
Preliminary Ten-Year Capital Strategy

Fiscal Years 2016-2025



The City of New York
Bill de Blasio, Mayor

Office of Management and Budget

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February 2015

Preliminary Ten-Year Capital Strategy

As we work towards the final New York City Ten-Year Capital Strategy that will be part of our Executive Budget submission, we are very pleased to present the Preliminary Ten-Year Capital Strategy, which represents the administration's priorities for maintaining our core infrastructure, keeping pace with capital replacement requirements and meeting our legal mandates. It is also a major step in the process of establishing capital commitments for the four year financial plan and the long term priorities for this administration. Our core obligation to maintaining our infrastructure is built into this Preliminary Capital Strategy and detailed in our summary charts that outline agency specific strategies.

Over the next several weeks, we will continue our work with City agencies to reassess existing priorities, develop a realistic annual four year commitment plan and prioritize among numerous additional infrastructure needs. This process will be guided by the goals set by Mayor de Blasio for affordable housing and building strong neighborhoods, addressing income inequality and significantly reducing our carbon footprint through the implementation of One City, Built to Last. The results are fundamental to the economic health of our City. We are also in the process of updating PlaNYC, the four year requirement to detail our long term sustainability and resiliency blueprint. These two planning documents along with Housing New York, A Five-Borough, Ten-Year Plan, will outline broad public policy goals.

We will also be reaching out to our partners in government, regional authorities and business, labor and community groups, to identify alternative major capital initiatives and programs.

The process for developing these priorities will be continually reviewed in future budgets. As always, the City's capital spending strategy will be financed through four-year financial plans that are fiscally responsible and affordable to our taxpayers.

Office of Management and Budget

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Preliminary Ten-Year Capital Strategy Summary

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

(\$ in 000's)

	<i>FY16-19</i>		<i>FY16-25</i>	
	City Funds	All Funds	City Funds	All Funds
Education	\$9,163,534	\$10,543,046	\$22,257,004	\$24,943,046
Housing	2,544,773	2,744,096	6,811,352	7,310,675
Water Pollution Control	2,278,022	2,544,411	5,128,069	5,394,458
Bridges	2,140,253	2,823,240	3,577,794	4,863,513
Water Mains	2,039,033	2,039,033	3,550,691	3,550,691
Highways	1,498,937	1,924,102	2,610,859	3,045,024
Sewers	1,578,856	1,603,151	2,569,488	2,593,783
Hospitals	332,126	1,294,205	814,305	2,316,384
Sanitation	834,151	834,185	1,817,292	1,817,326
Technology	939,022	939,022	1,595,894	1,595,894
Economic Development	766,343	839,389	1,113,851	1,204,897
Corrections	835,410	844,667	1,096,495	1,105,752
<i>Subtotal-Major Agency Programs</i>	<i>\$24,950,460</i>	<i>\$28,972,547</i>	<i>\$52,943,094</i>	<i>\$59,741,443</i>
Public Buildings	573,593	573,593	848,976	848,976
Fire	298,642	298,642	830,379	830,379
Parks and Recreation	610,830	619,439	818,371	826,980
Water Supply	415,283	415,283	740,283	740,283
Police	384,690	390,618	673,730	679,658
Traffic	157,847	313,218	229,638	550,509
Courts	246,998	246,998	532,534	532,534
DEP Equipment	257,896	257,896	511,701	511,701
Housing Authority	55,688	363,688	145,688	453,688
Transit	160,000	160,000	404,004	404,004
Ferries	113,813	359,787	119,045	378,969
Health	223,392	226,027	331,705	347,880
Homeless Services	54,815	54,815	183,815	183,815
Admin for Children's Services	82,611	99,270	127,904	156,817
Human Resources	57,270	76,786	100,745	151,775
CUNY	98,496	98,739	118,802	119,174
Cultural Affairs	99,393	99,593	117,268	117,468
Transportation Equipment	29,100	34,200	37,028	42,128
Real Estate	19,044	19,044	35,484	35,484
Brooklyn Libraries	21,020	21,020	25,280	25,280
Aging	12,393	12,393	19,634	19,634
Queens Libraries	13,297	13,297	17,762	17,762
NY Branch Libraries	11,513	11,513	17,085	17,085
NY Research Library	871	871	2,197	2,197
<i>Total</i>	<i>\$28,948,955</i>	<i>\$33,739,277</i>	<i>\$59,932,152</i>	<i>\$67,735,623</i>

Preliminary Ten-Year Capital Strategy

Fiscal Years 2016-2025

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

Financing Program

The City's financing program projects \$33.1 billion of long-term borrowing for the period fiscal years 2015 through 2019 to support the City's current capital program. The portion of the capital program not financed by the New York City Municipal Water Finance Authority (NYW or the Authority) will be split between General Obligation (GO)

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

2015–2019 Financing Program

(\$ in millions)

	2015	2016	2017	2018	2019	Total
City General Obligation Bonds	\$800	\$2,500	\$3,020	\$3,100	\$3,090	\$12,510
TFA Bonds (1)	2,650	2,500	3,020	3,100	3,090	14,360
Water Authority Bonds (2)	1,198	1,314	1,265	1,269	1,192	6,238
Total	\$4,648	\$6,314	\$7,305	\$7,469	\$7,372	\$33,108

(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.

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.

2015–2019 Debt Outstanding

(\$ in millions at year end)

	2015	2016	2017	2018	2019
City General Obligation Bonds	\$40,348	\$40,532	\$41,227	\$42,016	\$42,779
TFA Bonds (1)	26,280	28,063	30,197	32,358	34,199
TSASC Bonds	1,216	1,203	1,190	1,168	1,145
Conduit Debt	1,534	1,445	1,365	1,284	1,206
Total	\$69,378	\$71,243	\$73,979	\$76,826	\$79,329
Water Authority Bonds	\$30,901	\$32,348	\$33,319	\$34,276	\$35,125

(1) Figures above do not include state funded financing for education

Financing Program

2015–2019 Annual Debt Service Costs

(\$ in millions, before prepayments)

	2015	2016	2017	2018	2019
City General Obligation Bonds (1)	\$3,935	\$4,422	\$4,553	\$4,662	\$4,754
TFA Bonds (2)	1,968	2,037	2,351	2,574	3,002
TSASC Bonds	74	74	74	82	82
Conduit Debt (3)	224	235	308	301	295
Total Debt Service	\$6,201	\$6,768	\$7,286	\$7,619	\$8,133
Water Authority Bonds (4)	\$1,452	\$1,719	\$1,813	\$1,893	\$1,985

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

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

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

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

2015–2019 Debt Burden

	2015	2016	2017	2018	2019
Total Debt Service (1) as % of:					
a. Total Revenue	7.8%	8.6%	9.1%	9.2%	9.6%
b. Total Taxes	12.1%	12.9%	13.4%	13.6%	14.0%
c. Total NYC Personal Income	1.2%	1.3%	1.3%	1.3%	1.3%
Total Debt Outstanding (1) as % of:					
a. Total NYC Personal Income	13.3%	13.3%	13.2%	13.1%	13.0%

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

Financing Program

The financing of the City capital program is split among GO, TFA and NYW bond issuance. The City and TFA will issue \$12.5 billion and \$14.4 billion, respectively, during the plan period. The City issuance supports 38 percent of the total, while TFA issuance supports 43 percent of the total. NYW's annual financing amount, excluding refundings, will average approximately \$1.25 billion. The aggregate NYW financing during the plan period will account for 19 percent of the total financing program.

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

Ratings

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

Financing Program

New York City General Obligation Bonds

Since July 1, 2014, the City has issued approximately \$980 million in refunding bonds. The date and principal amount are as follows:

NYC GO Issuances					
<i>(\$ in millions)</i>					
<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>
2015 AB	R	9/4/2014	\$980	\$0	\$980

The refunding transaction the City has completed to date in fiscal year 2015 generated approximately \$135 million of debt service savings during the financial plan period.

In addition to the issuance mentioned above, the City took steps to manage its outstanding floating rate debt. The City reoffered approximately \$350 million of floating rate bonds in order to manage expiring bank facilities supporting that debt. Of that amount, \$50 million was reoffered as an index bond directly to a bank such that the debt will remain in a floating rate mode until maturity without further management action required. Within the refunding issue mentioned above, the City refunded approximately \$33 million of floating rate bonds using the same rationale as for the converted issues.

