0	0	0	0	0	0	0	0	0	168,235
Plant Component Stabilization												
City	34,010	50	2,300	13,450	0	0	0	0	0	0	0	49,810
Federal	11,790	0	0	0	0	0	0	0	0	0	0	11,790
Water Quality Mandates												
City	221,225	70,000	106,500	368,134	131,650	164,416	253,250	178,750	255,000	103,000		1,851,925
Project Type Total by Source of Funds												
City	949,317	1,285,652	1,111,005	737,466	530,718	610,122	335,833	322,076	478,782	188,750		6,549,721
Federal	174,625	5,400	0	0	0	0	0	0	0	0	0	180,025
Project Type Total												
All Funds	1,123,942	1,291,052	1,111,005	737,466	530,718	610,122	335,833	322,076	478,782	188,750		6,729,746

Department of Environmental Protection - Water Mains, Sources and Treatment



Water Mains, Sources and Treatment

The Ten-Year Capital Strategy provides approximately \$4.1 billion for the protection and upkeep of the City’s source water supply and water distribution systems.

	(in millions)
• Trunk and Distribution Main Replacement	\$1,642.0
• Water Quality Preservation	970.9
• Dam Safety Program	877.2
• Augmentation of Water Supply Systems	166.8
• Filtration Avoidance Determination	154.7
• Croton Filter Project	99.1
• Trunk and Distribution Main Extension	97.4
• Extensions to Accommodate New Development	60.5
• Bluebelt Program	22.0
• Miscellaneous Improvements Upstate	14.7
• Water for the Future Program	10.5
TOTAL	\$4,115.9

Trunk and Distribution Main Replacement

The Ten-Year Capital Strategy includes the replacement of distribution and trunk mains at a total cost of \$1.6 billion. This includes \$589.2 million for various state of repair projects, citywide; \$405.3 million for water main replacement in partnership with DOT street reconstruction and Vision Zero projects; \$233.8 million for emergency responses leading to immediate reconstruction and rehabilitation of water mains, and \$190.6 million for below ground infrastructure specifically related to the accelerated replacement schedule for aging water mains.

Water Quality Preservation

The Ten-Year Capital Strategy calls for improvements to the upstate watershed totaling \$970.9 million, including \$126.0 million for the reconstruction of the Catskill Aqueduct between the Kensico and Hillview Reservoirs and \$145.0 million for the reconstruction of the New Croton Dam.

Dam Safety Program

The Ten-Year Capital Strategy includes \$877.2 million for the reconstruction of dams, bridges, and roadways in the Croton, Catskill, and Delaware watersheds. This includes \$733.0 million for the rehabilitation of the Ashokan Reservoir, Olive Bridge Dam, and Dividing Weir Bridge, \$82.0 million for the replacement of two City-owned upstate bridges and \$31.0 million for the continued reconstruction of the Gilboa Dam facilities at the Schoharie Reservoir.

Department of Environmental Protection - Water Mains, Sources and Treatment

Augmentation of Water Supply Systems

The Ten-Year Capital Strategy provides \$166.8 million to increase capacity of the existing water main system.

Filtration Avoidance Determination

The Ten-Year Capital Strategy includes \$154.7 million for the continuation of various Filtration Avoidance Determination (FAD) measures in the upstate watershed, including \$95.7 million for land acquisition.

Croton Filter Project

The Ten-Year Capital Strategy includes \$99.1 million to complete a filtration plant for the Croton water supply. This includes \$72.3 million for the rehabilitation of Department of Parks and Recreation property above the plant.

Trunk and Distribution Main Extension

The Ten-Year Capital Strategy includes the extension of distribution and trunk mains at a total cost of \$97.4 million.

Extensions to Accommodate New Development

The Ten-Year Capital Strategy provides \$60.5 million to continue the program to construct additional segments or extensions of water mains into underserved areas.

Bluebelt Program

The Ten-Year Capital Strategy provides \$22.0 million for water main projects associated with the Bluebelt Program, a cost effective stormwater management system that connects natural drainage corridors, such as streams and wetlands, to conventional storm sewers to reduce local flooding.

Miscellaneous Improvements Upstate

The Ten-Year Capital Strategy provides \$14.7 million for various projects in the City's upstate watersheds.

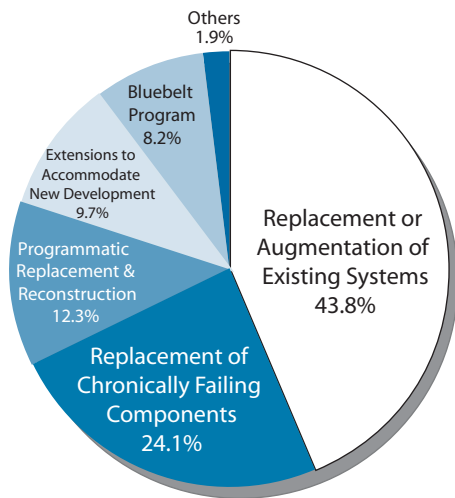
Water for the Future

The Ten-Year Capital Strategy provides \$10.5 million to fund projects associated with the repair and temporary shutdown of the Delaware Aqueduct.

Department of Environmental Protection - Water Mains, Sources and Treatment

Project Type: WM	(\$ in 000's)										
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Augmentation of Water Supply Systems											
City	120,895	6,780	10,382	2,112	15,093	11,508	0	0	0	0	166,770
Bluebelt Program											
City	7,430	4,454	4,296	0	5,866	0	0	0	0	0	22,046
Croton Filter Project											
City	71,122	4,609	23,386	0	0	0	0	0	0	0	99,117
Dam Safety Program											
City	90,000	35,721	82,000	39,500	68,000	90,000	0	10,000	68,000	394,000	877,221
Extensions											
City	58,532	300	1,650	0	0	0	0	0	0	0	60,482
Private	16	0	0	0	0	0	0	0	0	0	16
Filtration Avoidance Determination											
City	59,354	150	54,190	20,000	147	103	20,187	250	299	0	154,680
Miscellaneous Improvements Upstate											
City	1,516	8,200	1,000	2,000	2,000	0	0	0	0	0	14,716
Trunk and Distribution Main Extension											
City	9,034	29,428	0	0	166	4,000	14,197	0	0	40,585	97,410
Trunk and Distribution Main Replacement											
City	447,402	237,031	181,528	158,896	127,975	93,367	143,824	78,841	94,751	75,358	1,638,973
Federal	3,000	0	0	0	0	0	0	0	0	0	3,000
Water For The Future											
City	10,500	0	0	0	0	0	0	0	0	0	10,500
Water Quality Preservation											
City	187,834	185,087	192,085	119,825	213,250	27,750	15,350	25,750	4,000	0	970,931
Project Type Total by Source of Funds											
City	1,063,619	511,760	550,517	342,333	432,497	226,728	193,558	114,841	167,050	509,943	4,112,846
Federal	3,000	0	0	0	0	0	0	0	0	0	3,000
Private	16	0	0	0	0	0	0	0	0	0	16
Project Type Total											
All Funds	1,066,635	511,760	550,517	342,333	432,497	226,728	193,558	114,841	167,050	509,943	4,115,862

Department of Environmental Protection - Sewers



Sewers

The Ten-Year Capital Strategy provides \$4.3 billion 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 or Augmentation of Existing Systems	\$1,884.9
• Replacement of Chronically Failing Components	1,037.9
• Programmatic Replacement and Reconstruction	530.9
• Extensions to Accommodate New Development	418.7
• Bluebelt Program	353.6
• Programmatic Response to Regulatory Mandates	61.9
• Trunk and Distribution Main Replacement	19.1
TOTAL	\$4,307.0

Replacement or Augmentation of Existing Systems

The Ten-Year Capital Strategy provides \$1.9 billion to increase capacity of the existing system. This includes \$960.9 million for the sewer buildout in Southeast Queens, \$329.0 million for rezoning initiatives, and \$228.0 million for sewer replacement in partnership with DOT street reconstruction and Vision Zero projects.

Replacement of Chronically Failing Components

The Ten-Year Capital Strategy provides \$1.0 billion for the replacement of malfunctioning or collapsed cement pipe combined sewers, including \$623.3 million to fund emergency sewer work across the City, \$146.6 million for professional services supporting the projects, and \$106.2 million for sewer replacement in conjunction with DOT priority projects.

Programmatic Replacement and Reconstruction

The Ten-Year Capital Strategy includes \$530.9 million for the reconstruction for storm and sanitary sewers, including \$472.0 million to alleviate flooding in Southeast Queens.

Extensions to Accommodate New Development

The Ten-Year Capital Strategy provides \$418.7 million to continue the program to construct additional segments or extensions of sewers, Citywide. 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.

Bluebelt Program

The Ten-Year Capital Strategy includes \$353.6 million for a stormwater management plan that reduces local flooding in mid Staten Island.

Programmatic Response to Regulatory Mandates

The Ten-Year Capital Strategy includes \$61.9 million to construct high level storm sewers to limit combined sewer overflow (CSO) events in Fresh Creek Basin.

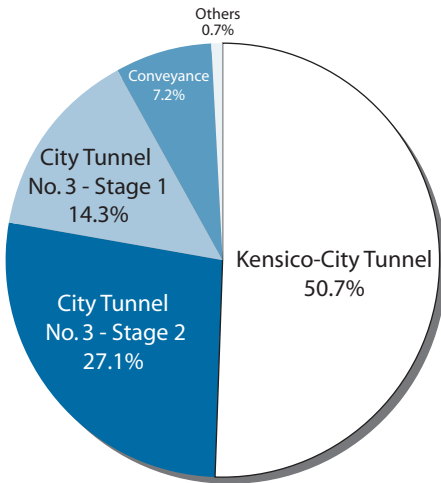
Trunk and Distribution Main Replacement

The Ten-Year Capital Strategy includes \$19.1 million for the replacement and reconstruction of sewers throughout the City. This includes \$10.6 million for below ground infrastructure specifically related to the accelerated replacement schedule for aging sewers.

Department of Environmental Protection - Sewers

Project Type: SE		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Replacement or Augmentation of Existing Systems												
City		385,883	369,225	424,028	189,426	258,847	73,146	61,872	59,243	39,053	24,150	1,884,873
Bluebelt Program												
City		115,519	74,793	53,394	10,000	34,455	10,000	10,000	10,000	10,000	0	328,161
Federal		25,390	0	0	0	0	0	0	0	0	0	25,390
Extensions to Accommodate New Development												
City		99,245	45,899	27,972	29,253	49,272	8,000	20,760	12,426	90,000	35,915	418,742
Programmatic Response to Regulatory Mandates												
City		0	61,936	0	0	0	0	0	0	0	0	61,936
Programmatic Replacement and Reconstruction												
City		28,299	0	30,600	0	2,360	98,820	77,950	292,870	0	0	530,899
Replacement of Chronically Failing Components												
City		207,809	147,242	148,813	112,427	108,085	63,663	81,786	61,271	50,000	55,000	1,036,096
Federal		1,800	0	0	0	0	0	0	0	0	0	1,800
Trunk and Distribution Main Replacement												
City		16,470	0	0	2,670	0	0	0	0	0	0	19,140
Private		6	0	0	0	0	0	0	0	0	0	6
Project Type Total by Source of Funds												
City		853,225	699,095	684,807	343,776	453,019	253,629	252,368	435,810	189,053	115,065	4,279,847
Federal		27,190	0	0	0	0	0	0	0	0	0	27,190
Private		6	0	0	0	0	0	0	0	0	0	6
Project Type Total												
All Funds		880,421	699,095	684,807	343,776	453,019	253,629	252,368	435,810	189,053	115,065	4,307,043

Department of Environmental Protection - Water Supply



Water Supply

The Ten-Year Capital Strategy provides \$2.4 billion for the construction of the Kensico Reservoir to Eastview connection tunnel, completion of work on Stage 2 of City Water Tunnel No. 3, the modification of chambers at the Hillview Reservoir, and the development of alternate water sources associated with the Water for the Future Program.

	(in millions)
• Kensico-City Tunnel	\$1,207.0
• City Tunnel No. 3 - Stage 2	646.6
• City Tunnel No. 3 - Stage 1	339.5
• Conveyance	171.2
• Water for the Future	10.3
• Miscellaneous Programs	6.0
TOTAL	\$2,380.6

Kensico-City Tunnel

The Ten-Year Capital Strategy provides \$1.2 billion for construction of a tunnel connecting the Kensico Reservoir to the Catskill/Delaware Ultraviolet Light Disinfection Facility, necessary to provide redundancy in the water supply system.

City Tunnel No. 3 - Stage 2

The Ten-Year Capital Strategy provides \$646.6 million to complete construction of City Tunnel No. 3, Stage 2. Completion of Stage 2 will provide the ability to bypass City Tunnels No. 1 and 2, which will allow for inspection and any needed repairs for the first time since they were put into operation.

City Tunnel No. 3 - Stage 1

The Ten-Year Capital Strategy provides \$339.5 million for the modification of chambers at the Hillview Reservoir.

Conveyance

The Ten-Year Capital Strategy provides \$171.2 million for water supply conveyance projects. This includes \$144.7 million to increase the capacity of the Upper Catskill Aqueduct.

Water for the Future

The Ten-Year Capital Strategy provides \$10.3 million to fund projects associated with the repair of the Delaware Aqueduct. These projects will augment the City's water supply during the temporary shutdown required for repairs and the connection of a bypass tunnel that will circumvent significant leaks.

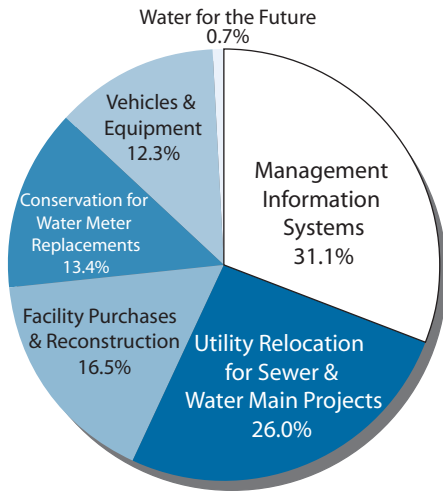
Miscellaneous Programs

The Ten-Year Capital Strategy provides \$6.0 million for miscellaneous work associated with the Water Supply system.