The City plans to issue \$800 million of GO bonds for capital purposes during the remainder of fiscal year 2015 and approximately \$2.5 billion, \$3.0 billion, \$3.1 billion, and \$3.1 billion in fiscal years 2016 through 2019, respectively.

Currently the debt service for the City, TFA (excluding BARBs), and City appropriation debt, or conduit debt, excluding the effect of pre-payments, is 7.8 percent of the City's total budgeted revenues in fiscal year 2015. That ratio is projected to rise to 9.6 percent in fiscal year 2019. As a percentage of tax revenues, the debt service ratio is 12.1 percent in fiscal year 2015 and is projected to increase to 14.0 percent in fiscal year 2019.

In fiscal year 2015, the City does not project a note issuance to satisfy cash flow needs. The City's financing program assumes the issuance of \$2.4 billion of notes annually through the remainder of the financial plan.

Financing Program

New York City Related Issuers - Variable Rate Debt

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

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 2015. The total notional amount of swaps outstanding as of December 31, 2014 was \$1.75 billion, on which the termination value was negative \$138 million. This is the theoretical amount which the City would pay if all of the swaps were terminated under market conditions as of December 31, 2014.

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 cost. By contrast, the cost of outstanding fixed rate debt does not increase if any of the previously mentioned events takes place. On the other hand, fixed rate borrowing locks in a higher borrowing cost if interest rates do not change materially or if they decline. Overall, floating rate exposure benefits the City because it reduces the cost of financing. In short, interest costs on short term debt are almost always lower than long term debt. The City has assumed floating rate exposure using a variety of instruments; including tax exempt floating rate debt, taxable floating rate debt, 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)					
<i>(\$ in millions)</i>					
	<i>GO</i>	<i>TFA</i>	<i>Conduit</i>	<i>TSASC</i>	<i>Total</i>
Floating Rate Bonds	\$6,167	\$3,773	\$30	\$0	9,971
Synthetic Fixed	212		31		243
Taxable Basis Swap	91				91
Enhanced Basis Swap	125				125
Total Floating-Rate	\$6,595	\$3,773	\$61	\$0	\$10,430
Total Debt Outstanding	\$40,348	\$26,280	\$1,534	\$1,216	\$69,378
% of Floating-Rate / Total Debt Outstanding			15.0%		
Total Floating-Rate Less \$6.143 Billion Balance in General Fund (Floating-Rate Assets)			4,286		
% of Net Floating Rate / Total Debt Outstanding			6.2%		

(1) Debt Outstanding as of the February 2015 Financial Plan 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 \$6.14 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 6.2 percent of its outstanding debt. Moreover, the City uses conservative assumptions in budgeting expenses for floating rate instruments.

During fiscal year 2015, short-term interest rates relating to the \$10.4 billion of floating rate debt have been 0.07 percent on average for tax-exempt and 0.49 percent for taxable floating rate debt. These rates have continued to provide extremely attractive financing costs relative to fixed rate debt despite the recent market turmoil. Tax exempt floating rate debt has traded recently at rates that are approximately 300 basis points lower than those for long term fixed-rate debt, resulting in an annual savings of approximately \$315 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 \$56.4 billion in bonds. These bond issuances included a combination of general (first) resolution, second general resolution and subordinated special resolution crossover refunding water and sewer system revenue bonds. Of this aggregate bond par amount, \$30.1 billion is outstanding, \$19.6 billion was refinanced with lower cost debt, \$2.3 billion was defeased with revenues prior to maturity, and \$4.4 billion was retired with revenues as it matured.

Financing Program

In addition to this long-term debt, NYW uses a \$600 million tax-exempt commercial program as a source of flexible short-term financing. The commercial paper includes \$400 million of unenhanced extendible municipal commercial paper (EMCP) notes and \$200 million of notes backed by a line of credit from a bank.

NYW's outstanding debt also includes floating rate bonds, which have been a reliable source of cost effective financing. NYW has \$4.7 billion of floating rate bonds or 16% 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 New York State Environmental Facilities Corporation (EFC). The SRF provides a source of long-term below-market interest rate borrowing, subsidized from federal capitalization grants, state matching funds and other funds held by EFC.

On July 10, 2014, NYW issued \$200 million of new money tax-exempt fixed rate Second Resolution Bonds, Fiscal 2015 Series AA. The bonds included term bonds maturing in 2044.

On July 10, 2014, NYW issued \$400 million of new money tax-exempt adjustable rate Second Resolution Bonds, Fiscal 2015 Series BB. The bonds are backed by standby purchase agreements provided by four banks. This bond issue included term bonds maturing in 2049 and 2050.

On September 24, 2014, NYW issued \$200 million of new money tax-exempt fixed rate Second Resolution bonds, Fiscal 2015 Series CC. This bond issue included a term bond maturing in 2045.

On September 24, 2014, NYW issued \$300 million of refunding tax-exempt fixed rate Second Resolution bonds, Fiscal 2015 Series DD. The bonds refunded portions of NYW's First Resolution bonds, Fiscal 2005 Series B. The refunding bonds included term bonds maturing in 2028, 2029 and 2036.

On November 20, 2014, NYW issued \$392.1 million of refunding and new money tax-exempt fixed rate Second Resolution bonds, Fiscal 2015 Series EE. The new money bonds included a term bond maturing in 2045. The refunding bonds refunded portions of NYW's First Resolution bonds, Fiscal 2005 Series B. The refunding bonds included term bonds maturing in 2028, 2029 and 2036.

In fiscal year 2015, NYW has drawn on short-term loans from EFC, pursuant to agreements entered into in fiscal year 2012 and fiscal year 2014. To date, NYW has drawn \$179.5 million against these loans.

Summarized in the following table are five bond series that have closed to date in fiscal year 2015. The proceeds of the bonds refinanced commercial paper previously issued by NYW, paid costs of improvements to the water and sewer system or paid principal and interest on certain of the Authority's outstanding debt and paid the costs of issuance.

Financing Program

NYW Issuance

<i>Series</i>	<i>(N)ew Money/ (R)efunding</i>	<i>Issue Date</i>	<i>Par Amount</i>	<i>True Interest Cost (TIC)</i>	<i>Longest Maturity</i>
2015 AA	N	7/10/14	\$200,000,000	4.18%	2044
2015 BB	N	7/10/14	\$400,000,000	.04%(1)	2050
2015 CC	N	9/24/14	\$200,000,000	3.99%	2045
2015 DD	R	9/24/14	\$300,000,000	3.96%	2036
2015 EE	N/R	11/20/14	\$392,110,000	4.07%	2045

(1) Bonds issued as variable rate demand bonds; rate shown is an average from the issue date through January 2, 2015

NYW is a party to two interest rate exchange agreements (swaps) with a total notional amount of \$401 million. As of December 31, 2014, the mark-to-market value of the swaps was negative \$114.1 million. This is the theoretical amount which NYW would pay if all swaps were terminated as of December 31, 2014.

NYW expects to issue an additional \$300 million of new money bonds over the remainder of fiscal year 2015.

During the period from fiscal years 2015 to 2019, NYW expects to sell an average of approximately \$1.25 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. After fiscal year 2015, 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 (PIT), to fund a portion of the capital program of the City. The TFA was originally authorized to issue up to \$7.5 billion of bonds and notes. On September 13, 2001, the TFA was given statutory authority to borrow \$2.5 billion to finance costs related to the September 11th terrorist attack on the City. 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, 2014, the TFA has issued approximately \$1.9 billion in bonds for capital purposes. The dates and principal amounts are as follows:

Financing Program

NYC TFA Issuances

(\$ 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>
2015 A	N	8/1/2014	\$875	\$125	\$1,000
2015 B	N	11/13/2014	700	150	850
Total			\$1,575	\$275	\$1,850

Beyond the financings described above, the TFA plans to issue an additional \$800 million of TFA bonds for capital purposes during the remainder of fiscal year 2015 and approximately \$2.5 billion, \$3.0 billion, \$3.1 billion, and \$3.1 billion in fiscal years 2016 through 2019, respectively.

In April 2006, the State enacted legislation authorizing the TFA to have outstanding 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 \$6.7 billion of BARBs outstanding which fund the capital program of the Department of Education.

Since June 2014, the TFA BARBs received several credit rating upgrades. Moody's Investor Service upgraded the BARBs from Aa3 to Aa2 and Fitch, Inc. upgraded the BARBs from AA- to AA. Standard & Poor's subsequently upgraded the BARBs from AA- to AA. The TFA plans to continue to issue BARBs for the educational capital program under the current legislative authorization.

Hudson Yards Infrastructure Corporation

Hudson Yard 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. HYIC has begun to receive recurring PILOT revenue. Additionally, HYIC recently received approximately \$130 million from the sale of Transferrable Development Rights as well as District Improvement Bonus associated with the Related Companies' project located at 55 Hudson Yards. These revenues will reduce the interest support the City would have to provide on the HYIC Bonds.

Financing Program

The subway extension, which is being constructed by the MTA, will open for service in 2015. As of January 2015, nearly 100% of the construction work and 96% of the systems installation work necessary for passenger service was complete, and operational testing has commenced.

Construction is also underway on the HYIC-funded first phase of Hudson Park and Boulevard. As of January 2015, construction of the boulevard was nearly 100% complete, and the park was 95% complete. Construction began in 2012 and is proceeding on schedule for completion in 2015. The construction work is being performed by the New York City Economic Development Corporation with oversight by the Hudson Yards Development Corporation.

Sales Tax Asset Receivable Corporation

The Sales Tax Receivable Asset Corporation (STAR), received credit rating upgrades related to the upgrade of New York State. In June 2014, Moody's Investor Service upgraded STAR from Aa2 to Aa1 and Fitch, Inc. upgraded STAR from AA to AA+. Standard and Poor's had previously rated STAR AAA since 2006.

In October 2014, STAR executed a refunding of all of its outstanding debt. The refinancing generated approximately \$650 million of savings, which was applied to benefit fiscal years 2016 through 2018.

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 over 95 percent of all 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.

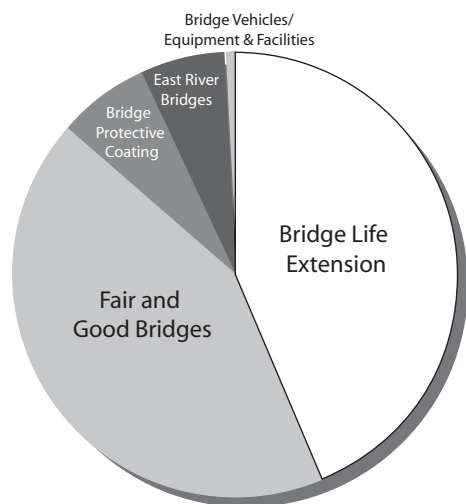
Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides approximately \$8.9 billion to the Department, with Bridges and Highways receiving the bulk of funding, totaling approximately \$7.9 billion. Presuming Federal funding, this capital program includes \$99.5 million associated with Sandy storm damage.

Department of Transportation - Bridges



Bridges

	(in millions)
• Bridge Life Extension	\$2,134.1
• Fair and Good Bridges	2,070.3
• Bridge Protective Coating	334.6
• East River Bridges	297.1
• Bridge Vehicles/Equipment	23.4
• Bridge Facilities	4.1
TOTAL	\$4,863.6

The Preliminary Ten-Year Capital Strategy provides \$4.9 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 three East River Bridges and 70 other bridge structures. The first four years of this Preliminary Ten-Year Capital Strategy provides \$2.8 billion to the Bridge Program, of which \$982.4 million is planned to be committed in 2016. The total commitment reflects the high priority accorded to restoring and maintaining these essential links in the City’s transportation system.

Bridge Life Extension

The Preliminary Ten-Year Capital Strategy provides \$2.1 billion for rehabilitative work on 26 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 \$99.1 million for Broadway Bridge over the Harlem River and \$52.3 million for Westchester Avenue Bridge over Hutchinson River.

Fair and Good Bridges

The Preliminary Ten-Year Capital Strategy provides \$2.1 billion to reconstruct 44 bridge structures currently rated “fair” or “good,” including \$119.8 million for the reconstruction of Roosevelt Avenue Bridge over the Van Wyck Expressway and \$180.9 million for the Bruckner Expressway over Westchester Creek.

Bridge Protective Coating

The Preliminary Ten-Year Capital Strategy provides \$334.6 million for protective coating treatment on five bridge projects. This program includes \$18.1 million for the Hutchinson Parkway Bridge and \$9.5 million for the Belt Parkway Bridges.

East River Bridges

The Preliminary Ten-Year Capital Strategy provides \$297.1 million for rehabilitative work on the East River Bridges. Funds for these projects include work on the Queensboro Bridge totaling \$147.8 million.

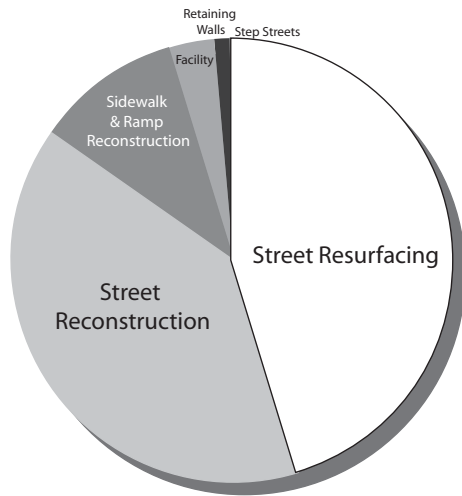
Bridge Facilities, Equipment and Vehicles

The Preliminary Ten-Year Capital Strategy provides \$23.4 million for the purchase of equipment and vehicles and \$4.1 million for bridge facilities.

Department of Transportation - Bridges

Project Type: BR and HB		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
East River Bridges												
City		51,793	48,600	28,108	0	0	0	0	0	0	0	128,501
Federal		479	100,000	68,000	0	0	0	0	0	0	0	168,479
State		84	0	0	0	0	0	0	0	0	0	84
Fair Bridges												
City		384,459	176,929	283,038	90,327	311,169	81,867	70,135	2,548	0	0	1,400,472
Federal		210,714	96,163	0	0	76,576	274,378	0	0	0	0	657,831
State		10,000	0	0	0	0	0	0	0	0	0	10,000
Private		0	0	0	0	0	0	1,778	0	0	0	1,778
Useful Life Extension and Miscellaneous Work												
State		200	0	0	0	0	0	0	0	0	0	200
Useful Life Extension												
City		197,852	167,064	116,787	494,269	101,757	72,559	72,228	149,242	155,990	160,329	1,688,077
Federal		78,340	108,876	0	0	0	0	0	0	125,000	125,000	437,216
State		8,450	0	0	0	0	0	0	0	0	0	8,450
Private		369	0	0	0	0	0	0	0	0	0	369
Bridge Painting												
City		30,329	54,982	0	0	0	0	0	80,000	82,640	85,367	333,318
Federal		1,312	0	0	0	0	0	0	0	0	0	1,312
Equipment for Bridge Maintenance												
City		2,320	2,790	500	500	500	500	500	500	500	500	9,110
Bridge Facilities												
City		392	392	392	392	399	406	414	414	428	442	4,071
Bridge Vehicles												
City		5,338	900	900	900	978	997	1,017	1,037	1,071	1,107	14,245
Project Type Total by Source of Funds												
City		672,483	451,657	429,725	586,388	414,803	156,329	144,294	233,741	240,629	247,745	3,577,794
Federal		290,845	305,039	68,000	0	76,576	274,378	0	0	125,000	125,000	1,264,838
State		18,734	0	0	0	0	0	0	0	0	0	18,734
Private		369	0	0	0	0	0	1,778	0	0	0	2,147
Project Type Total												
All Funds		982,431	756,696	497,725	586,388	491,379	430,707	146,072	233,741	365,629	372,745	4,863,513

Department of Transportation - Highways



Highways

	(in millions)
• Street Resurfacing	\$1,383.1
• Street Reconstruction	1,197.4
• Sidewalk & Ramp Reconstruction	327.2
• Facilities	102.7
• Retaining Walls	28.1
• Step Streets	6.5
TOTAL	\$3,045.0

The Preliminary Ten-Year Capital Strategy provides \$3.0 billion in the Highways program for the rehabilitation of approximately 7,296 lane miles of City streets.

Street Resurfacing

The Preliminary Ten-Year Capital Strategy calls for the resurfacing of 6,940 lane miles of streets and arterial highways (694 lane miles per year) at a ten-year cost of \$1.4 billion.