Department of Environmental Protection - Water Supply

Project Type: W		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
<i>Conveyance</i>												
City		149,697	4,425	0	17,048	0	0	0	0	0	0	171,170
<i>Kensico-City Tunnel</i>												
City		27,000	0	0	97,000	676,000	52,000	265,000	90,000	0	0	1,207,000
<i>Miscellaneous Programs</i>												
City		1,000	0	5,000	0	0	0	0	0	0	0	6,000
<i>City Tunnel No. 3, Stage 1</i>												
City		0	18,500	0	0	128,000	30,000	143,000	20,000	0	0	339,500
<i>City Tunnel No. 3, Stage 2</i>												
City		9,647	56,000	255,000	21,000	305,000	0	0	0	0	0	646,647
<i>Water For The Future</i>												
City		10,303	0	0	0	0	0	0	0	0	0	10,303
<i>Project Type Total by Source of Funds</i>												
City		197,647	78,925	260,000	135,048	1,109,000	82,000	408,000	110,000	0	0	2,380,620
<i>Project Type Total</i>												
All Funds		197,647	78,925	260,000	135,048	1,109,000	82,000	408,000	110,000	0	0	2,380,620

Department of Environmental Protection - Equipment



Equipment & Miscellaneous Programs

The Ten-Year Capital Strategy provides \$539.9 million for the following programs: water meter installation and automatic meter reading systems, facility purchases and reconstruction, payments for gas utility line relocation, and for equipment purchases, including laboratory instruments, vehicles, and computers.

	(in millions)
• Management Information Systems	\$168.0
• Utility Relocation for Sewer and Water Main Projects	140.3
• Facility Purchases and Reconstruction	89.0
• Conservation for Water Meter Replacements	72.2
• Vehicles and Equipment	66.4
• Water for the Future	4.0
TOTAL	\$539.9

Management Information Systems

The Ten-Year Capital Strategy provides \$168.0 million for agency-wide improvements in DEP's management information systems, as well as equipment improvements corresponding with various facility upgrades.

Utility Relocation for Sewer and Water Main Projects

The Ten-Year Capital Strategy provides \$140.3 million for the City's cost sharing agreement with various gas utilities. The City is required to pay 51 percent of gas utility relocation work that is impacted by water and sewer construction projects.

Facility Purchases and Reconstruction

The Ten-Year Capital Strategy provides \$89.0 million for the reconstruction and rehabilitation of various water and sewer field operations facilities and DEP administrative offices.

Conservation for Water Meter Replacements

The Ten-Year Capital Strategy provides \$72.2 million for the installation and replacement of water meters in residential and commercial properties.

Vehicles and Equipment

The Ten-Year Capital Strategy provides \$66.4 million for the systematic replacement of vehicles and equipment used for water and sewer field operations, plant maintenance, upstate maintenance, and customer service operations.

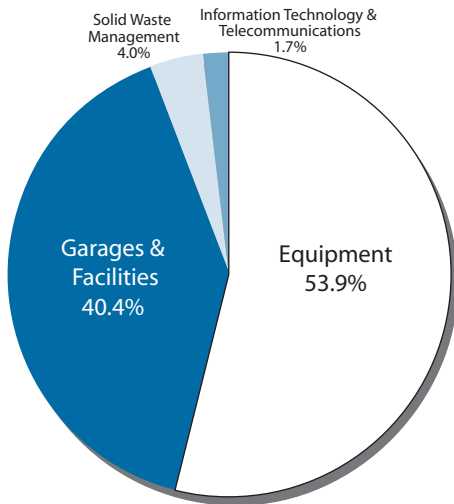
Water for the Future

The Ten-Year Capital Strategy provides \$4.0 million for water meter installations in City-owned buildings.

Department of Environmental Protection - Equipment

Project Type: EP	(\$ in 000's)											
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total	
<i>Conservation for Water Meter Replacements</i>												
City	28,807	10,207	5,000	0	0	8,156	10,000	0	0	10,000	72,170	
<i>Management Information Systems</i>												
City	32,561	35,125	20,125	27,912	20,125	12,025	125	0	10,000	10,000	167,998	
<i>Facility Purchases and Reconstruction</i>												
City	17,573	13,580	30,440	4,800	8,000	3,900	8,000	1,500	1,200	0	88,993	
<i>Utility Relocation for SE and WM Projects</i>												
City	24,281	20,057	16,000	10,000	20,000	10,000	10,000	10,000	10,000	10,000	140,338	
<i>Vehicles and Equipment</i>												
City	17,958	10,051	4,443	11,000	12,974	628	1,000	4,344	2,000	2,000	66,398	
<i>Water for the Future</i>												
City	4,043	0	0	0	0	0	0	0	0	0	4,043	
<i>Project Type Total by Source of Funds</i>												
City	125,223	89,020	76,008	53,712	61,099	34,709	29,125	15,844	23,200	32,000	539,940	
<i>Project Type Total</i>												
All Funds	125,223	89,020	76,008	53,712	61,099	34,709	29,125	15,844	23,200	32,000	539,940	
<i>Environmental Protection Total</i>												
2018												
2019												
2020												
2021												
2022												
2023												
2024												
2025												
2026												
2027												
Total												
<i>Total by Source of Funds</i>												
City	3,189,031	2,664,452	2,682,337	1,612,335	2,586,333	1,207,188	1,218,884	998,571	858,085	845,758	17,862,974	
Federal	204,815	5,400	0	0	0	0	0	0	0	0	210,215	
State	0	0	0	0	0	0	0	0	0	0	0	
Private	22	0	0	0	0	0	0	0	0	0	22	
All Funds	3,393,868	2,669,852	2,682,337	1,612,335	2,586,333	1,207,188	1,218,884	998,571	858,085	845,758	18,073,211	

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

Capital Program Goals

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

Ten-Year Capital Strategy

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

	(in millions)
• Equipment	\$1,623.1
• Garages and Facilities	1,215.5
• Solid Waste Management	120.1
• Information Technology & Telecommunications	51.7
TOTAL	\$3,010.5

Department of Sanitation

Equipment

The Ten-Year Capital Strategy provides \$1.6 billion for equipment acquisition. To perform its day-to-day and emergency operations effectively, the Department must maintain an adequate and reliable fleet of vehicles.

Garages and Facilities

The Ten-Year Capital Strategy provides \$1.2 billion for the construction and reconstruction of garages and other facilities. This includes \$247.6 million for construction of a new Bronx 9/10/11 Garage, \$195.0 million for construction of a new Manhattan 6/6A/8 Garage, \$144.4 million for construction of a new Brooklyn 3 Garage, \$142.6 million for the construction of a new Queens 1 Garage, and \$126.9 million for construction of a new Staten Island 1/3 Garage. The Strategy also includes funding for the rehabilitation of existing facilities to address safety issues, as well as funding for the reconstruction of salt sheds and tent structures to cover exposed salt.

Solid Waste Management

The Ten-Year Capital Strategy provides \$120.1 million for Solid Waste Management for construction of marine transfer stations, other solid waste infrastructure, composting sites, and related equipment.

Information Technology and Telecommunications

The Ten-Year Capital Strategy provides \$51.7 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		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Garages and Facilities												
	City	116,703	243,988	578,249	172,281	15,000	15,000	15,000	15,000	15,465	15,944	1,202,630
	Federal	12,858	0	0	0	0	0	0	0	0	0	12,858
Equipment												
	City	168,030	149,531	151,466	154,334	160,365	162,875	164,487	168,471	170,137	173,446	1,623,142
Information Technology and Communications												
	City	15,132	7,464	3,215	3,500	3,500	3,500	4,607	3,500	3,609	3,720	51,747
Solid Waste Management												
	City	33,072	3,231	55,222	1,689	0	5,988	3,849	6,408	4,070	6,597	120,126
Project Type Total by Source of Funds												
	City	332,937	404,214	788,152	331,804	178,865	187,363	187,943	193,379	193,281	199,707	2,997,645
	Federal	12,858	0	0	0	0	0	0	0	0	0	12,858
Project Type Total												
	All Funds	345,795	404,214	788,152	331,804	178,865	187,363	187,943	193,379	193,281	199,707	3,010,503

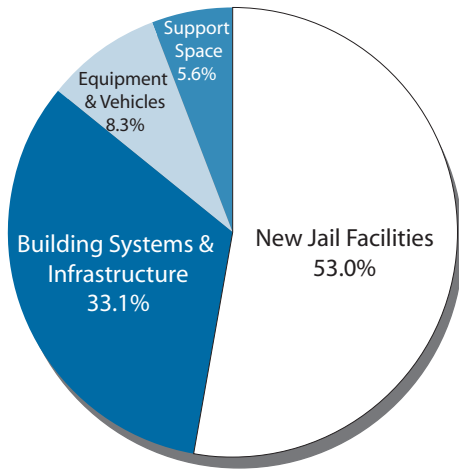
Department of Correction

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

Capital Program Goals

- To ensure capacity is available to meet the security, programmatic, health, and safety needs of the existing and projected population;
- To ensure DOC staff have appropriate facilities, training and equipment to provide safety and security for staff and inmates;
- To ensure support areas provide sufficient space for educational, health and administrative services and to maintain kitchen facilities and fire/life safety systems;
- To maintain appropriate replacement cycles of vehicles, security equipment, fencing, and communication equipment; and
- To maintain infrastructure and building systems to ensure the preservation of the physical plant.

Department of Correction



Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$2.0 billion to ensure sufficient capacity and support space as well as to upgrade equipment, vehicles, and necessary systems.

	(in millions)
• New Jail Facilities	\$1,065.6
• Building Systems and Infrastructure	667.0
• Equipment and Vehicles	167.7
• Support Space	111.7
TOTAL	\$2,012.1

New Jail Facilities

The Ten-Year Capital Strategy provides \$1.1 billion for the design and construction of new jail facilities.

Building Systems and Infrastructure

The Ten-Year Capital Strategy provides \$667.0 million for state of good repair of infrastructure, including \$114.3 million for the upgrade of the fire/life safety systems. It also provides \$108.3 million for windows, facades and roof reconstruction; \$101.6 million for heating, air conditioning and ventilation; \$30.4 million for ADA compliance; \$13.0 million for plumbing; \$10.7 million for perimeter security and fencing; and \$288.7 million for other state of good repair work.

Equipment

The Ten-Year Capital Strategy provides \$167.7 million for equipment replacement, including \$38.8 million for network and information technology equipment; \$6.9 million for 14 Point Plan information technology equipment; \$44.4 million for vehicles; \$28.1 million for generators; \$22.4 million for the replacement of food service and security equipment; and \$27.0 million for laundry and other equipment replacement.

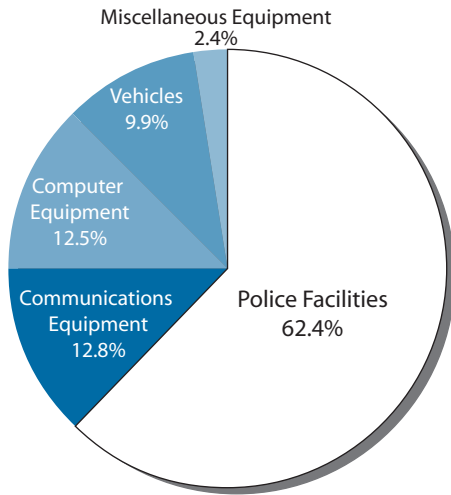
Support Space

The Ten-Year Capital Strategy provides \$111.7 million to improve and construct support facilities and perimeter fencing. This allocation includes \$100.0 million for a new training academy; \$8.9 million for 14 Point Plan related projects; \$2.0 million for perimeter security and fencing; and \$789.0 thousand for other support space.

Department of Correction

Project Type: C		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Support Space												
City		20,227	90,500	500	500	0	0	0	0	0	0	111,727
Equipment												
City		29,122	14,998	6,899	18,311	10,599	11,092	15,703	15,599	20,790	24,569	167,682
New Jail Facilities												
City		1,065,627	0	0	0	0	0	0	0	0	0	1,065,627
Building Systems and Infrastructure												
City		296,281	127,911	20,300	34,550	45,134	46,189	25,036	27,256	23,394	20,984	667,035
Project Type Total by Source of Funds												
City		1,411,257	233,409	27,699	53,361	55,733	57,281	40,739	42,855	44,184	45,553	2,012,071
Project Type Total												
All Funds		1,411,257	233,409	27,699	53,361	55,733	57,281	40,739	42,855	44,184	45,553	2,012,071

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.

To achieve its principal mission, the Police Department has 77 precincts categorized into eight patrol boroughs. In addition to the patrol boroughs, there are 12 Transit Districts and 9 Police Service Areas. Transit Districts are responsible for the public safety and security of all 24 subway lines and 468 subway stations, and Police Service Areas are responsible for the public safety and security of the New York City Housing Authority's 334 public housing developments. Other specialized units include the Special Operations Division (Emergency Services Unit, Bomb Squad, etc.), and the Intelligence and Counterterrorism Bureau.

The Police Department also conducts traffic control and parking enforcement through the Traffic Enforcement Division, and provides security in NYC's schools through the School Safety Division.

In order to properly carry out operations, the Police Department occupies over 200 facilities including precincts, Transit Districts, Police Service Areas, highway units, anti-crime units, mounted troops, aviation unit, administrative buildings, training and storage facilities.

Capital Program Goals

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

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$1.7 billion to renovate buildings and upgrade equipment and necessary systems. The five categories in this Strategy focus on the replacement and upgrade of existing facilities and equipment.

(in millions)

• Police Facilities	\$1,073.2
• Communications Equipment	220.1
• Computer Equipment	215.5
• Vehicles	169.8
• Miscellaneous Equipment	42.0
TOTAL	\$1,720.6

Police Department

Police Facilities

The Ten-Year Capital Strategy includes \$367.0 million for the construction of a new consolidated Property Clerk warehouse facility, \$361.6 million for the renovation of police facilities, Citywide, \$274.6 million for the renovation of the Rodman's Neck Firearms Training Facility, and \$70.0 million for the design and construction of the 116th Precinct.

Communications Equipment

The Department will focus on maintaining lifecycle replacements for all communications equipment to ensure that members of the Department can communicate with each other as well as other first responders efficiently and effectively. Equipment in this category includes \$108.9 million for other communications equipment, \$60.2 million for portable radios, Citywide, and \$51.0 million for core radio infrastructure upgrades.

Computer Equipment

The Department will replace and upgrade computer equipment, including \$106.4 million for the purchase and upgrade of servers and storage equipment as a part of Phase Two of the Sustainable Technology Initiative; \$44.5 million for other computer equipment; \$22.0 million to upgrade the NYPD data warehouse; \$20.1 million to enhance its local and wide area networks; \$12.8 million to upgrade the Online Warrant Photo Imaging System; and \$9.7 million for the upgrade of the arrest processing system.

Vehicles

The Department will replace operational and support vehicles, including \$74.3 million for other vehicles; \$39.5 million for tow trucks; \$34.6 million for twelve-passenger vans; and \$21.4 million for radio emergency patrol trucks.

Equipment

The Ten-Year Capital Strategy also provides \$42.0 million for a diverse range of support equipment such as enhanced video security at NYPD facilities, diesel marine engines, forensic imaging equipment, and other equipment essential to preserving public safety.