Street Reconstruction

Total funding in the Preliminary Ten-Year Capital Strategy for street reconstruction is \$1.2 billion, covering 356 lane miles. This work includes \$276.4 million for the Vision Zero Great Street projects (4th Avenue Safety Improvements, Reconstruction of Atlantic Avenue and Pedestrian Safety Improvements, Grand Concourse, and Queens Boulevard), \$84.0 million added during the Preliminary Plan for Select Bus Service (SBS) projects, and \$45.2 million for Citywide Reconstruction of Streets and \$49.0 million for Public Plaza Improvements.

Sidewalk and Ramp Reconstruction

For the ten-year period, approximately 28.6 million square feet of sidewalks will be reconstructed throughout the City, at a cost of \$286.2 million. Additionally, \$41.0 million is provided for pedestrian ramps, sufficient to install approximately 774 complex pedestrian ramps at approximately 387 corners throughout the City.

Facility Reconstruction

A total of \$102.7 million is allocated in the Preliminary Ten-Year Capital Strategy for the design and reconstruction of highway maintenance and repair yards, other Department facilities, and miscellaneous renovations and upgrades.

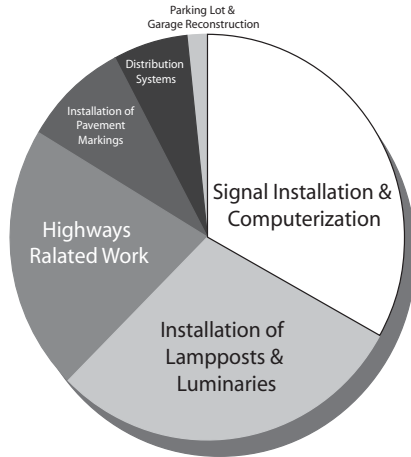
Retaining Walls

A total of \$28.1 million is provided in the Preliminary Ten-Year Capital Strategy for the reconstruction of retaining walls.

Department of Transportation - Highways

Project Type: HW		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Facility Reconstruction												
City		43,541	23,058	216	5,000	5,000	5,000	5,100	5,100	5,268	5,442	102,725
Local Street Reconstruction												
City		2,406	665	0	0	0	0	0	0	0	0	3,071
Federal		0	3,803	0	0	0	0	0	0	0	0	3,803
State		1,586	0	0	0	0	0	0	0	0	0	1,586
Pedestrian Ramp Construction												
City		35,996	1,115	0	0	300	0	0	0	0	0	37,411
Federal		381	2,781	0	0	0	0	0	0	0	0	3,162
State		396	0	0	0	0	0	0	0	0	0	396
Primary Street Reconstruction												
City		329,528	136,707	201,012	29,125	41,969	10,555	8,234	18,235	18,836	19,459	813,660
Federal		166,091	123,579	0	0	0	0	0	0	0	0	289,670
State		23,315	12,237	0	0	0	0	0	0	0	0	35,552
Private		50,060	0	0	0	0	0	0	0	0	0	50,060
Primary Street Resurfacing												
City		206,756	121,990	127,748	127,248	127,248	127,247	129,753	132,810	137,130	141,589	1,379,519
Federal		3,627	0	0	0	0	0	0	0	0	0	3,627
Reconstruction of Retaining Walls												
City		28,119	0	0	0	0	0	0	0	0	0	28,119
Sidewalk Reconstruction												
City		17,825	18,920	15,500	20,000	19,898	20,000	0	41,208	42,568	43,973	239,892
Federal		1,522	14,421	0	0	0	0	0	0	0	0	15,943
State		2,762	604	0	0	0	0	0	0	0	0	3,366
Private		4,500	4,500	4,500	4,500	4,500	4,500	0	0	0	0	27,000
Reconstruction of Step Streets												
City		3,908	2,554	0	0	0	0	0	0	0	0	6,462
Project Type Total by Source of Funds												
City		668,079	305,009	344,476	181,373	194,415	162,802	143,087	197,353	203,802	210,463	2,610,859
Federal		171,621	144,584	0	0	0	0	0	0	0	0	316,205
State		28,059	12,841	0	0	0	0	0	0	0	0	40,900
Private		54,560	4,500	4,500	4,500	4,500	4,500	0	0	0	0	77,060
Project Type Total												
All Funds		922,319	466,934	348,976	185,873	198,915	167,302	143,087	197,353	203,802	210,463	3,045,024

Department of Transportation - Traffic



Traffic

(in millions)

• Signal Installation and Computerization	\$182.8
• Installation of Lampposts and Luminaires	161.8
• Highway and Related Work	115.7
• Installation of Pavement Markings	48.2
• Distribution Systems	33.1
• Parking Lot and Garage Reconstruction	8.9
TOTAL	\$550.5

The Preliminary Ten-Year Capital Strategy provides \$550.5 million for Traffic programs.

Signal Installation and Computerization

The Preliminary Ten-Year Capital Strategy provides \$182.8 million for signal installation and computerization.

Installation of Lampposts and Luminaires

The Preliminary Ten-Year Capital Strategy provides \$161.8 million for the installation of lampposts and luminaires.

Highway and Bridge Related Work

The Preliminary Ten-Year Capital Strategy provides \$115.7 million for the installation of signals, streetlights, and lane markings associated with the Highway Reconstruction and Bridge Programs.

Installation of Pavement Markings

The Preliminary Ten-Year Capital Strategy provides funding of \$48.2 million for the installation of approximately 81 million linear feet of thermoplastic reflectorized pavement markings to be done in conjunction with the Department's in-house resurfacing program.

Replacement of Electrical Distribution Systems

To reduce lighting outages, the Preliminary Ten-Year Capital Strategy will replace over 336,000 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 \$33.1 million.

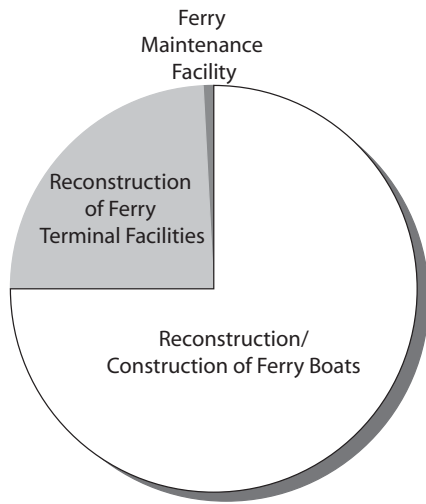
Parking Lot and Garage Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$8.9 million for off-street parking facilities.

Department of Transportation - Traffic

Project Type: TF		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Fair												
	City	4,754	0	0	0	0	0	0	0	0	0	4,754
Communications, Surveillance Equipment												
	City	0	75	0	0	0	0	0	0	0	0	75
Highway Drawdown Program												
	City	4,338	2,048	0	0	437	0	0	0	0	0	6,823
	Federal	1,202	1,548	0	0	0	0	0	0	0	0	2,750
Installation of Lampposts and Luminaires												
	City	1,828	11,922	72	15	72	15	72	15	72	15	14,098
	Federal	860	0	0	0	0	0	0	0	0	0	860
	State	23,378	7,500	20,000	7,500	22,000	7,500	22,000	7,500	22,000	7,500	146,878
Parking Lot and Garage Reconstruction												
	City	3,127	907	480	752	480	1,029	662	480	493	507	8,917
Installation of Pavement Markings												
	City	10,483	0	11,348	0	7,751	0	0	6,004	6,202	6,407	48,195
Traffic Work in Conjunction with Highway Reconstruction												
	City	15,417	20,441	31,050	3,408	4,000	2,455	2,478	2,776	2,862	3,066	87,953
	Federal	10,491	1,600	0	0	0	0	0	0	0	0	12,091
	State	1,312	0	0	0	0	0	0	0	0	0	1,312
Replacement of Electrical Distribution Systems												
	City	1,611	0	0	0	0	0	0	0	0	0	1,611
	Federal	6,442	0	0	0	0	0	0	0	0	0	6,442
	State	0	5,000	0	5,000	0	5,000	0	5,000	0	5,000	25,000
Signal Installation and Computerization												
	City	23,018	4,455	4,398	1,900	6,691	3,350	3,350	3,350	3,350	3,350	57,212
	Federal	19,601	0	0	0	0	0	0	0	0	0	19,601
	State	2,437	20,500	500	20,500	500	20,500	0	20,500	0	20,500	105,937
Project Type Total by Source of Funds												
	City	64,576	39,848	47,348	6,075	19,431	6,849	6,562	12,625	12,979	13,345	229,638
	Federal	38,596	3,148	0	0	0	0	0	0	0	0	41,744
	State	27,127	33,000	20,500	33,000	22,500	33,000	22,000	33,000	22,000	33,000	279,127
Project Type Total												
	All Funds	130,299	75,996	67,848	39,075	41,931	39,849	28,562	45,625	34,979	46,345	550,509

Department of Transportation - Ferries



Ferries

(in millions)

- Reconstruction/Construction of Ferry Boats \$284.3
 - Reconstruction of Ferry Terminal Facilities 91.7
 - Ferry Maintenance Facility 3.0
- TOTAL \$379.0**

The Preliminary Ten-Year Capital Strategy for Ferries provides a total of \$379.0 million for the reconstruction, construction and improvement of various ferry vessels and facilities.