Police Department

Project Type: PO		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Communications Equipment												
	City	84,537	35,169	29,771	6,500	10,000	10,000	11,000	10,741	11,636	10,750	220,104
Computer Equipment												
	City	111,736	27,602	14,972	4,500	10,290	11,354	6,000	6,000	12,000	11,000	215,454
Miscellaneous Equipment												
	City	20,241	11,261	3,875	3,739	1,786	681	0	0	103	300	41,986
Police Facilities												
	City	215,386	387,807	335,131	14,500	13,000	13,000	14,500	14,500	14,500	14,500	1,036,824
	Federal	36,397	0	0	0	0	0	0	0	0	0	36,397
Vehicles												
	City	21,213	21,973	26,763	6,426	11,154	13,120	14,016	18,063	15,043	22,072	169,843
Project Type Total by Source of Funds												
	City	453,113	483,812	410,512	35,665	46,230	48,155	45,516	49,304	53,282	58,622	1,684,211
	Federal	36,397	0	0	0	0	0	0	0	0	0	36,397
Project Type Total												
	All Funds	489,510	483,812	410,512	35,665	46,230	48,155	45,516	49,304	53,282	58,622	1,720,608

Courts

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

Capital Program Goals

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

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$1.8 billion to renovate and upgrade court facilities in all five boroughs.

	(in millions)
• Reconstruction/Renovation of Court Facilities	\$1,802.7
TOTAL	\$1,802.7

Reconstruction/Renovation of Court Facilities

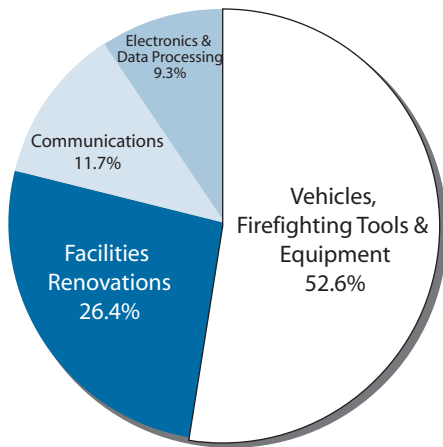
The Ten-Year Capital Strategy provides \$1.8 billion for citywide renovation and improvements to court facilities. This includes \$1.1 billion for infrastructure and operational improvements; \$426.5 million for fire/life safety work; \$79.0 million for exterior renovation; \$67.9 million for HVAC improvements; \$67.4 million for electrical upgrades; and \$44.3 million for elevator upgrades.

Courts

Project Type: CO

	(\$ in 000's)										
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Construction of New Court Facilities											
City	3,002	0	0	0	0	0	0	0	0	0	3,002
Reconstruction/Renovation of Court Facilities											
City	287,350	265,284	232,837	175,596	136,290	137,308	159,160	128,387	132,367	136,470	1,791,049
State	7,185	1,454	0	0	0	0	0	0	0	0	8,639
Project Type Total by Source of Funds											
City	290,352	265,284	232,837	175,596	136,290	137,308	159,160	128,387	132,367	136,470	1,794,051
State	7,185	1,454	0	0	0	0	0	0	0	0	8,639
Project Type Total											
All Funds	297,537	266,738	232,837	175,596	136,290	137,308	159,160	128,387	132,367	136,470	1,802,690

Fire Department



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

To support these activities, the Department has 218 firehouses, 35 EMS stations, and about 40 support facilities including Department headquarters, training academies at Randall's Island and Fort Totten, repair operations facilities, communications offices, and fire investigation bases.

Capital Program Goals

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

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$1.2 billion 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, Firefighting Tools and Equipment	\$650.0
• Facilities Renovation	327.0
• Communications	144.3
• Electronics and Data Processing	114.7
TOTAL	\$1,236.0

Fire Department

Vehicles, Firefighting Tools, and Equipment

The Department is mandated to procure front-line vehicles on a predetermined replacement cycle, typically 11-12 years. The Ten-Year Capital Strategy provides \$650.0 million for both mandated and support vehicle replacement and necessary firefighting tools and equipment.

Facilities Renovation

The average age of the Fire Department's 218 firehouses is 84 years, with 47 percent over 90 years old. Many of the houses were built in the 19th Century and are in need of renovations. The Ten-Year Capital Strategy includes \$304.7 million to replace building components within individual Fire and EMS facilities, consisting of electrical systems, apparatus floors, apparatus doors, roof replacement/waterproofing, boilers, kitchens, windows and bathrooms, and \$22.3 million for site acquisition and to construct and outfit a new firehouse for Engine Company 268 located within the borough of Queens.

Communications

The Ten-Year Capital Strategy provides \$113.5 million for the replacement of conduit and wiring in the inundation zones for the Department's outside cable plant that was damaged during Hurricane Sandy, \$20.0 million for radio equipment upgrades, and \$10.8 million for cabling and components to support the Department's fire alarm box network and voice alarm system.

Electronic Data Processing

The Ten-Year Capital Strategy provides \$57.5 million for the upgrade of 911 communications system infrastructure as it approaches the end of its useful life, \$42.4 million for the replacement/upgrade of equipment that has reached the end of its useful life, \$10.0 million to replace the Alarm Teleprinter System (ATS), and \$4.8 million for the replacement of the building information and billing system used by Fire Prevention.

Fire Department

Project Type: F	(\$ in 000's)											
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total	
Communications												
City	20,080	6,374	10,195	727	700	700	700	700	1,000	1,000	42,176	
Federal	51,068	51,068	0	0	0	0	0	0	0	0	102,136	
Electronics and Data Processing												
City	40,185	18,000	13,000	13,050	13,000	3,500	3,500	3,500	3,500	3,500	114,735	
New Facilities and Renovations												
City	63,390	48,250	30,250	25,000	25,000	25,000	25,000	25,000	30,000	30,000	326,890	
Federal	110	0	0	0	0	0	0	0	0	0	110	
Vehicles, Firefighting Tools and Equipment												
City	81,820	54,440	55,151	81,551	44,964	100,319	93,021	47,836	44,233	46,674	650,009	
Project Type Total by Source of Funds												
City	205,475	127,064	108,596	120,328	83,664	129,519	122,221	77,036	78,733	81,174	1,133,810	
Federal	51,178	51,068	0	0	0	0	0	0	0	0	102,246	
Project Type Total												
All Funds	256,653	178,132	108,596	120,328	83,664	129,519	122,221	77,036	78,733	81,174	1,236,056	

Department of Education

The New York City public school system, with approximately 1,400 public school buildings and support facilities (including City-owned space and leased facilities), served over one million pupils in the 2015-2016 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 physical and mental disabilities; and to function as a focal point in the City's neighborhoods.

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

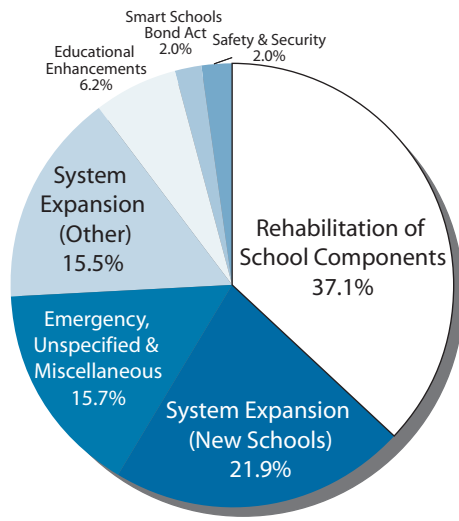
The first year of the Ten-Year Capital Strategy is also the fourth year of the Department of Education's Five-Year Capital Plan.

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;
- To produce a school system that meets all building and fire code requirements and brings the DOE into compliance with Federal, State, and Local mandates;
- To continue the removal of all of the Transportable Classroom Units (TCUs) across the City;
- To create a physical plant that provides appropriate space for current educational programs and is flexible enough to meet the needs of new educational initiatives, changes in education-related technology, and fluctuating enrollments;
- To guarantee security within schools in order to provide a safe learning environment;
- To provide state-of-the-art technology; and
- To rejuvenate the City's sports programs through the rehabilitation of athletic fields.

Department of Education



Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides the Department with a lump-sum allocation of \$20.5 billion to spend 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	\$7,626.0
• System Expansion - New Schools	4,505.5
• Emergency, Unspecified, and Miscellaneous	3,224.1
• System Expansion - Other	3,184.5
• Educational Enhancements	1,266.9
• Smart Schools Bond Act	390.0
• Safety and Security	331.2
TOTAL	\$20,528.2

Rehabilitation of School Components

The Ten-Year Capital Strategy provides \$7.6 billion to rehabilitate, replace, and upgrade building components. The Department will use funds to maintain roofs and parapets, resurface floors, install new windows, re-develop playgrounds, and remove asbestos and lead paint.

System Expansion

To address the shortage of seating in public schools, the Ten-Year Capital Strategy provides \$7.7 billion for system expansion. Of this amount, \$4.5 billion will support the construction of new school buildings. An additional \$3.2 billion is allocated for the build out of leased space, building additions, and new athletic fields and playgrounds.

Emergency, Inspection and Miscellaneous

The Ten-Year Capital Strategy provides \$3.2 billion for other miscellaneous capital improvements, including the Mayoral/Council Program, administrative costs, emergency projects, research and development, and prior plan completion costs.

Educational Enhancements

The Ten-Year Capital Strategy designates \$1.3 billion to capital improvements associated with recent programmatic needs. The Department will provide computers for teachers and students. Funds will also be used to purchase educational software, upgrade networks, and re-wire schools for enhanced internet access. To further its science education program, the Department will upgrade and replace science labs citywide.

Smart Schools Bond Act

\$783.1 million is allocated to New York City from a \$2.0 billion New York State general obligation bond, known as the Smart Schools Bond Act, which was brought before voters and passed in November 2014. Funds may be used for technological enhancements, expansion of pre-kindergarten capacity, and the removal of Transportable Classroom Units (TCUs). Of this amount, \$390.0 million is captured in the Ten-Year Capital Strategy.

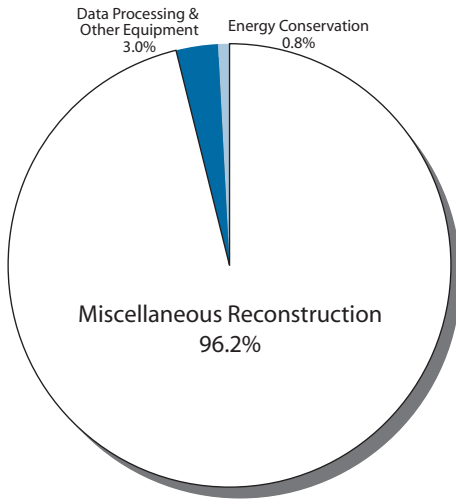
Safety and Security

The Ten-Year Capital Strategy provides \$331.2 million for security systems, emergency lighting, and code compliance.

Department of Education

Project Type: E	(\$ in 000's)											
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total	
Ancillary Facilities (Administration)												
City	10,536	11,966	47	5,094	9,620	9,225	6,672	36	7,368	9,143	69,707	
State	2,128	0	0	2,866	0	0	2,495	0	0	0	7,489	
Emergency, Inspection and Miscellaneous												
City	292,086	271,155	419,360	256,489	337,059	169,672	151,195	318,569	370,958	320,351	2,906,894	
State	39,147	0	0	144,299	0	0	56,534	0	0	0	239,980	
Educational Enhancements												
City	161,842	193,038	90,212	80,122	97,388	141,711	107,637	68,530	115,881	92,560	1,148,921	
State	32,696	0	0	45,076	0	0	40,247	0	0	0	118,019	
Rehabilitation of School Components												
City	752,286	772,801	1,019,246	466,565	751,414	687,375	430,911	774,273	674,790	714,166	7,043,827	
State	158,594	0	0	262,486	0	0	161,124	0	0	0	582,204	
Safety and Security												
City	50,003	62,392	16,576	3,460	39,751	43,783	34,790	12,592	5,003	37,780	306,130	
State	10,102	0	0	1,946	0	0	13,008	0	0	0	25,056	
Smart Schools Bond Act												
State	195,000	195,000	0	0	0	0	0	0	0	0	390,000	
System Expansion (New Schools)												
City	742,252	1,068,495	294,561	195,320	334,340	748,830	694,692	0	0	0	4,078,490	
State	149,955	0	0	54,245	0	0	222,776	0	0	0	426,976	
System Expansion (Other)												
City	594,618	328,032	325,567	414,439	595,997	364,973	177,222	0	0	0	2,800,848	
State	84,208	0	0	233,162	0	0	66,266	0	0	0	383,636	
Project Type Total by Source of Funds												
City	2,603,623	2,707,879	2,165,569	1,421,489	2,165,569	2,165,569	1,603,119	1,174,000	1,174,000	1,174,000	18,354,817	
State	671,830	195,000	0	744,080	0	0	562,450	0	0	0	2,173,360	
Project Type Total												
All Funds	3,275,453	2,902,879	2,165,569	2,165,569	2,165,569	2,165,569	2,165,569	1,174,000	1,174,000	1,174,000	20,528,177	

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 2017 enrollment of 272,900 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 operates 24 institutions in the City and is comprised of eleven senior colleges, seven community colleges, an honors college, a school of public health, a graduate school, a graduate school of journalism, a law school and a school of professional studies.

Changes in enrollment patterns may have a significant impact on future plant use and capital needs. From fiscal year 2014 to 2017, degree enrollment and non-credit enrollment at CUNY colleges decreased from 545,605 to 542,000. Additionally, CUNY has made a commitment to increase its Accelerated Study Associates Program (ASAP) to 25,000 students by academic year 2018-2019. The additional services provided to and the full-time enrollment commitment by students requires investment in the University’s facilities.

Capital Program Goals

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

Ten-Year Capital Strategy

The Ten-Year Capital Strategy totals \$358.7 million. The City funds its share of the University’s large construction projects through its Ten-Year Capital Strategy. A majority of the work associated with the senior colleges is funded by the State. The community college projects are funded jointly by the City and the State. In some cases the City also independently funds some senior and community college related work. In this Ten-Year Capital Strategy, CUNY emphasizes critical maintenance, including the rehabilitation of electrical, mechanical, heating, ventilation and air-conditioning systems; interiors and exteriors of buildings, roofs and windows; security systems; and access for the disabled. Work is also required for early childhood and day care centers, capital equipment, energy conservation projects, and miscellaneous reconstruction.

	(in millions)
• Miscellaneous Reconstruction	\$374.8
• Data Processing and Other Equipment	11.5
• Energy Conservation	3.2
TOTAL	\$389.5

Miscellaneous Reconstruction

The Ten-Year Capital Strategy provides \$374.8 million for the replacement or rehabilitation of roofs, windows, elevators, and exterior and interior renovations. Of the total amount, \$16.5 million will support the upgrade of a 30-year-old ventilation system at the Borough of Manhattan Community College and \$8.5 million supports the expansion of the Accelerated Study Associates Program (ASAP) addressing space needs for office and administrative staff that support ASAP at BMCC, Hostos, Bronx CC, Queensborough, Kingsborough, LaGuardia, College of Staten Island, Medgar Evers, and New York City Tech.