Reconstruction/Construction of Ferry Boats

The Preliminary Ten-Year Capital Strategy provides \$284.3 million for various projects associated with the eight Department of Transportation-operated ferry boats for service between Saint George and Whitehall terminals.

Reconstruction of Ferry Terminal Facilities

The Preliminary Ten-Year Capital Strategy includes \$91.7 million for the rehabilitation and renovation work to ferry terminal buildings, slips, and racks.

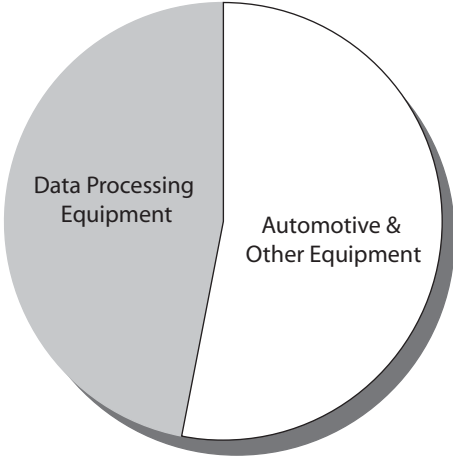
Reconstruction of Ferry Maintenance Facility

Funding of \$3.0 million is included for general construction work at the ferry maintenance facility.

Department of Transportation - Ferries

Project Type: FA		<i>(\$ in 000's)</i>										
		<i>2016</i>	<i>2017</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>Total</i>
<i>Reconstruction of Ferry Boats</i>												
City		14,274	56,966	11,099	250	750	801	67	1,166	1,204	1,244	87,821
Federal		5,535	160,700	10,400	2,000	6,000	6,400	0	0	0	0	191,035
State		1,188	1,106	1,300	250	750	800	0	0	0	0	5,394
<i>Ferry Maintenance Facility Construction</i>												
City		300	2,700	0	0	0	0	0	0	0	0	3,000
<i>Reconstruction of Ferry Terminal Facilities</i>												
City		2,160	15,114	10,950	0	0	0	0	0	0	0	28,224
Federal		10,332	10,354	41,801	0	0	0	0	0	0	0	62,487
State		471	537	0	0	0	0	0	0	0	0	1,008
<i>Project Type Total by Source of Funds</i>												
City		16,734	74,780	22,049	250	750	801	67	1,166	1,204	1,244	119,045
Federal		15,867	171,054	52,201	2,000	6,000	6,400	0	0	0	0	253,522
State		1,659	1,643	1,300	250	750	800	0	0	0	0	6,402
<i>Project Type Total</i>												
All Funds		34,260	247,477	75,550	2,500	7,500	8,001	67	1,166	1,204	1,244	378,969

Department of Transportation - Equipment



Equipment

	(in millions)
• Data Processing Equipment	\$19.7
• Automotive and Other Equipment	22.4
TOTAL	\$42.1

The Preliminary Ten-Year Capital Strategy provides \$42.1 million for the purchase of vehicles and equipment for DOT field forces and computer equipment for office automation, data processing, and engineering support.

Department of Transportation - Equipment

Project Type: TD		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Data Processing Equipment												
	City	5,103	1,509	1,651	840	860	880	898	916	946	977	14,580
	Federal	5,100	0	0	0	0	0	0	0	0	0	5,100
Automotive and Other Equipment												
	City	10,505	6,800	1,317	1,375	1,494	957	0	0	0	0	22,448
Project Type Total by Source of Funds												
	City	15,608	8,309	2,968	2,215	2,354	1,837	898	916	946	977	37,028
	Federal	5,100	0	0	0	0	0	0	0	0	0	5,100
Project Type Total												
	All Funds	20,708	8,309	2,968	2,215	2,354	1,837	898	916	946	977	42,128
Transportation Total												
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total	
Total by Source of Funds												
	City	1,437,480	879,603	846,566	776,301	631,753	328,618	294,908	445,801	459,560	473,774	6,574,364
	Federal	522,029	623,825	120,201	2,000	82,576	280,778	0	0	125,000	125,000	1,881,409
	State	75,579	47,484	21,800	33,250	23,250	33,800	22,000	33,000	22,000	33,000	345,163
	Private	54,929	4,500	4,500	4,500	4,500	4,500	1,778	0	0	0	79,207
	All Funds	2,090,017	1,555,412	993,067	816,051	742,079	647,696	318,686	478,801	606,560	631,774	8,880,143

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 22-station rail system on Staten Island known as MTA Staten Island Railway. NYCT maintains a fleet of 6,344 subway cars, 468 passenger stations in four boroughs, and nearly 660 miles of subway. It operates 24 hours a day, 365 days a year. In addition, NYCT operates a fleet of 4,525 buses on 230 routes on 2,006 route miles throughout the City. Through 2013, subway ridership was 1.7 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 nearly 139,870 miles between failures. The five year 2010-2014 Capital Program includes \$31.8 billion for all MTA agencies, \$11.6 billion of which would be invested in the NYCT core system, and \$2.0 billion for NYCT network expansion and security upgrades. The 2010-2014 Capital Program includes approximately \$762.0 million to be funded with proceeds of City general obligation bonds.

In September 2014, the MTA proposed a 2015-2019 Capital Program. The proposed plan includes \$29.0 billion for all MTA agencies, including \$17.1 billion to be invested in the NYCT core system and \$1.6 billion for NYCT network expansion. To date, funding sources have been identified for only a portion of the proposed 2015-2019 Capital Program. On October 2, 2014, the State Capital Program Review Board

(“CPRB”) vetoed the proposed program without prejudice to permit additional time to resolve issues related to fully funding the program. The proposed 2015-2019 Capital Program may be modified prior to final adoption.

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 1,252 buses, the MTABC serves over 125 million riders per year, operating 24 hours a day, 365 days a year. MTABC’s operating costs are subsidized by the City.

Transit Authority

Capital Program Goals

The proposed 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 \$2.8 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 and 999 paratransit vehicles for \$1.0 billion. These new buses are part of NYCT's normal replacement cycle in addition to allowing for expansion of fleet capacity. The remaining amount is budgeted for system-wide infrastructure and other upgrades.

The proposed 2015-2019 MTA Capital Program for MTABC includes a total of \$437.0 million to replace 406 buses and to upgrade facilities and equipment at MTABC depots.

Preliminary Ten-Year Capital Strategy

In the Preliminary Ten-Year Capital Strategy, the City will contribute \$404.0 million to the MTA, including \$350.0 million for ongoing NYCT track improvements and rehabilitation and \$54.0 million for various NYCT subway and bus projects.

Transit Authority

Project Type: T	(\$ in 000's)										
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Miscellaneous Projects for New York City Transit City	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	6,320	7,684	54,004
IFA Trackwork Project for New York City Transit City	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	350,000
Project Type Total by Source of Funds City	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	41,320	42,684	404,004
Project Type Total All Funds	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	41,320	42,684	404,004
Transit Authority Total	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	41,320	42,684	404,004
Total by Source of Funds											
City	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	41,320	42,684	404,004
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	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	41,320	42,684	404,004

Department of Environmental Protection

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

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

Capital Program Goals

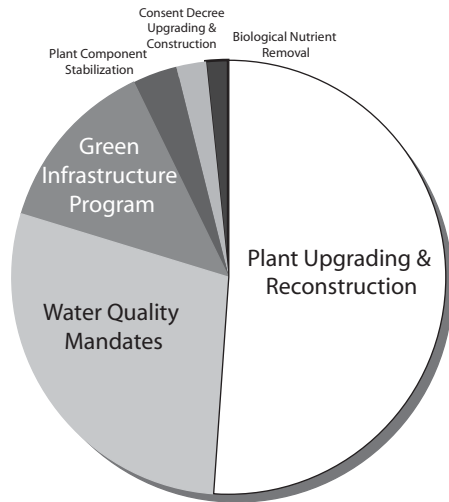
- To maintain the quality of water in the City's watersheds and, where necessary, treat the supply to ensure that it continues to be of high quality;
- To maintain and improve the transmission and distribution capacity of the City's water supply system;
- To improve the quality of the surrounding waters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

Preliminary 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 Preliminary Ten-Year Capital Strategy includes \$12.8 billion for DEP programs.