Data Processing and Other Equipment

The Ten-Year Capital Strategy provides \$11.5 million for the purchase of computer, laboratory and other equipment.

Energy Conservation

The Ten-Year Capital Strategy provides \$3.2 million for the reduction in energy consumption by replacing old devices with new energy efficient ones.

City University

Project Type: HN		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Data Processing and Other Equipment												
	City	12,420	0	260	0	69	0	0	0	0	0	12,749
Energy Conservation Projects												
	City	0	0	0	0	1,228	0	0	0	0	0	1,228
New School Construction												
	City	0	0	100	0	0	0	0	0	0	0	100
Miscellaneous Reconstruction												
	City	126,654	59,456	23,743	23,262	22,022	23,394	23,506	23,622	24,354	25,109	375,122
	State	62	63	64	65	0	0	0	0	0	0	254
Security Systems												
	City	1	0	0	0	2	0	0	0	0	0	3
Project Type Total by Source of Funds												
	City	139,075	59,456	24,103	23,262	23,321	23,394	23,506	23,622	24,354	25,109	389,202
	State	62	63	64	65	0	0	0	0	0	0	254
Project Type Total												
	All Funds	139,137	59,519	24,167	23,327	23,321	23,394	23,506	23,622	24,354	25,109	389,456

Department of Health and Mental Hygiene

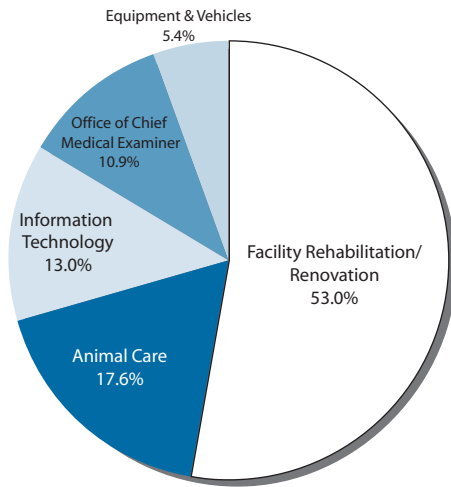
The Department of Health and Mental Hygiene (DOHMH) is an integral component of public safety by preserving core public health infrastructure and protecting New Yorkers from existing and emerging threats, both natural and human-made. DOHMH currently maintains public health facilities in all five boroughs,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

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

Capital Program Goals

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

Department of Health and Mental Hygiene



Ten-Year Capital Strategy

The focus of the 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)
• Facility Rehabilitation/Renovation	\$284.9
• Animal Care	94.7
• Information Technology	70.0
• Office of Chief Medical Examiner	58.7
• Equipment and Vehicles	29.0
TOTAL	\$537.3

Facility Rehabilitation and Renovation

The Ten-Year Capital Strategy provides \$177.5 million for laboratory improvement and renovation. Funding of \$107.4 million is provided for the renovation of various City-owned public health facilities. The Ten-Year Capital Strategy reflects a commitment to assessing, maintaining, and improving conditions throughout the agency’s facilities portfolio.

Animal Care

Funding of \$94.7 million is provided in the Ten-Year Capital Strategy to improve animal welfare. This includes two new full-service animal care centers in the Bronx and Queens, upgrades to the Brooklyn animal care center and other animal welfare investments.

Information Technology

The Ten-Year Capital Strategy provides \$70.0 million to purchase technology to maintain and improve services. This includes \$28.0 million to gradually replace the agency’s personal computers and network servers.

Office of Chief Medical Examiner

The Ten-Year Capital Strategy provides \$58.7 million for OCME projects, including IT upgrades and laboratory equipment.

Equipment and Vehicles

Funding of \$29.0 million is provided in the Ten-Year Capital Strategy for the purchase of equipment and vehicles to maintain and improve public health services.

Department of Health and Mental Hygiene

Project Type: HL		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Animal Care												
	City	18,115	44,576	27,530	4,000	0	500	0	0	0	0	94,721
OCME												
	City	17,614	17,099	6,518	4,463	2,010	2,059	2,128	2,198	2,266	2,336	58,691
Information Technology												
	City	10,178	4,779	2,589	3,500	4,060	3,065	4,480	4,900	6,094	6,717	50,362
	State	2,800	1,763	967	1,500	1,740	1,313	1,920	2,100	2,612	2,879	19,594
Equipment and Vehicles												
	City	16,662	6,654	1,780	700	0	700	0	700	0	0	27,196
	State	290	300	0	300	0	300	0	300	0	0	1,490
Laboratories												
	City	75	0	0	0	0	0	0	0	0	0	75
Clinic Renovation and Rehabilitation												
	City	97,590	33,060	29,092	24,659	30,268	14,000	14,387	13,890	14,000	14,000	284,946
Project Type Total by Source of Funds												
	City	160,234	106,168	67,509	37,322	36,338	20,324	20,995	21,688	22,360	23,053	515,991
	State	3,090	2,063	967	1,800	1,740	1,613	1,920	2,400	2,612	2,879	21,084
Project Type Total												
	All Funds	163,324	108,231	68,476	39,122	38,078	21,937	22,915	24,088	24,972	25,932	537,075

Health and Hospitals Corporation

Health and Hospitals Corporation (HHC) was established in 1969 as the successor to the former Department of Hospitals to provide greater flexibility in the operation of the municipal hospital system. HHC operates eleven acute care hospitals, six Diagnostic and Treatment Centers, four long-term care facilities, a certified home health care agency, and more than 70 community health clinics, throughout the five boroughs. Through its wholly owned subsidiary, MetroPlus, HHC operates a health plan which has approximately 500,000 Medicaid, Medicare, Child Health Plus, Family Health Plus, HIV Special Needs Plan, and Qualified Health Plan enrollees.

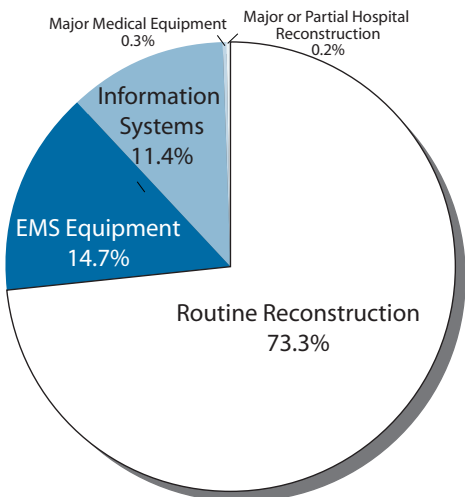
Capital Program Goals

Health and Hospitals Corporation is continuing to modernize many of its hospitals and facilities across the City with \$2.5 billion in the current capital plan. This Ten-Year Capital Strategy includes projects to address the following criteria:

- Implement Electronic Medical Records (EMR), revenue cycle management, and other IT upgrades throughout the system;
- Satisfy regulatory requirements and/or correct code deficiencies;
- Rehabilitate building components and systems to improve safety, patient comfort, and operations;
- Replace medical equipment;
- Establish primary care clinics in underserved areas; and
- Replace aging ambulance fleet for the FDNY/EMS.

The funding of HHC's capital plan is accomplished through a combination of City General Obligation bonds and Transitional Finance Authority (TFA) bonds.

Health and Hospitals Corporation



Ten-Year Capital Strategy

The Ten-Year Capital Strategy for Health and Hospitals Corporation focuses on the improvement of facilities to comply with regulatory requirements and to address customer satisfaction, market demands and community health care needs.

	(in millions)
• Routine Reconstruction	\$1,853.6
• Emergency Medical Services Equipment	372.4
• Information Systems	289.3
• Major Medical Equipment	7.3
• Major or Partial Hospital Reconstruction	5.2
TOTAL	\$2,527.7

Routine Reconstruction

The Ten-Year Capital Strategy includes \$1.0 billion in federal funding associated with Hurricane Sandy storm damage, in addition to \$70.7 million for reconstruction and mitigation work. HHC's is also making significant investments in primary care expansion in underserved areas, with \$100.6 million for reconstruction to provide primary care services.

Emergency Medical Services Equipment

The Ten-Year Capital Strategy provides \$372.4 million for the purchase of FDNY/EMS ambulances.

Information Technology Systems

The Ten-Year Capital Strategy provides \$147.4 million for the replacement of the revenue cycle management system and \$124.9 million for the replacement of the Electronic Medical Record system.

Major Medical Equipment

The Ten-Year Capital Strategy includes \$7.3 million for the purchase of variety of medical equipment.

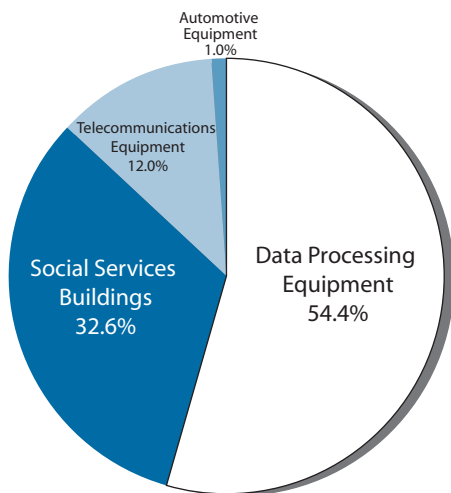
Major of Partial Hospital Reconstruction

The Ten-Year Capital Strategy includes \$1.1 million for the completion of an Ambulatory Care Pavilion at Queens Hospital Center.

Health and Hospitals Corporations

Project Type: HO	(\$ in 000's)										
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Information Systems											
City	152,829	96,274	33,429	6,767	0	0	0	0	0	0	289,299
Emergency Medical Services Equipment											
City	26,258	24,030	30,163	33,075	59,220	29,083	27,856	34,967	38,339	68,652	371,643
Federal	734	0	0	0	0	0	0	0	0	0	734
Major Medical Equipment											
City	3,659	3,649	0	0	0	0	0	0	0	0	7,308
Major or Partial Hospital Reconstruction											
City	5,163	0	0	0	0	0	0	0	0	0	5,163
Routine Reconstruction											
City	286,735	176,919	148,858	66,653	35,000	25,000	25,000	25,000	25,000	25,000	839,165
Federal	314,425	361,306	208,811	97,753	32,094	0	0	0	0	0	1,014,389
Project Type Total by Source of Funds											
City	474,644	300,872	212,450	106,495	94,220	54,083	52,856	59,967	63,339	93,652	1,512,578
Federal	315,159	361,306	208,811	97,753	32,094	0	0	0	0	0	1,015,123
Project Type Total											
All Funds	789,803	662,178	421,261	204,248	126,314	54,083	52,856	59,967	63,339	93,652	2,527,701

Human Resources Administration



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

Capital Program Goals

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

Ten-Year Capital Strategy

A primary focus of the Ten-Year Capital Strategy is to improve employee productivity and the delivery of client services through implementation of the Re-engineering Project. The Strategy includes technological upgrades to HRA offices serving the public, as well as routine upgrades of computer, printer and server systems to meet the needs of the Department’s many programs and services. In addition to this project, HRA will continue to maintain, upgrade, and operate its locations throughout New York City.

	(in millions)
• Data Processing Equipment	\$155.3
• Social Services Buildings	\$92.9
• Telecommunications Equipment	\$34.3
• Automotive Equipment	\$2.8
TOTAL	\$285.3

Human Resources Administration

Data Processing Equipment

The Ten-Year Capital Strategy provides \$155.3 million for the continued emphasis on imaging and database management of records, and the maintenance and upgrade of computer equipment and software for greater efficiency in caseload tracking, reporting, and intra- and inter-agency communications.

Social Services Buildings

The Ten-Year Capital Strategy provides \$92.9 million for improvements to maintain the structural integrity of HRA's facilities, including compliance with building fire and safety standards, necessary improvements for HVAC, masonry, roofing, electrical and plumbing work; and to continue the consolidation of facilities, Citywide. This includes \$43.9 million in newly funded construction and outfitting projects.

Telecommunications Equipment

The Ten-Year Capital Strategy provides \$34.3 million to improve connectivity among agency personnel and contract service providers. This includes updates to various HRA-managed data systems including Voice Over Internet Protocol (VOIP), an extensive network of servers and data storage systems, and routine replacement of workstation equipment.

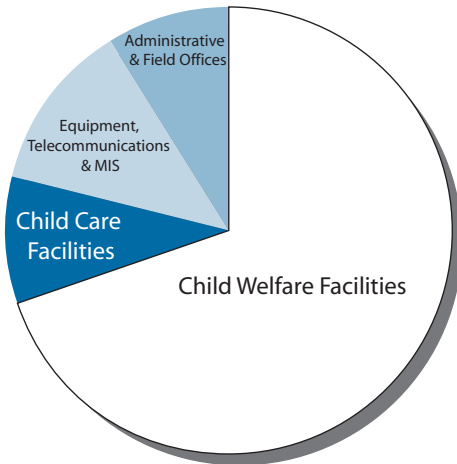
Automotive Equipment

The Ten-Year Capital Strategy provides \$2.8 million to replace vans and trucks utilized in both programmatic support and agency internal operations.

Human Resources Administration

Project Type: HR		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Telecommunications Equipment												
City		6,325	552	624	635	1,385	1,413	1,460	1,507	1,554	1,601	17,056
Federal		3,987	347	420	428	934	953	984	1,016	1,048	1,080	11,197
State		2,134	190	229	233	511	520	535	555	536	590	6,033
Data Processing Equipment												
City		47,380	23,129	0	0	2,867	2,924	3,021	3,120	3,217	3,316	88,974
Federal		19,993	11,745	0	0	1,932	1,971	2,035	2,102	2,167	2,234	44,179
State		9,937	5,429	0	0	1,054	1,075	1,111	1,147	1,182	1,219	22,154
Equipment												
City		15,010	0	0	0	0	0	0	0	0	0	15,010
Federal		8,123	0	0	0	0	0	0	0	0	0	8,123
State		4,471	0	0	0	0	0	0	0	0	0	4,471
Social Services Buildings												
City		21,096	5,828	514	0	2,768	2,823	2,916	3,012	3,105	3,202	45,264
Federal		9,979	420	0	0	405	413	426	440	453	467	13,003
State		5,375	192	0	0	221	225	232	240	247	255	6,987
Automotive Equipment												
City		616	190	98	100	102	104	107	111	114	118	1,660
Federal		34	128	66	67	69	71	73	75	42	43	668
State		18	70	36	37	38	39	39	40	77	79	473
Project Type Total by Source of Funds												
City		90,427	29,699	1,236	735	7,122	7,264	7,504	7,750	7,990	8,237	167,964
Federal		42,116	12,640	486	495	3,340	3,408	3,518	3,633	3,710	3,824	77,170
State		21,935	5,881	265	270	1,824	1,859	1,917	1,982	2,042	2,143	40,118
Project Type Total												
All Funds		154,478	48,220	1,987	1,500	12,286	12,531	12,939	13,365	13,742	14,204	285,252

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 its EarlyLearn system, as well as detention services to juveniles remanded to ACS custody by the courts.

The Agency is responsible for approximately 470 facilities including the ACS Children’s Center, child care centers, secure and non-secure detention facilities, and a network of program field offices and administrative sites.

Capital Program Goals

- Renovate and maintain child care facilities;
- Renovate juvenile detention and placement facilities;
- Upgrade children’s service facilities to serve vulnerable families and children;
- Upgrade telecommunications, computer technology, and data management systems; and
- Upgrade field and central office facilities;

Ten-Year Capital Strategy

The primary focus of the Ten-Year Capital Strategy is to continue to improve the infrastructure of ACS facilities and to continue to improve the agency’s management information systems. Major projects include the creation of a state of the art training space for the Workforce Institute, upgrading the agency computer network and data management systems, and renovations for daycare facilities and juvenile justice detention facilities.

	(in millions)
• Child Welfare Facilities	\$329.3
• Equipment, Telecommunications & MIS	58.1
• Child Care Facilities	42.9
• Administrative & Field Offices	41.0
TOTAL	\$471.3

Child Welfare Facilities

The Ten-Year Capital Strategy provides \$329.3 million for the renovation of child welfare facilities including juvenile detention facilities.

Equipment, Telecommunications, & MIS

The Ten-Year Capital Strategy provides \$58.1 million for information technology and telecommunications.

Child Care Facilities

The Ten-Year Capital Strategy provides \$42.9 million for the construction and renovation of daycare centers throughout the City.

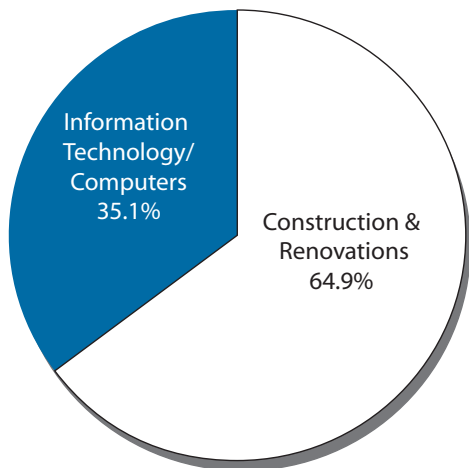
Administrative & Field Offices

The Ten-Year Capital Strategy provides \$41.0 million for the construction and renovation of central and field offices.

Children's Services

Project Type: CS		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Child Welfare Facilities												
City		311,255	0	0	0	0	0	3,000	3,000	1,528	1,611	320,394
Federal		1,181	0	0	0	0	0	0	0	705	744	2,630
State		2,820	0	0	0	0	0	0	0	1,685	1,776	6,281
Day Care Facilities												
City		22,003	7,146	1,767	1,267	1,267	1,267	1,444	1,622	2,491	2,576	42,850
Equipment												
City		17,261	6,338	8,236	8,467	3,500	869	1,318	1,142	1,800	1,800	50,731
Federal		1,900	268	0	0	0	0	0	0	0	0	2,168
State		4,540	648	0	0	0	0	0	0	0	0	5,188
Social Service Buildings												
City		4,554	7,085	1,975	0	2,777	4,468	0	0	2,529	2,620	26,008
Federal		1,921	2,463	0	0	0	0	0	0	0	0	4,384
State		4,664	5,977	0	0	0	0	0	0	0	0	10,641
Project Type Total by Source of Funds												
City		355,073	20,569	11,978	9,734	7,544	6,604	5,762	5,764	8,348	8,607	439,983
Federal		5,002	2,731	0	0	0	0	0	0	705	744	9,182
State		12,024	6,625	0	0	0	0	0	0	1,685	1,776	22,110
Project Type Total												
All Funds		372,099	29,925	11,978	9,734	7,544	6,604	5,762	5,764	10,738	11,127	471,275

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.

Ten-Year Capital Strategy

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

(in millions)

• Construction and Renovations	\$30.7
• Information Technology/ Computers	16.6
TOTAL	\$47.3

Construction and Renovations

The Ten-Year Capital Strategy provides \$30.7 million to complete renovations and upgrades for the various senior centers around the City. Funds are also provided to ensure the agency's fire and safety infrastructure meet standards, and that necessary improvements for HVAC, masonry, roofing, electrical, plumbing are completed.

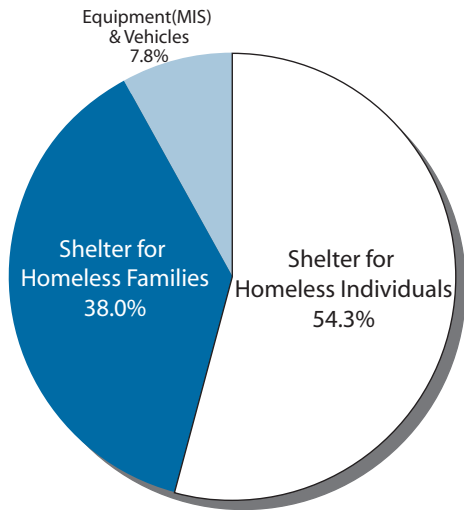
Information Technology and Computers

The Ten-Year Capital Strategy provides \$16.6 million 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>(\$ in 000's)</i>										
		<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>	<i>2026</i>	<i>2027</i>	<i>Total</i>
<i>Data Processing and Information Technology</i>												
City		8,469	5,955	2,129	0	0	0	0	0	0	0	16,553
<i>Department for the Aging Building Reconstruction</i>												
City		11,779	6,133	3,908	1,228	1,253	1,278	2,277	930	959	989	30,734
<i>Project Type Total by Source of Funds</i>												
City		20,248	12,088	6,037	1,228	1,253	1,278	2,277	930	959	989	47,287
<i>Project Type Total</i>												
All Funds		20,248	12,088	6,037	1,228	1,253	1,278	2,277	930	959	989	47,287

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 homelessness prevention services and outreach services to people living in public places. The Department works with other City agencies to develop permanent and transitional housing.

Capital Program Goals

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

Ten-Year Capital Strategy

The Ten-Year Capital Strategy totals \$650.4 million, which includes \$599.9 million for transitional housing for homeless individuals and families, and \$50.5 million for Equipment (MIS) and vehicles.

	(in millions)
• Shelter for Homeless Individuals	\$352.9
• Shelter for Homeless Families	246.9
• Equipment (MIS) and Vehicles	50.5
TOTAL	\$650.4

Shelter for Homeless Individuals & Families

The major focus of the Ten-Year Capital Strategy is the maintenance and expansion of transitional housing for homeless families and single adults, as outlined in the Mayor’s Turning the Tide on Homelessness plan. The Ten-Year Capital Strategy allocates 90 percent of funding to the rehabilitation of existing facilities and the construction of new facilities. The major priorities for the agency continue to be code compliance, fire safety, and exterior building stabilization. Major projects include the exterior and interior upgrades at Bellevue-30th Street intake center, the bathroom upgrade at Auburn Residence, life safety upgrades at Regent Family Residence, and the Catherine Street bathroom reconstruction.

Equipment (MIS)

The Department’s MIS strategy provides funding to meet the ongoing technology needs of the agency, including periodic upgrades of computers and network infrastructure that improve data collection and program management. Major projects include upgrades to the agency’s case management system, CARES, and the build out of additional systems which foster move-outs from shelter.

Purchase of Vehicles

The Department’s Equipment strategy involves a continuation of funding for the purchase and replacement of Department vehicles. These vehicles facilitate the transportation of clients between intake locations and placement shelters. They are also used to assist clients in moving into permanent housing.

Department of Homeless Services

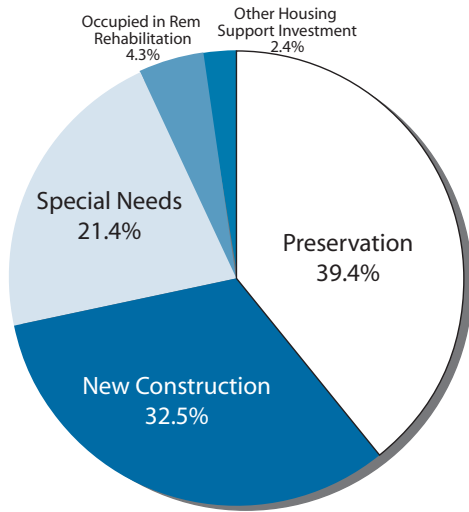
Project Type: HH		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
<i>Shelters for Homeless Individuals</i>												
	City	75,760	103,013	74,592	16,354	19,424	19,422	10,750	10,750	0	22,854	352,919
<i>Equipment</i>												
	City	33,848	5,971	4,323	0	3,178	3,182	0	0	0	0	50,502
<i>Shelters for Homeless Families</i>												
	City	26,443	20,878	45,275	30,786	39,947	39,945	10,750	10,750	22,167	0	246,941
<i>Purchase of Vehicles</i>												
	City	9	8	8	0	0	0	0	0	0	0	25
<i>Project Type Total by Source of Funds</i>												
	City	136,060	129,870	124,198	47,140	62,549	62,549	21,500	21,500	22,167	22,854	650,387
<i>Project Type Total</i>												
	All Funds	136,060	129,870	124,198	47,140	62,549	62,549	21,500	21,500	22,167	22,854	650,387

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. HPD's budget is structured to meet the goals of "Housing New York: A Five-Borough, Ten Year Plan" (HNY), with a goal of creating and preserving a total of 200,000 units Citywide from 2014-2024.

This Ten-Year Capital Strategy funds various new construction, preservation, supportive housing 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

Housing New York is a five-borough, ten year strategy to address the City’s affordable housing crisis. The plan, which was created through coordination with 13 agencies and with input from over 200 individual stakeholders, outlines more than 50 initiatives to support HPD’s goal of building or preserving 200,000 units of affordable housing to meet the needs of more than 500,000 people. HPD will do this by:

- Fostering diverse, livable neighborhoods;
- Preserving the affordability and quality of the existing housing stock;
- Building new affordable housing for all New Yorkers;
- Promoting homeless, senior, supportive and accessible housing; and
- Refining City financing tools and expanding funding sources for affordable housing.

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$9.5 billion for HPD in support of its capital program goals from 2018-2027. Of this amount, \$9.2 billion represents Mayoral City Capital and Elected-official funding, while approximately \$327.0 million will be leveraged in Federal funds. Additional funding will be leveraged from the New York City Housing Development Corporation (HDC) and private sources in support of housing plan goals.

	(in millions)
• Preservation	\$3,741.4
• New Construction	3,084.2
• Special Needs	2,034.6
• Occupied In Rem Rehabilitation	413.2
• Other Housing Support Investment	227.6
TOTAL	\$9,501

Preservation

The Ten-Year Capital Strategy provides \$3.7 billion for preservation projects. Funding will support activities to preserve existing affordable housing stock while creating long-term affordability.

Housing Preservation & Development

New Construction

The Ten-Year Capital Strategy provides \$3.1 billion to finance new construction activities. Funding will support construction of new units serving low, moderate, and middle income New Yorkers throughout the five boroughs.

Special Needs Housing

The Ten-Year Capital Strategy provides \$2.0 billion for the construction and preservation of housing for seniors, persons with disabilities, and formally homeless households throughout the five boroughs.

Occupied In Rem Rehabilitation

The Ten-Year Capital Strategy provides \$413.2 million to fund the rehabilitation and disposition of City-owned housing units, which will be rehabilitated and then sold or rented to low, moderate and middle income households.

Other Housing Support Investment

The Ten-Year Capital Strategy provides \$227.6 million for Other Housing Support Investments funding a variety of HPD initiatives. This includes the demolition of unsafe buildings, costs associated with development in urban renewal areas, computer-based productivity initiatives, and other infrastructure support.

Housing Preservation & Development

Project Type: HD	(\$ in 000's)											
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total	
New Housing Construction												
City	516,605	386,634	316,771	290,923	293,869	295,931	299,410	214,658	231,133	238,299	3,084,233	
Other Housing Support Investment												
City	37,036	12,350	15,451	17,193	19,066	20,979	22,929	33,045	24,336	25,178	227,563	
Occupied In Rem Rehabilitation												
City	28,631	36,754	52,325	35,462	36,172	36,895	37,633	38,386	54,616	56,309	413,183	
Preservation												
City	407,865	355,646	390,119	416,123	425,046	434,148	428,774	295,500	289,621	298,599	3,741,441	
Special Needs Housing												
City	104,764	207,368	199,401	176,836	152,774	139,000	138,000	190,542	196,449	202,539	1,707,673	
Federal	38,916	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	326,916	
Project Type Total by Source of Funds												
City	1,094,901	998,752	974,067	936,537	926,927	926,953	926,746	772,131	796,155	820,924	9,174,093	
Federal	38,916	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	326,916	
Project Type Total												
All Funds	1,133,817	1,030,752	1,006,067	968,537	958,927	958,953	958,746	804,131	828,155	852,924	9,501,009	

Housing Authority

The New York City Housing Authority (NYCHA), operates and maintains affordable housing for low- and moderate- income families. NYCHA owns and operates the nation’s largest public housing program. With 328 developments containing 177,657 apartments in 2,547 residential buildings housing over 400,000 tenants, NYCHA houses 7 percent of the City’s population. NYCHA also operates the Leased Housing (Section 8) Program providing rental assistance for over 88,000 apartments housing over 205,000 residents.

The Ten-Year Capital Strategy focuses capital funding on building exteriors upgrades such as roof work and building systems including funding for elevators.

Capital Program Goals

- To preserve and modernize building exteriors and systems in order to maintain decent, safe, and sanitary housing for residents

Ten-Year Capital Strategy

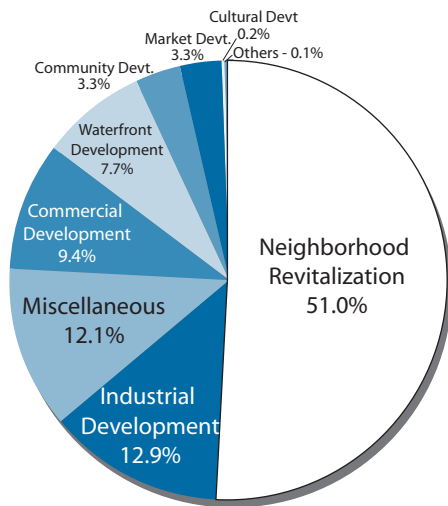
The Ten-Year Capital Strategy provides \$1.4 billion primarily for building exteriors and building systems upgrades and replacement. Major areas of work include roof work, facades, elevators and other construction projects.