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

Department of Environmental Protection - Water Pollution Control



Water Pollution Control

To improve the quality of the City's waterways and to comply with the mandates imposed by the Clean Water Act, the Preliminary Ten-Year Capital Strategy provides almost \$5.4 billion towards wastewater treatment programs.

	(in millions)
• Plant Upgrading and Reconstruction	\$2,764.9
• Water Quality Mandates	1,541.4
• Green Infrastructure Program	699.7
• Plant Component Stabilization	184.0
• Consent Decree Upgrading and Construction	125.1
• Biological Nutrient Removal	79.3
TOTAL	\$5,394.4

Plant Upgrading and Reconstruction

The Preliminary Ten-Year Capital Strategy provides nearly \$2.8 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. \$431.0 million will fund Job Order Contracts (JOCs) which allow the Bureau of Wastewater Treatment to address small capital improvements at wastewater treatment plants (WWTP). The department has allocated \$337.1 million in plant upgrades to reduce carbon emissions and make WWTPs more energy resilient and efficient. Included in the plan is \$244.3 million for wastewater pumping stations across the five boroughs. There is \$201.0 million for floodwater resiliency upgrades.

Water Quality Mandates

The Preliminary Ten-Year Capital Strategy provides \$1.5 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. \$1.3 billion 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 Preliminary Ten-Year Capital Strategy provides \$699.7 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.

Plant Component Stabilization

The Preliminary Ten-Year Capital Strategy provides \$184.0 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 \$168.2 million for the construction of a new cogeneration plant at the North River WWTP, which will be more energy-efficient than the existing cogeneration facility and will assist the City in reaching its PlaNYC carbon emission reduction goals.

Consent Decree Upgrading and Construction

The Preliminary Ten-Year Capital Strategy provides \$125.1 million to address mandates, including \$99.0 million allocated to projects that will reduce residual chlorine released into harbor waters from wastewater treatment plants.

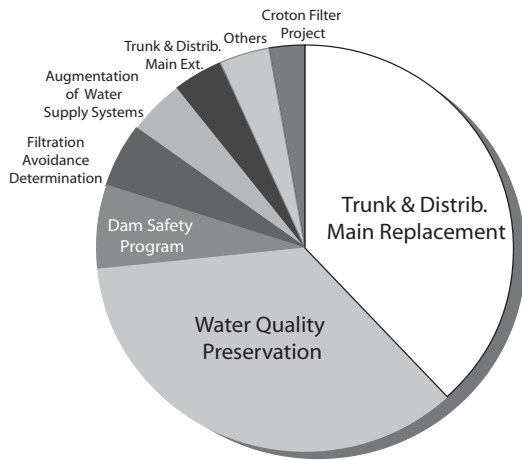
Biological Nutrient Removal

The Preliminary Ten-Year Capital Strategy provides \$79.3 million for projects to reduce the amount of nitrogen discharged into Jamaica Bay and the Long Island Sound.

Department of Environmental Protection - Water Pollution Control

Project Type: WP	(\$ in 000's)											
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total	
Biological Nutrient Removal												
City	6,776	22,500	0	0	50,000	0	0	0	0	0	79,276	
Green Infrastructure Program												
City	76,621	61,997	114,212	63,254	117,066	104,986	50,819	45,819	32,819	32,088	699,681	
Consent Decree Upgrading and Construction												
City	13,100	17,000	8,000	2,000	0	0	8,000	77,000	0	0	125,100	
Plant Upgrading and Reconstruction												
City	307,562	372,607	570,790	250,668	510,658	96,159	107,000	137,695	76,541	68,862	2,498,542	
Federal	110,389	0	156,000	0	0	0	0	0	0	0	266,389	
Plant Component Stabilization												
City	24,578	25,576	0	2,350	0	131,535	0	0	0	0	184,039	
Water Quality Mandates												
City	162,671	80,460	40,300	55,000	19,000	254,500	254,250	254,250	232,250	188,750	1,541,431	
Project Type Total by Source of Funds												
City	591,308	580,140	733,302	373,272	696,724	587,180	420,069	514,764	341,610	289,700	5,128,069	
Federal	110,389	0	156,000	0	0	0	0	0	0	0	266,389	
Project Type Total												
All Funds	701,697	580,140	889,302	373,272	696,724	587,180	420,069	514,764	341,610	289,700	5,394,458	

Department of Environmental Protection - Water Mains, Sources and Treatment



Water Mains, Sources and Treatment

The Preliminary Ten-Year Capital Strategy provides approximately \$3.6 billion for the protection and upkeep of the City's source water supply and water distribution systems.

	(in millions)
• Trunk and Distribution Main Replacement	\$1,357.4
• Water Quality Preservation	1,251.1
• Dam Safety Program	232.2
• Filtration Avoidance Determination	179.4
• Augmentation of Water Supply Systems	157.8
• Trunk and Distribution Main Extension	133.6
• Croton Filter Project	97.6
• Extensions to Accommodate New Development	54.8
• Miscellaneous Improvements Upstate	41.6
• Bluebelt Program	22.7
• Water for the Future	22.5
TOTAL	\$3,550.7

Trunk and Distribution Main Replacement

The Preliminary Ten-Year Capital Strategy includes the replacement of distribution and trunk mains at a total cost of \$1.4 billion. This includes \$325.0 million for below ground infrastructure specifically related to the accelerated replacement schedule for aging water mains. In addition, \$116.0 million will allow for emergency contracts for emergency responses leading to immediate reconstruction and rehabilitation of water mains, and \$66.4 million will provide for connections from the Manhattan section of City Tunnel No. 3, Stage 2, to the water main distribution system.

Water Quality Preservation

The Preliminary Ten-Year Capital Strategy calls for improvements to the upstate watershed totaling \$1.3 billion, including \$511.0 million for the pressurization of the Catskill Aqueduct and \$136.0 million for the rehabilitation of the Lower Catskill Aqueduct. Funding is also provided for the development of a hydroelectric facility on the Cannonsville Reservoir for \$92.0 million.

Dam Safety Program

The Preliminary Ten-Year Capital Strategy includes \$232.2 million for reconstruction of dams, bridges, and roadways in the Croton, Catskill, and Delaware watersheds. This includes \$95.2 million for the replacement of two City-owned upstate bridges and \$71.0 million for the continued reconstruction of the Gilboa Dam facilities at the Schoharie Reservoir.

Department of Environmental Protection - Water Mains, Sources and Treatment

Filtration Avoidance Determination

The Preliminary Ten-Year Capital Strategy includes \$179.4 million for the continuation of various Filtration Avoidance Determination (FAD) measures in the upstate watershed, including \$127.5 million for land acquisition.

Augmentation of Water Supply Systems

The Preliminary Ten-Year Capital Strategy provides \$157.8 million to increase capacity of the existing water main system.

Trunk and Distribution Main Extension

The Preliminary Ten-Year Capital Strategy includes the extension of distribution and trunk mains at a total cost of \$133.6 million.

Croton Filter Project

The Preliminary Ten-Year Capital Strategy includes \$97.6 million to complete a filtration plant for the Croton water supply, expected to be operational in calendar year 2015. \$48.2 million is included for the rehabilitation of Department of Parks and Recreation property above the plant.

Extensions to Accommodate New Development

The Preliminary Ten-Year Capital Strategy provides \$54.8 million to continue the program to construct additional segments or extensions of water mains into underserved areas.

Miscellaneous Improvements Upstate

The Preliminary Ten-Year Capital Strategy provides \$41.6 million for various projects in the City's upstate watersheds, including \$32.0 million for the repair, replacement, and improvement of Delaware County roads.

Bluebelt Program

The Preliminary Ten-Year Capital Strategy provides \$22.7 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.