	(in billions)
• Low to Moderate Income Public Housing Upgrade & Replacement	\$1.4
TOTAL	\$1.4

Housing Authority

Project Type: HA		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
<i>Low to Moderate Income Public Housing Construction</i>												
City		10,789	0	0	0	0	0	0	0	0	0	10,789
<i>Low to Moderate Income Public Housing Upgrade</i>												
City		205,580	136,000	136,000	136,000	136,000	136,000	136,000	136,000	136,465	137,944	1,431,989
<i>Project Type Total by Source of Funds</i>												
City		216,369	136,000	136,000	136,000	136,000	136,000	136,000	136,000	136,465	137,944	1,442,778
<i>Project Type Total</i>												
All Funds		216,369	136,000	136,000	136,000	136,000	136,000	136,000	136,000	136,465	137,944	1,442,778

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. Under contract with SBS, the New York City Economic Development Corporation (NYCEDC) coordinates the City’s commercial, industrial, market, waterfront and intermodal transportation development projects. Additionally, SBS contracts with, and the City allocates capital resources for, the Brooklyn Navy Yard Development Corporation (BNYDC) and the Trust for Governors Island (TGI) for the purposes of economic development.

Capital Program Goals

- To assist neighborhood revitalization 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 stimulate commercial development through the improvement and management of City assets, as well as construction and rehabilitation of infrastructure, public open space, and amenities;
- To upgrade infrastructure in the City’s industrial areas;
- To enhance the City’s waterfront by rehabilitating and improving the City’s piers, as well as by creating a balanced mix of multi-use projects which include commercial, industrial, retail and recreational developments;
- To improve the intermodal transport of goods through the construction, modernization and integration of port, rail and aviation facilities; and
- To provide public market facilities.

Ten-Year Capital Strategy

	(in millions)
• Neighborhood Revitalization	\$1,635.2
• Industrial Development	414.5
• Miscellaneous	387.5
• Commercial Development	301.3
• Waterfront Development	247.7
• Community Development	105.4
• Market Development	104.8
• Cultural Development	4.8
• Port Development	2.0
• Rail Development	0.2
TOTAL	\$3,203.4

Department of Small Business Services

Neighborhood Revitalization

The Ten-Year Capital Strategy invests in infrastructure improvements in neighborhoods throughout the City to support economic development and the development of affordable housing. Additionally, the Ten-Year Capital Strategy invests in physical improvements to public areas, including street and sidewalk reconstruction, new public lighting and landscaping, pedestrian and intermodal improvements in mixed-use neighborhoods.

Industrial Development

NYCEDC markets City-owned real estate to industrial users and works closely with firms to find sites for their expansion and relocation. In support of these efforts, the Ten-Year Capital Strategy also includes health and safety related infrastructure improvements and returning existing assets to a state of good repair at the Brooklyn Navy Yard, which houses 330 businesses generating 7,000 jobs. The Ten-Year Capital Strategy also includes on-going infrastructure improvements at the Brooklyn Army Terminal and Bush Terminal.

Miscellaneous

The Ten-Year Capital Strategy allocates resources for various other citywide projects, as well as portions of infrastructure support for the Trust for Governors Island (TGI).

Commercial Development

NYCEDC continues its efforts to expand the City's commercial base and diversify the City's economy by fostering the growth of new industries and new retail opportunities. The Ten-Year Capital Strategy supports the City's vision of investment into the life sciences industry in the City.

Waterfront Development

The Ten-Year Capital Strategy upholds the City's commitment in all five boroughs to support the City's waterfront assets. It recognizes the importance of providing public and commercial transportation while preserving and expanding recreational spaces for the public along the City's waterfront. The Ten-Year Capital Strategy includes funding for the purchase of new ferries for the new citywide Ferry System, as well as investments to fortify the City's waterfront assets.

Market Development

The City's ongoing commitment to preserve its markets through various infrastructure improvements is reflected in the Ten-Year Capital Strategy through the provision of funding for improvements at the Hunts Point Food Distribution Markets in the Bronx. The Ten-Year Capital Strategy provides on-going funding for infrastructure improvements and facility modernization at the Hunts Point Food Distribution Markets.

Department of Small Business Services

Project Type: ED		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Commercial Development												
	City	113,149	86,553	64,340	31,854	5,000	0	0	0	0	0	300,896
	Federal	0	0	429	0	0	0	0	0	0	0	429
Community Development												
	City	51,742	50,000	3,708	0	0	0	0	0	0	0	105,450
Cultural Development												
	City	2,095	0	2,701	0	0	0	0	0	0	0	4,796
Industrial Development												
	City	154,321	124,044	24,399	16,703	16,809	16,845	15,000	15,000	15,465	15,944	414,530
Market Development												
	City	73,589	0	1,172	0	30,000	0	0	0	0	0	104,761
Miscellaneous												
	City	145,289	42,576	40,838	4,000	4,000	4,000	4,000	4,000	4,124	4,252	257,079
	Federal	39,593	25,000	65,844	0	0	0	0	0	0	0	130,437
Neighborhood Revitalization												
	City	459,878	286,688	309,834	261,706	60,588	113,820	60,324	60,324	0	0	1,613,162
	Federal	0	4,010	18,000	0	0	0	0	0	0	0	22,010
Port Development												
	City	503	0	1,476	0	0	0	0	0	0	0	1,979
Rail Development												
	City	0	0	193	0	0	0	0	0	0	0	193
Waterfront Development												
	City	136,712	26,872	60,433	23,636	0	0	0	0	0	0	247,653
Project Type Total by Source of Funds												
	City	1,137,278	616,733	509,094	337,899	116,397	134,665	79,324	79,324	19,589	20,196	3,050,499
	Federal	39,593	29,010	84,273	0	0	0	0	0	0	0	152,876
Project Type Total												
	All Funds	1,176,871	645,743	593,367	337,899	116,397	134,665	79,324	79,324	19,589	20,196	3,203,375

Department of Citywide Administrative Services

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

DCAS operates, maintains, and reconstructs the 55 public buildings in its real estate portfolio. This portfolio totals 15 million square feet of space, which includes seven 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

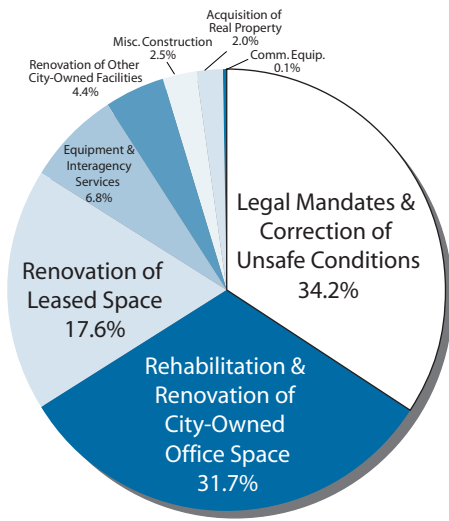
- To rehabilitate and maintain public structures, including piers and bulkheads;
- To reconstruct public buildings;
- To enhance the energy efficiency of public buildings;
- To coordinate and enhance citywide space planning;
- To improve the procurement, warehousing, and distribution of goods;
- To increase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

Ten-Year Capital Strategy

The Ten-Year Capital Strategy includes improvements and renovations to public buildings. This will help reduce ongoing maintenance costs as well as the City's reliance on leased space. In addition, the Ten-Year Capital Strategy seeks to correct existing or potential safety hazards.

The Ten-Year Capital Strategy totals \$1.7 billion and is allocated between Public Buildings and Real Property.

Department of Citywide Administrative Services - Public Buildings



Public Buildings

(in millions)

• Legal Mandates and Correction of Unsafe Conditions	\$545.1
• Rehabilitation and Renovation of City-Owned Office Space	506.4
• Renovation of Leased Space	281.1
• Equipment and Interagency Services	108.6
• Renovation of Other City-Owned Facilities	70.1
• Miscellaneous Construction	40.5
• Acquisition of Real Property	32.0
• Board of Elections Modernization	10.6
• Communications Equipment	0.9
• Rehabilitation of Court Buildings	0.3
TOTAL	\$1,595.6

Legal Mandates and Correction of Unsafe Conditions

The correction of code violations and compliance with legal mandates represents \$545.1 million of the Ten-Year Capital Strategy. Legally mandated work will include \$287.7 million for projects that ensure compliance with Local Law 5 (fire and life safety), \$180.4 million for fuel tank replacement and remediation, Citywide, and \$20.4 million for Local Law 11 façade repairs.

Rehabilitation and Renovation of City-Owned Office Space

The Ten-Year Capital Strategy provides \$506.4 million for the rehabilitation and renovation of City-owned office space. 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 buildings, Citywide. The Ten-Year Capital Strategy provides \$52.6 million for renovations of the Brooklyn Municipal Building, \$44.5 million for the Manhattan Municipal Building, \$20.5 million for the Bergen Building in the Bronx, \$19.0 million for 100 Gold Street in Manhattan, and \$13.5 million for the Queens Borough Hall. Funding is also provided for projects at 345 Adams Street, Brooklyn (\$95.3 million) and 22 Reade Street, Manhattan (\$25.2 million), as well as for the construction of a new Computerized Testing and Applications Center (CTAC) at 2556 Bainbridge Avenue, Bronx (\$15.0 million).

Department of Citywide Administrative Services - Public Buildings

Renovation of Leased Space

The Ten-Year Capital Strategy provides \$281.1 million for leased space renovations. Funding is primarily for agency office consolidations and office space needs when City-owned facilities are not available. The Ten-Year Capital Strategy provides \$85.0 million for expansion of Department of Emergency Management leased space in Brooklyn, \$18.5 million for the Department of Investigation leased space in Manhattan, \$16.7 million for an infrastructure equipment upgrade for the Department of Information Technology and Telecommunications leased space in Brooklyn, and \$8.1 million for Department of Finance leased space in Queens.

Equipment and Interagency Services

The Ten-Year Capital Strategy provides \$108.6 million for the DCAS information systems infrastructure, including projects for the development of a replacement system for the Integrated Property Information System (\$9.3 million), development of an Inventory Management System for municipal supplies (\$13.8 million), and the installation of security cameras in public buildings (\$6.0 million).

Renovation of Other City-Owned Facilities

The Ten-Year Capital Strategy provides \$70.1 million for renovation of other City-owned facilities, including \$66.4 million for facility remediation and construction for the Taxi and Limousine Commission in Woodside, Queens.

Miscellaneous Construction

The Ten-Year Capital Strategy provides \$40.5 million for construction in non-City owned facilities and properties, including \$0.4 million for remedial design of the Gowanus Canal 1st Street Turning Basin.

Acquisition of Real Property

The Ten-Year Capital Strategy provides \$32.0 million for the acquisition of real property, including \$32.0 million to acquire parkland for the development of the Staten Island levee.

Board of Elections Modernization

The Ten-Year Capital Strategy provides \$10.6 million for Board of Elections modernization, including \$6.0 million for the purchase and installation of electronic voting systems and related accessories.

Communications Equipment

The Ten-Year Capital Strategy provides \$0.9 million for communications equipment, including \$0.6 million for Voice Over Internet Protocol (VOIP) phones.

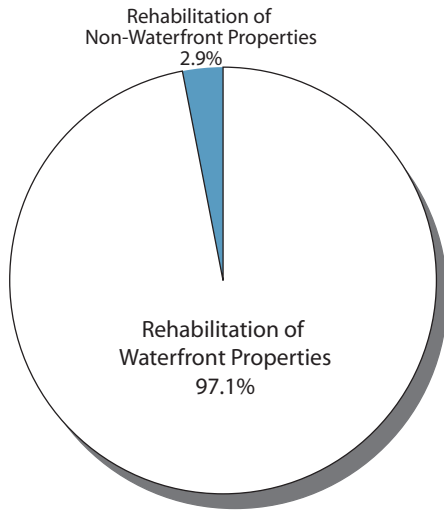
Rehabilitation of Court Buildings

The Ten-Year Capital Strategy provides \$0.3 million for rehabilitation of court buildings, including \$0.2 million for renovation of the HVAC system at the Kings County Supreme Court building located at 360 Adams Street in Brooklyn.

Department of Citywide Administrative Services - Public Buildings

Project Type: PW	(\$ in 000's)										
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Acquisition of Real Property											
City	32,000	0	0	0	0	0	0	0	0	0	32,000
Communications Equipment											
City	782	161	0	0	0	0	0	0	0	0	943
Rehabilitation of Court Buildings											
City	310	0	0	0	0	0	0	0	0	0	310
Board of Elections Modernization											
City	195	0	0	707	1,955	6,030	1,164	549	0	0	10,600
Equipment and Interagency Services											
City	28,269	24,325	3,006	3,326	23,951	5,026	5,172	5,323	4,872	5,336	108,606
Legal Mandates and Correction of Unsafe Conditions											
City	93,818	177,849	132,150	6,145	19,322	17,574	24,475	23,696	24,431	25,188	544,648
Private	0	0	459	0	0	0	0	0	0	0	459
Miscellaneous Construction											
City	25,384	10,300	2,201	2,600	0	0	0	0	0	0	40,485
Rehabilitation of City-Owned Office Space											
City	212,504	155,489	19,542	64,863	13,124	9,061	6,031	8,150	8,857	8,818	506,439
Renovation of Leased Space											
City	101,676	89,963	2,226	0	26,711	12,704	11,904	11,593	11,952	12,322	281,051
Renovation of Other City-Owned Facilities											
City	30,410	38,398	0	0	0	0	0	0	615	634	70,057
Project Type Total by Source of Funds											
City	525,348	496,485	159,125	77,641	85,063	50,395	48,746	49,311	50,727	52,298	1,595,139
Private	0	0	459	0	0	0	0	0	0	0	459
Project Type Total											
All Funds	525,348	496,485	159,584	77,641	85,063	50,395	48,746	49,311	50,727	52,298	1,595,598

Department of Citywide Administrative Services - Real Property



Rehabilitation of Waterfront Properties

The Ten-Year Capital Strategy includes \$135.6 million for the reconstruction of DCAS-managed waterfront properties.

Rehabilitation of Non-Waterfront Properties

The Ten-Year Capital Strategy includes \$4.0 million for the reconstruction of DCAS-managed non-waterfront properties.

Real Property

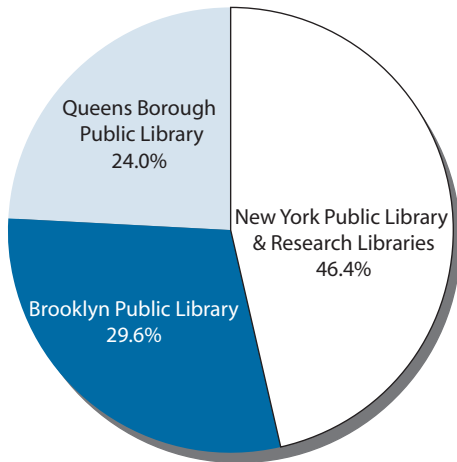
(in millions)

• Rehabilitation of Waterfront Properties	\$135.6
• Rehabilitation of Non-Waterfront Properties	4.0
TOTAL	\$139.7

Department of Citywide Administrative Services - Real Property

Project Type: RE	(\$ in 000's)										
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
<i>Rehabilitation of Non-Waterfront Properties</i> City	3,650	0	0	0	0	0	0	0	0	0	3,650
<i>Rehabilitation of Non-Waterfront Properties</i> City	378	0	0	0	0	0	0	0	0	0	378
<i>Rehabilitation of Waterfront Properties</i> City	26,211	30,799	27,695	26,185	3,835	3,921	4,050	4,184	4,314	4,447	135,641
<i>Project Type Total by Source of Funds</i> City	30,239	30,799	27,695	26,185	3,835	3,921	4,050	4,184	4,314	4,447	139,669
<i>Project Type Total</i> All Funds	30,239	30,799	27,695	26,185	3,835	3,921	4,050	4,184	4,314	4,447	139,669
<i>Citywide Administrative Services Total</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>	<i>2026</i>	<i>2027</i>	<i>Total</i>
<i>Total by Source of Funds</i> City	555,587	527,284	186,820	103,826	88,898	54,316	52,796	53,495	55,041	56,745	1,734,808
Federal	0	0	0	0	0	0	0	0	0	0	0
State	0	0	0	0	0	0	0	0	0	0	0
Private	0	0	459	0	0	0	0	0	0	0	459
All Funds	555,587	527,284	187,279	103,826	88,898	54,316	52,796	53,495	55,041	56,745	1,735,267

Public Libraries



New York City’s public library services are provided by three individually operated systems – the Brooklyn Public Library, the New York Public Library (including the New York Research Libraries), and the Queens Borough Public Library. 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 and 58 branches, which includes 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 13 branches. In addition, the New York Research Library oversees four research libraries: the Stephen A. Schwarzman Building; the New York Public Library for the Performing Arts; the Schomburg Center for Research in Black Culture; and the Science, Industry, and Business Library (SIBL).

The Queens Borough Public Library (QBPL) has a Central Library, 62 branches, and two family literacy centers.

Capital Program Goals

- To support service levels by maintaining, improving, and optimizing the operation of library facilities;
- To phase infrastructure improvements for full Americans with Disabilities Act (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 branches by improving information technology systems.

Ten-Year Capital Strategy

The three library systems strive to increase circulation, develop comprehensive community-oriented outreach programs, and grow attendance at cultural/informational programs. The three library systems will focus on the protection of the growing collection of library materials, reconstruction of branches, increasing accessibility for persons with disabilities, and upgrading the technology infrastructure to improve online and computer access. The Ten-Year Capital Plan Strategy provides a total of \$604.4 million, allocated as follows:

Brooklyn Public Library

	(in millions)
• Essential Reconstruction of Facilities	\$169.3
• Reconstruction Necessary to Maintain Facilities	9.4
Subtotal	\$178.7

New York Public Library and Research Libraries

• Essential Reconstruction of Facilities	\$256.5
• Expansion of Construction of Facilities	11.6
• Improvements to Existing Facilities	11.2
• Reconstruction Necessary to Maintain Facilities	0.6
• Access for the Handicapped	0.9
Subtotal	\$280.8

Public Libraries

Queens Borough Public Library

	(in millions)
• Essential Reconstruction of Facilities	\$100.9
• Replacement Branches	26.0
• Reconstruction Necessary to Maintain Facilities	15.8
• Support Services Improvements	2.2
Subtotal	\$144.9
TOTAL	\$604.4

Brooklyn Public Library

The Ten-Year Capital Strategy allocates \$178.7 million to the Brooklyn Public Library (BPL) and emphasizes the essential reconstruction of facilities. Specifically, \$98.0 million is allocated for the comprehensive renovation of branches and is distributed among five libraries designated as most critical by BPL. \$5.4 million is also allocated for various upgrades at the Arlington branch. Additional funding for other branches focuses on public service enhancements, cyclical replacements of building components (roofs, HVAC systems, and boilers), and Americans with Disabilities Act (ADA) compliance.

New York Public Library and Research Libraries

The Ten-Year Capital Strategy allocates \$280.8 million for the New York Public Library (NYPL) and focuses on the essential reconstruction, expansion, and improvements to existing facilities. Specifically, \$133.3 million is allocated to the Midtown Campus Project for complete renovation of the Mid-Manhattan Library and related upgrades to the Stephen A. Schwarzman Building. In addition, \$90.0 million is allocated for the comprehensive renovation of branches and is distributed among five libraries (125th Street, Fort Washington, Hunt’s Point, Melrose, and Port Richmond) designated as most critical by NYPL. Additional funding for other branches focuses on maintaining and upgrading facilities, including roof, window, and door replacements, and Americans with Disabilities Act (ADA) compliance.

Queens Borough Public Library

The Ten-Year Capital Strategy allocates \$144.9 million for the Queens Borough Public Library (QBPL) and reflects a commitment to maintain and upgrade existing facilities and continued construction of new branches. Specifically, \$90.0 million is allocated to QBPL for comprehensive renovations, new construction, and expansion of branches. \$6.2 million is also allocated for an expansion of the Arverne branch. Additional funding for other branches focuses on renovations and rehabilitations, systems upgrades, and cyclical replacements of building components (roofs, windows, and doors).

Brooklyn Public Library

Project Type: LB		<i>(\$ in 000's)</i>										
		<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>	<i>2026</i>	<i>2027</i>	<i>Total</i>
<i>Essential Reconstruction of Facilities</i>												
City		65,090	44,375	24,685	15,684	15,698	712	735	760	784	808	169,331
<i>Reconstruction Necessary to Maintain Facilities</i>												
City		2,401	695	0	0	0	0	0	0	0	0	3,096
Federal		0	6,258	0	0	0	0	0	0	0	0	6,258
<i>Project Type Total by Source of Funds</i>												
City		67,491	45,070	24,685	15,684	15,698	712	735	760	784	808	172,427
Federal		0	6,258	0	0	0	0	0	0	0	0	6,258
<i>Project Type Total</i>												
All Funds		67,491	51,328	24,685	15,684	15,698	712	735	760	784	808	178,685

New York Public Library

Project Type: LN		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
<i>Access for the Handicapped</i> City		850	0	0	0	0	0	0	0	0	0	850
<i>Expansion and Construction of Facilities</i> City		10,524	0	0	0	0	0	0	0	0	0	10,524
<i>Improvements to Existing Facilities</i> City		11,214	0	0	0	0	0	0	0	0	0	11,214
<i>Essential Reconstruction of Facilities</i> City		176,849	20,862	20,878	15,895	15,913	931	962	993	1,024	1,056	255,363
<i>Reconstruction Necessary to Maintain Facilities</i> City		600	0	0	0	0	0	0	0	0	0	600
<i>Project Type Total by Source of Funds</i> City		200,037	20,862	20,878	15,895	15,913	931	962	993	1,024	1,056	278,551
<i>Project Type Total</i> All Funds		200,037	20,862	20,878	15,895	15,913	931	962	993	1,024	1,056	278,551

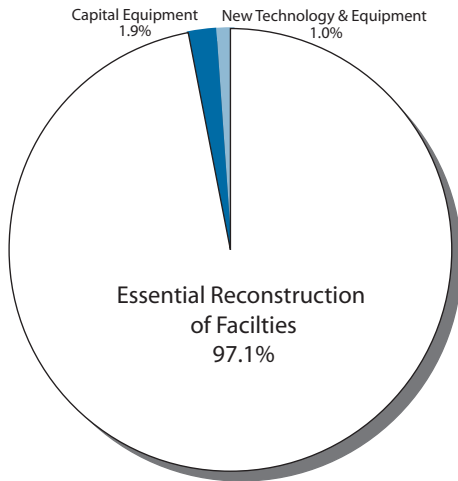
New York Research Libraries

Project Type: L		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
<i>Expansion and Construction of Research Libraries</i>												
City		168	0	221	0	0	221	221	221	0	0	1,052
<i>Essential Reconstruction of Facilities</i>												
City		46	221	0	221	221	0	0	0	228	235	1,172
<i>Project Type Total by Source of Funds</i>												
City		214	221	221	221	221	221	221	221	228	235	2,224
<i>Project Type Total</i>												
All Funds		214	221	221	221	221	221	221	221	228	235	2,224

Queens Public Library

Project Type: LQ		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Replacement Branches												
City		25,950	0	0	0	0	0	0	0	0	0	25,950
Essential Reconstruction of Facilities												
City		24,186	20,690	20,579	15,717	15,731	746	771	796	821	846	100,883
Reconstruction Necessary to Maintain Facilities												
City		14,894	500	125	0	0	0	0	0	0	0	15,519
Federal		245	0	0	0	0	0	0	0	0	0	245
Support Services Improvements												
City		2,155	0	0	0	0	0	0	0	0	0	2,155
Project Type Total by Source of Funds												
City		67,185	21,190	20,704	15,717	15,731	746	771	796	821	846	144,507
Federal		245	0	0	0	0	0	0	0	0	0	245
Project Type Total												
All Funds		67,430	21,190	20,704	15,717	15,731	746	771	796	821	846	144,752
Public Libraries Total												
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Total by Source of Funds												
City		334,927	87,343	66,488	47,517	47,563	2,610	2,689	2,770	2,857	2,945	597,709
Federal		245	6,258	0	0	0	0	0	0	0	0	6,503
State		0	0	0	0	0	0	0	0	0	0	0
Private		0	0	0	0	0	0	0	0	0	0	0
All Funds		335,172	93,601	66,488	47,517	47,563	2,610	2,689	2,770	2,857	2,945	604,212

Department of Cultural Affairs



The Department of Cultural Affairs (DCLA) is the largest local funder of arts and culture in the nation and is dedicated to supporting and strengthening New York City’s vibrant cultural life. The agency works to create and expand access to public programming, provide technical assistance, promote and advocate for quality arts programming, and articulate the contribution made by the cultural community to the City’s quality of life and economic vitality.

Among DCLA’s primary missions is to ensure adequate public funding for nonprofit cultural organizations, both large and small, throughout the five boroughs. DCLA’s funding programs include programming grants for more than 945 cultural organizations through the Cultural Development Fund, operating and energy support for the 33 members of the Cultural Institutions Group (CIG) that operate on City-owned property, and capital funding for design, construction, and equipment purchases at cultural facilities. DCLA also commissions public artworks through the Percent for Art program, and provides material resources to more than 1,800 nonprofit organizations, government agencies, and public schools annually through its Materials for the Arts program.

DCLA’s portfolio includes over 9.8 million gross square feet of space in city-owned buildings operated by the CIG and other cultural organizations under DCLA’s jurisdiction, many of which are landmarks. The agency has a robust capital program at both city-owned and privately-owned sites and is currently funding more than 550 capital projects on behalf of approximately 240 arts organizations that lead the way in sustainable architecture and design excellence, representing a cultural capital investment of \$431.8 million.

Capital Program Goals

- To increase public access to cultural resources, programs, and activities throughout the five boroughs;
- To increase the capacity of cultural organizations to meet programmatic needs and achieve optimal display, protection, and preservation of cultural collections;
- To upgrade and enhance facilities dedicated to cultural uses, including through investment in equipment systems, vehicles, technology, and energy efficiency upgrades;
- To maintain and preserve cultural infrastructure and historic facilities; and
- To ensure compliance with legal mandates and code requirements, including ADA accessibility and environmental considerations, and address emergency situations as they arise.

Ten-Year Capital Strategy

The City’s cultural institutions have benefited from sizable levels of City capital investment. Approximately \$2.0 billion of City funds were committed from 2007 through 2016 for the reconstruction, modernization, and expansion of these facilities, in addition to \$542.0 million planned in 2017. The Ten-Year Capital Strategy for cultural institutions and organizations, which reflects DCLA’s focus on facility reconstruction and programmatic enhancement, provides a total of \$431.8 million allocated as follows:

	(in millions)
• Essential Reconstruction of Facilities	\$419.2
• Capital Equipment	8.2
• New Technology and Equipment	4.4
TOTAL	\$431.8

Department of Cultural Affairs

Highlights of the Ten-Year Capital Strategy include:

- American Museum of Natural History: \$62.4 million for the construction of the new Gilder Center for Science, Education, and Innovation, in addition to \$8.0 million in 2017.
- Studio Museum in Harlem: \$40.2 million for the construction and expansion of a new facility.
- Irish Arts Center: \$36.9 million for the construction of a new cultural center.
- Queens Museum: \$14.0 million for the second phase of the museum expansion, in addition to \$3.8 million in 2017.
- Snug Harbor Cultural Center & Botanical Garden: \$13.7 million for various upgrades and improvements, in addition to \$17.9 million in 2017.
- Queens Botanical Garden: \$10.3 million for various upgrades and improvements, in addition to \$5.3 million in 2017.
- Dance Theater of Harlem: \$9.2 million for various improvements, in addition to \$0.5 million in 2017.
- Nuyorican Poets Café: \$8.4 million for renovation and expansion of the facility, in addition to \$1.5 million in 2017.
- Bronx Zoo: \$8.1 million for various upgrades and improvements, in addition to \$10.7 million in 2017.
- Staten Island Museum: \$5.8 million for facility restoration and upgrades, in addition to \$3.0 million in 2017.
- Lincoln Center for the Performing Arts: \$5.6 million for various upgrades and improvements, in addition to \$8.7 million in 2017.
- Bronx Museum of the Arts: \$5.5 million for improvements to the South Wing Atrium, in addition to \$2.6 million in 2017.
- Brooklyn Botanic Garden: \$5.0 million for site-wide improvements, in addition to \$14.1 million in 2017.
- Wave Hill: \$3.0 million for various upgrades and improvements, in addition to \$1.4 million in 2017.
- Weeksville Heritage Center: \$2.6 million for facility renovation, in addition to \$1.3 million in 2017.
- Bedford Stuyvesant Restoration Corporation: \$2.2 million for fire safety improvements, in addition to \$0.6 million in 2017.