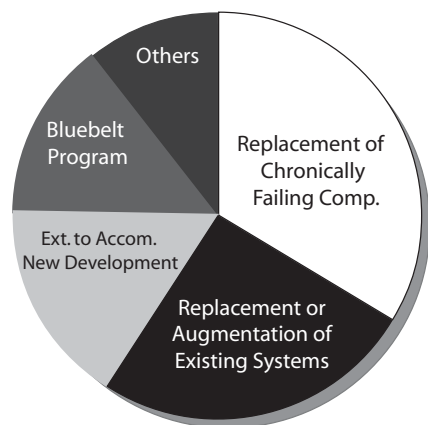
Water for the Future

The Preliminary Ten-Year Capital Strategy provides \$22.5 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)										
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Augmentation of Water Supply Systems											
City	41,642	30,246	3,775	43,689	18,689	1,512	14,041	4,158	0	0	157,752
Bluebelt Program											
City	0	6,330	495	4,924	0	5,058	5,866	0	0	0	22,673
Croton Filter Project											
City	59,219	0	15,000	23,386	0	0	0	0	0	0	97,605
Dam Safety Program											
City	5,989	48,200	0	20,000	118,000	13,000	13,500	13,500	0	0	232,189
Extensions											
City	24,321	1,190	29,026	300	0	0	0	0	0	0	54,837
Filtration Avoidance Determination											
City	91,501	13,267	6,609	18,000	0	20,000	0	0	30,000	0	179,377
Miscellaneous Improvements Upstate											
City	9,720	0	710	25,200	2,000	2,000	2,000	0	0	0	41,630
Trunk and Distribution Main Extension											
City	63,833	2,812	32,525	0	0	17,090	2,166	1,000	14,197	0	133,623
Trunk and Distribution Main Replacement											
City	396,132	183,812	200,203	86,781	80,492	49,923	89,721	87,500	114,885	68,000	1,357,449
Water For The Future											
City	20,500	0	2,000	0	0	0	0	0	0	0	22,500
Water Quality Preservation											
City	110,085	99,553	90,325	227,733	479,685	41,575	25,750	23,750	109,350	43,250	1,251,056
Project Type Total by Source of Funds											
City	822,942	385,410	380,668	450,013	698,866	150,158	153,044	129,908	268,432	111,250	3,550,691
Project Type Total											
All Funds	822,942	385,410	380,668	450,013	698,866	150,158	153,044	129,908	268,432	111,250	3,550,691

Department of Environmental Protection - Sewers



Sewers

The Preliminary Ten-Year Capital Strategy provides \$2.6 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 of Chronically Failing Components	\$876.9
• Replacement or Augmentation of Existing Systems	659.9
• Extensions to Accommodate New Development	421.3
• Bluebelt Program	362.3
• Programmatic Response to Regulatory Mandates	140.8
• Programmatic Replacement and Reconstruction	98.1
• Trunk and Distribution Main Replacement	34.4
TOTAL	\$2,593.7

Replacement of Chronically Failing Components

The Preliminary Ten-Year Capital Strategy provides \$876.9 million for the replacement of malfunctioning or collapsed cement pipe combined sewers, including \$596.5 million to fund emergency sewer work across the City.

Replacement or Augmentation of Existing Systems

The Preliminary Ten-Year Capital Strategy provides \$659.9 million to increase capacity of the existing system. This includes \$113.0 million for the Coney Island Development, \$69.5 million for parallel sewers to reduce combined sewer overflow (CSO) discharge to Pugsley Creek, and \$60.0 million for below ground infrastructure specifically related to the accelerated replacement schedule for aging sewers.

Extensions to Accommodate New Development

The Preliminary Ten-Year Capital Strategy provides \$421.3 million to continue the program to construct additional segments or extensions of sewers into underserved areas, primarily in Queens and Staten Island. Priority is given to areas that are presently served only by septic systems and sanitary drains, and to areas that are experiencing flooding problems because no storm sewers exist.

Bluebelt Program

The Preliminary Ten-Year Capital Strategy includes \$362.3 million for a comprehensive stormwater management plan that reduces local flooding.

Programmatic Response to Regulatory Mandates

The Preliminary Ten-Year Capital Strategy includes \$140.8 million for High Level Storm Sewers to limit CSO events and alleviate street flooding.

Programmatic Replacement and Reconstruction

The Preliminary Ten-Year Capital Strategy includes \$98.1 million for storm sewers to alleviate flooding.

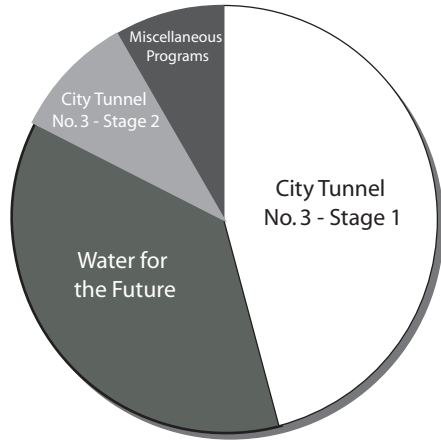
Trunk and Distribution Main Replacement

The Preliminary Ten-Year Capital Strategy includes \$34.4 million for the replacement and reconstruction of sewers throughout the City. This includes \$20.0 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)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Replacement or Augmentation of Existing Systems												
City		207,665	128,599	85,292	17,192	93,982	34,940	33,410	12,700	32,138	14,000	659,918
Bluebelt Program												
City		0	53,795	68,957	39,522	10,000	65,415	70,355	10,000	10,000	10,000	338,044
Federal		15,595	8,700	0	0	0	0	0	0	0	0	24,295
Extensions to Accommodate New Development												
City		103,165	131,562	42,538	32,560	13,500	3,731	45,601	23,000	13,260	12,426	421,343
Programmatic Response to Regulatory Mandates												
City		53,692	27,071	0	60,002	0	0	0	0	0	0	140,765
Programmatic Replacement and Reconstruction												
City		98,149	0	0	0	0	0	0	0	0	0	98,149
Replacement of Chronically Failing Components												
City		85,065	83,971	134,971	93,392	125,748	74,137	92,359	58,700	71,459	57,101	876,903
Trunk and Distribution Main Replacement												
City		19,676	10,360	1,660	0	0	2,670	0	0	0	0	34,366
Project Type Total by Source of Funds												
City		567,412	435,358	333,418	242,668	243,230	180,893	241,725	104,400	126,857	93,527	2,569,488
Federal		15,595	8,700	0	0	0	0	0	0	0	0	24,295
Project Type Total												
All Funds		583,007	444,058	333,418	242,668	243,230	180,893	241,725	104,400	126,857	93,527	2,593,783

Department of Environmental Protection - Water Supply



Water Supply

The Preliminary Ten-Year Capital Strategy provides \$740.3 million for the development of alternate water sources associated with the Water for the Future Program, the modification of chambers at the Hillview Reservoir, and the completion of work on Stage 2 of City Water Tunnel No. 3.

- | | |
|-------------------------------|---------------|
| | (in millions) |
| • City Tunnel No. 3 - Stage 1 | \$339.5 |
| • Water for the Future | 273.0 |
| • City Tunnel No. 3 - Stage 2 | 66.8 |
| • Miscellaneous Programs | 61.0 |

TOTAL **\$740.3**

City Tunnel No. 3 - Stage 1

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

Water for the Future

The Preliminary Ten-Year Capital Strategy provides \$273.0 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. \$143.0 million will fund the rehabilitation of the groundwater system in Queens which will provide a supplemental water source and \$130.0 million will be allocated towards the repair and rehabilitation of the upper Catskill Aqueduct to increase its capacity.

City Tunnel No. 3 - Stage 2

The Preliminary Ten-Year Capital Strategy provides \$66.8 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.

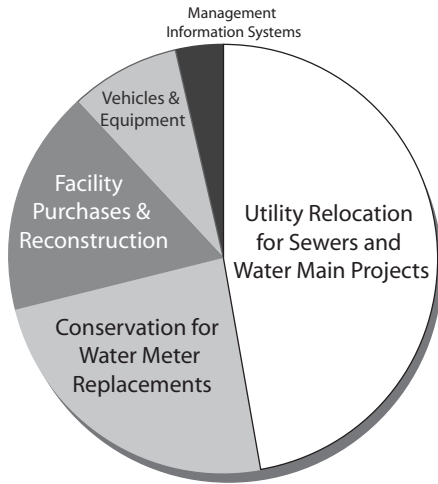
Miscellaneous Programs

The Preliminary Ten-Year Capital Strategy provides \$61.0 million for miscellaneous work associated with the Water Supply system.