Department of Cultural Affairs

Project Type: PV		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Capital Equipment												
City		6,673	738	758	0	0	0	0	0	0	0	8,169
Essential Reconstruction of Facilities												
City		364,128	20,085	9,602	3,500	3,500	3,500	3,500	3,500	3,609	3,720	418,644
Federal		572	0	0	0	0	0	0	0	0	0	572
State		31	0	0	0	0	0	0	0	0	0	31
New Technology and Construction												
City		50	0	4,312	0	0	0	0	0	0	0	4,362
Project Type Total by Source of Funds												
City		370,851	20,823	14,672	3,500	3,500	3,500	3,500	3,500	3,609	3,720	431,175
Federal		572	0	0	0	0	0	0	0	0	0	572
State		31	0	0	0	0	0	0	0	0	0	31
Project Type Total												
All Funds		371,454	20,823	14,672	3,500	3,500	3,500	3,500	3,500	3,609	3,720	431,778

Department of Parks & Recreation

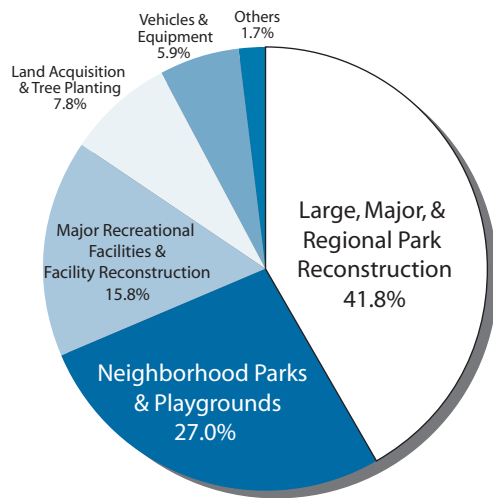
The Department of Parks and Recreation (DPR) is the steward of over 29,000 acres of land made up of nearly 5,000 individual properties ranging from Coney Island and Central Park to community gardens and Greenstreets. The Department maintains and operates approximately 800 athletic fields, 1,000 playgrounds, and 700 tennis courts. It also maintains and operates 67 public pools, 52 recreational facilities, 15 nature centers, 14 miles of beaches, 148 miles of waterfront parkland, and 14 golf courses. The Department is also responsible for nearly 850 monuments, 23 historic house museums and the care and maintenance of street and park trees.

The Ten-Year Capital Strategy provides \$3.8 billion for capital construction and reconstruction projects. This capital program includes \$413.3 million for the Parks Department's signature equity initiatives: the Community Parks Initiative, the Anchor Parks Initiative, Walk to a Park, and the Parks Without Borders program, with an additional \$147.6 million in 2017. There is also \$308.1 million associated with work to repair and reconstruct Parks damaged by Hurricane Sandy in 2018 and 2019; an additional \$89.3 million for storm reconstruction is included in 2017.

Capital Program Goals

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

Department of Parks & Recreation



Ten-Year Capital Strategy

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

	(in millions)
• Large, Major, and Regional Park Reconstruction	\$ 1,595.4
• Neighborhood Parks and Playgrounds	1,028.9
• Major Recreational Facilities and Facility Reconstruction	601.3
• Land Acquisition and Tree Planting	295.9
• Vehicles and Equipment	223.9
• Zoos	34.1
• Beaches and Boardwalks	33.4
TOTAL	\$3,812.9

Large, Major, and Regional Park Reconstruction

The Ten-Year Capital Strategy provides \$1.6 billion for work at numerous sites, Citywide. This allocation includes \$851.3 million for the reconstruction of Parks bridges, Citywide; \$80.5 million for various projects located at Flushing Meadows-Corona Park in Queens; \$34.4 million for the reconstruction of Astoria Park in Queens; \$34.4 million for reconstruction of pools, Citywide; \$33.5 million for the reconstruction of Betsy Head Park in Brooklyn; \$30.4 million for the reconstruction of play equipment and safety surfaces, Citywide; \$28.9 million for ongoing construction at Bushwick Inlet Park in Brooklyn; \$8.4 million for capital improvements at Alley Pond Park in Queens; \$6.6 million for the reconstruction of Synthetic Turf Fields, Citywide; \$5.9 million for capital improvements at Van Cortlandt Park in the Bronx; and \$481.1 million for other large, major and regional park reconstruction projects, Citywide.

Neighborhood Parks and Playgrounds

The Ten-Year Capital Strategy provides funding of \$1.0 billion for the reconstruction of neighborhood parks and playgrounds.

Department of Parks & Recreation

Major Recreational Facilities & Facility Reconstruction

The Ten-Year Capital Strategy provides \$601.3 million for the rehabilitation of specialized and youth-oriented major recreational facilities, such as indoor recreation centers, pools, tennis courts, and playing fields. Major highlights include \$118.1 million for the rehabilitation of recreation/nature centers, Citywide; \$94.8 million for the remediation and reconstruction of Red Hook Recreation Area; \$56.6 million for the reconstruction of boilers, Citywide; \$22.8 million for the reconstruction of comfort stations, Citywide; \$19.4 million for roofing reconstruction projects, Citywide; \$17.5 million for building reconstruction, Citywide; and \$272.1 million for other major recreational facilities and facility reconstruction projects, Citywide.

Land Acquisition and Tree Planting

The Ten-Year Capital Strategy provides \$295.9 million for tree planting, reforestation, land acquisition, and related projects.

Vehicles and Equipment

The Ten-Year Capital Strategy provides \$223.9 million to support infrastructure improvements and equipment purchases. Major highlights include \$128.4 million for the replacement of vehicles; \$52.1 million for improvements to computer and communications systems; and \$43.4 million for other infrastructure improvements and equipment purchases, Citywide.

Zoos

The Ten-Year Capital Strategy provides \$34.1 million for infrastructure rehabilitation at the Central Park Zoo, the Prospect Park Zoo and the Queens Zoo.

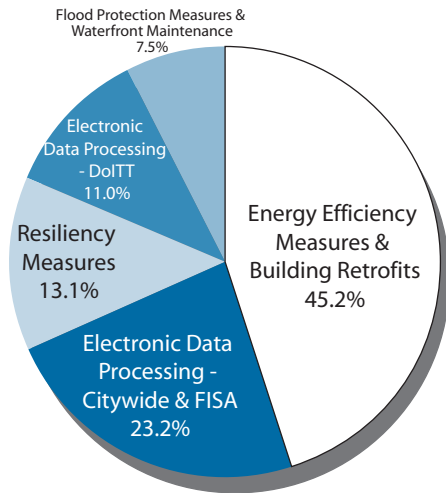
Beaches and Boardwalks

The Ten-Year Capital Strategy provides \$33.4 million for continued reconstruction of boardwalks and beaches, Citywide. Reconstruction of boardwalks damaged by Hurricane Sandy is included in the Major Recreational Facilities category.

Department of Parks & Recreation

Project Type: P		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Beaches and Boardwalks												
	City	6,458	0	18,100	2,901	848	865	894	923	952	981	32,922
	Federal	507	0	0	0	0	0	0	0	0	0	507
Land Acquisition and Tree Planting												
	City	98,660	88,683	54,994	6,645	6,778	6,913	7,141	7,377	7,606	7,842	292,639
	Federal	3,272	0	0	0	0	0	0	0	0	0	3,272
Major Recreational Facilities												
	City	212,398	149,918	64,647	8,372	13,553	9,324	8,989	14,615	10,984	10,651	503,451
	Federal	40,643	52,178	0	0	0	0	0	0	0	0	92,821
	Private	5,000	0	0	0	0	0	0	0	0	0	5,000
Neighborhood Parks and Playgrounds												
	City	435,923	167,640	61,947	51,490	21,563	8,208	8,479	8,759	9,030	9,310	782,349
	Federal	220,903	5,495	0	0	0	0	0	0	0	0	226,398
	State	3,242	1,000	0	0	0	0	0	0	0	0	4,242
	Private	15,895	0	0	0	0	0	0	0	0	0	15,895
Vehicles, Equipment and Facility Reconstruction												
	City	44,391	21,570	22,948	24,178	24,825	23,579	24,647	10,981	12,834	13,838	223,791
	Federal	63	0	0	0	0	0	0	0	0	0	63
Large, Major and Regional Park Reconstruction												
	City	479,845	359,967	259,231	105,356	7,906	284,390	8,009	8,075	8,139	8,206	1,529,124
	Federal	7,871	1,512	0	0	0	0	0	0	0	0	9,383
	State	5,364	0	0	0	0	0	0	0	0	0	5,364
	Private	46,990	4,567	0	0	0	0	0	0	0	0	51,557
Zoos												
	City	20,007	6,542	2,803	1,106	799	573	872	462	476	491	34,131
Project Type Total by Source of Funds												
	City	1,297,682	794,320	484,670	200,048	76,272	333,852	59,031	51,192	50,021	51,319	3,398,407
	Federal	273,259	59,185	0	0	0	0	0	0	0	0	332,444
	State	8,606	1,000	0	0	0	0	0	0	0	0	9,606
	Private	67,885	4,567	0	0	0	0	0	0	0	0	72,452
Project Type Total												
	All Funds	1,647,432	859,072	484,670	200,048	76,272	333,852	59,031	51,192	50,021	51,319	3,812,909

Energy Efficiency and Citywide Equipment



Energy Efficiency & Sustainability

The City has enacted a comprehensive energy management strategy across its portfolio of roughly 4,000 buildings. The One City, Built to Last initiative aims to reduce the City’s greenhouse gas emissions by 80 percent below 2005 levels by 2050, and investments in energy efficiency measures and retrofits in public buildings will lead the way. Quick, cost-effective and energy-saving capital projects are planned that target the individual needs of City agencies. Expanded solar power on City rooftops, deep retrofits in key City facilities, efficient streetlighting fixtures, and cogeneration heat and power systems will also offer new opportunities for energy savings and reductions in GHG emissions.

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 (FISA) 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 consolidated data facilities to support City agencies’ systems; application development for the coordination of City IT resources; the City’s website (nyc.gov); telecommunication

services; 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 implementation of the e9-1-1 emergency response system.

Capital Program Goals

- To fund energy efficiency and sustainability projects to achieve the OneNYC citywide greenhouse gas reduction goals;
- To fund sustainability measures to ensure resiliency throughout the City;
- To fund flood protection measures and waterfront maintenance to fortify and rehabilitate coastal and waterfront assets throughout the City; and
- To purchase data processing equipment and services that will enable the City to achieve greater productivity with limited resources.

Ten-Year Capital Strategy

	(in millions)
• Energy Efficiency Measures & Building Retrofits	\$2,693.8
• Electronic Data Processing - Citywide & FISA	1,384.3
• Resiliency Measures	778.0
• Electronic Data Processing - DoITT	654.5
• Flood Protection Measures & Waterfront Maintenance	444.4
TOTAL	\$5,955.1

Energy Efficiency and Citywide Equipment

Energy Efficiency

The Ten-Year Capital Strategy provides \$2.7 billion over the ten-year period to fund energy efficiency projects throughout the City.

Electronic Data Processing - Citywide & FISA

The Ten-Year Capital Strategy provides \$1.4 billion for Electronic Data Processing - Citywide & FISA.

Resiliency Measures

The Ten-Year Capital Strategy provides \$778.0 million over the ten-year period to fund resiliency measures, including \$512.0 million for the East Side Coastal Resiliency project.

Electronic Data Processing - DoITT

The Ten-Year Capital Strategy provides \$654.5 million for Electronic Data Processing - DoITT.

Flood Protection & Waterfront Maintenance

The Ten-Year Capital Strategy provides \$444.4 million over the ten-year period to fund flood protection measures and waterfront maintenance. The Ten-Year Capital Strategy provides \$292.4 million for rehabilitation projects across the City's portfolio of coastal and waterfront assets, including \$74.6 million for the rehabilitation of the substructure of Harlem River Drive between 155th Street and Dyckman Street and \$55.7 million for the rehabilitation of the substructure of Battery Wharf. Funding is also provided for flood protection measures, including \$102.0 million to construct additional bulkheads, revetments, and living shorelines to protect against sea level rise through the Raised Shorelines program, and \$50.0 million to protect the Red Hook neighborhood from coastal flooding and projected sea level rise through construction of an integrated flood protection system.

Energy Efficiency and Citywide Equipment

Project Type: DP		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
<i>Electronic Data Processing Equipment for DoITT, Citynet</i>												
City		157,507	127,225	46,909	42,488	31,892	92,930	50,788	30,938	46,366	27,433	654,476
<i>Project Type Total by Source of Funds</i>												
City		157,507	127,225	46,909	42,488	31,892	92,930	50,788	30,938	46,366	27,433	654,476
<i>Project Type Total</i>												
All Funds		157,507	127,225	46,909	42,488	31,892	92,930	50,788	30,938	46,366	27,433	654,476

Energy Efficiency and Citywide Equipment

Project Type: PU		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Building Construction, Reconstruction or Retrofit												
City		270,374	137,132	324,288	284,649	239,098	173,746	146,470	144,119	224,462	231,420	2,175,758
Distributed Generation												
City		31,551	54,482	0	0	0	0	0	0	0	0	86,033
Electronic Data Processing Equipment - FISA												
City		25,506	19,383	11,050	11,000	5,000	5,000	4,000	4,000	3,000	3,000	90,939
Electronic Data Processing Equipment - City-Wide												
City		233,037	147,456	144,102	81,600	71,000	101,600	113,600	169,000	137,991	94,016	1,293,402
Miscellaneous Energy Efficiency and Sustainability												
City		239,562	283,190	356,084	25,067	67,615	71,549	100,407	76,312	0	0	1,219,786
Federal		0	234,742	200,000	0	0	0	0	0	0	0	434,742
Project Type Total by Source of Funds												
City		800,030	641,643	835,524	402,316	382,713	351,895	364,477	393,431	365,453	328,436	4,865,918
Federal		0	234,742	200,000	0	0	0	0	0	0	0	434,742
Project Type Total												
All Funds		800,030	876,385	1,035,524	402,316	382,713	351,895	364,477	393,431	365,453	328,436	5,300,660
Citywide Equipment Total												
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Total by Source of Funds												
City		957,537	768,868	882,433	444,804	414,605	444,825	415,265	424,369	411,819	355,869	5,520,394
Federal		0	234,742	200,000	0	0	0	0	0	0	0	434,742
State		0	0	0	0	0	0	0	0	0	0	0
Private		0	0	0	0	0	0	0	0	0	0	0
All Funds		957,537	1,003,610	1,082,433	444,804	414,605	444,825	415,265	424,369	411,819	355,869	5,955,136

Citywide Summary

Project Type: CW

(\$ in 000's)

2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 Total

Citywide Total by Source of Funds

City	18,350,619	13,273,994	12,547,028	8,881,643	8,649,360	6,980,778	5,759,176	4,816,712	4,592,153	5,072,186	88,923,649
Federal	1,446,189	1,036,633	761,145	441,122	117,010	75,125	35,518	35,633	36,415	36,568	4,021,358
State	821,944	282,631	47,388	788,832	29,824	36,907	588,287	37,382	28,339	39,798	2,701,332
Private	92,154	15,798	14,873	11,062	11,062	11,062	11,062	11,062	9,470	11,062	198,667

All Funds	20,710,906	14,609,056	13,370,434	10,122,659	8,807,256	7,103,872	6,394,043	4,900,789	4,666,377	5,159,614	95,845,006
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