Department of Environmental Protection - Water Supply

Project Type: W	(\$ in 000's)											
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total	
<i>Miscellaneous Programs</i>												
City	1,000	0	0	0	0	20,000	0	20,000	0	20,000	61,000	
<i>City Tunnel No. 3, Stage 1</i>												
City	0	0	18,500	83,000	0	0	45,000	0	193,000	0	339,500	
<i>City Tunnel No. 3, Stage 2</i>												
City	4,439	7,000	0	28,344	22,000	0	5,000	0	0	0	66,783	
<i>Water For The Future</i>												
City	11,000	0	132,000	130,000	0	0	0	0	0	0	273,000	
<i>Project Type Total by Source of Funds</i>												
City	16,439	7,000	150,500	241,344	22,000	20,000	50,000	20,000	193,000	20,000	740,283	
<i>Project Type Total</i>												
All Funds	16,439	7,000	150,500	241,344	22,000	20,000	50,000	20,000	193,000	20,000	740,283	

Department of Environmental Protection - Equipment



The Preliminary Ten-Year Capital Strategy provides \$511.7 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)
• Utility Relocation for Sewer and Water Main Projects	\$241.6
• Conservation for Water Meter Replacements	122.6
• Facility Purchases and Reconstruction	87.8
• Vehicles and Equipment	41.3
• Management Information Systems	18.4
TOTAL	\$511.7

Utility Relocation for Sewer and Water Main Projects

The Preliminary Ten-Year Capital Strategy provides \$241.6 million for the City's cost sharing agreement with various gas utilities. The City is required to pay 51% of gas utility relocation work that is impacted by water and sewer construction projects.

Conservation for Water Meter Replacements

The Preliminary Ten-Year Capital Strategy provides \$122.6 million for the installation and replacement of water meters in residential and commercial properties.

Facility Purchases and Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$87.8 million for the reconstruction and rehabilitation of various water and sewer field operations facilities and DEP administrative offices.

Vehicles and Equipment

The Preliminary Ten-Year Capital Strategy provides \$41.3 million for the systematic replacement of vehicles and equipment used for water and sewer field operations, plant maintenance, upstate maintenance, and customer service operations.

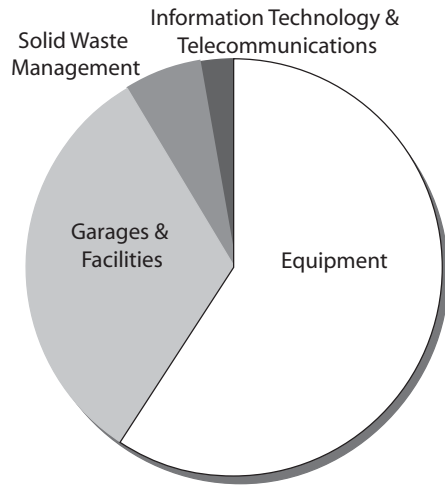
Management Information Systems

The Preliminary Ten-Year Capital Strategy provides \$18.4 million for agency-wide improvements in DEP's management information systems, as well as equipment improvements corresponding with various facility upgrades.

Department of Environmental Protection - Equipment

Project Type: EP	(\$ in 000's)											
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total	
<i>Conservation for Water Meter Replacements</i>												
City	19,021	43,540	6,000	5,238	0	0	18,000	22,000	8,843	0	122,642	
<i>Management Information Systems</i>												
City	2,935	180	480	0	0	7,787	0	7,000	0	0	18,382	
<i>Facility Purchases and Reconstruction</i>												
City	6,328	19,698	6,500	22,280	13,500	3,500	7,000	3,500	2,000	3,500	87,806	
<i>Utility Relocation for SE and WM Projects</i>												
City	21,860	26,100	30,000	30,000	20,000	28,662	25,000	20,000	20,000	20,000	241,622	
<i>Vehicles and Equipment</i>												
City	8,736	1,500	6,500	1,000	1,000	11,000	8,885	628	1,000	1,000	41,249	
<i>Project Type Total by Source of Funds</i>												
City	58,880	91,018	49,480	58,518	34,500	50,949	58,885	53,128	31,843	24,500	511,701	
<i>Project Type Total</i>												
All Funds	58,880	91,018	49,480	58,518	34,500	50,949	58,885	53,128	31,843	24,500	511,701	
<i>Environmental Protection Total</i>												
2016												
2017												
2018												
2019												
2020												
2021												
2022												
2023												
2024												
2025												
Total												
<i>Total by Source of Funds</i>												
City	2,056,981	1,498,926	1,647,368	1,365,815	1,695,320	989,180	923,723	822,200	961,742	538,977	12,500,232	
Federal	125,984	8,700	156,000	0	0	0	0	0	0	0	290,684	
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	2,182,965	1,507,626	1,803,368	1,365,815	1,695,320	989,180	923,723	822,200	961,742	538,977	12,790,916	

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.

Preliminary Ten-Year Capital Strategy

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

	(in millions)
• Equipment	\$1,076.1
• Garages and Facilities	588.0
• Solid Waste Management	107.7
• Information Technology & Telecommunications	45.5
TOTAL	\$1,817.3

Department of Sanitation

Equipment

The Preliminary Ten-Year Capital Strategy provides \$1.1 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 Preliminary Ten-Year Capital Strategy provides \$588.0 million for the construction and reconstruction of garages. This includes \$206.9 million in new funding for the reconstruction of the Bronx 9/10/11 garage. The Strategy also includes funding for site acquisition, the rehabilitation of existing facilities to address safety issues, as well as funding for the construction of salt sheds and tent structures to cover exposed salt.

Solid Waste Management

The Preliminary Ten-Year Capital Strategy provides \$107.7 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 Preliminary Ten-Year Capital Strategy provides \$45.5 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)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Garages and Facilities												
	City	45,550	232,599	15,000	33,809	185,989	15,000	15,000	15,000	15,000	15,000	587,947
	Federal	34	0	0	0	0	0	0	0	0	0	34
Equipment												
	City	100,000	100,000	100,000	100,000	108,332	110,523	110,000	112,000	115,696	119,514	1,076,065
Information Technology and Communications												
	City	11,542	3,500	6,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	45,542
Solid Waste Management												
	City	80,739	72	1,840	0	4,753	3,074	3,213	6,250	3,849	3,948	107,738
Project Type Total by Source of Funds												
	City	237,831	336,171	122,840	137,309	302,574	132,097	131,713	136,750	138,045	141,962	1,817,292
	Federal	34	0	0	0	0	0	0	0	0	0	34
Project Type Total												
	All Funds	237,865	336,171	122,840	137,309	302,574	132,097	131,713	136,750	138,045	141,962	1,817,326

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.

DOC manages fourteen jails, comprising ten Rikers Island facilities and four borough facilities. It also staffs court detention facilities in each borough and prison wards in City hospitals. Cumulatively, the City's jails have a maximum physical capacity of approximately 19,400 beds.

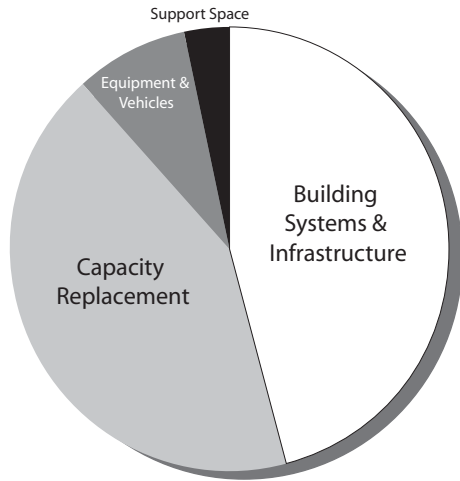
Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$1.1 billion to replace and renovate buildings and support space as well as to upgrade equipment, vehicles, and necessary systems.

Department of Correction



	(in millions)
• Building Systems and Infrastructure	\$509.0
• Capacity Replacement	468.8
• Equipment and Vehicles	91.3
• Support Space	36.7
TOTAL	\$1,105.8

Capacity Replacement

The Preliminary Ten-Year Capital Strategy provides \$468.8 million for the Department’s Capacity Replacement Plan, which, through new construction and reconfiguration of its existing housing stock, ensures sufficient bed capacity for seasonal surges, routine maintenance, and special inmate populations. The Preliminary Ten-Year Capital Strategy includes funding for the design and construction of a new 1,500 bed jail on Rikers Island, for which design began in 2012. The new facility replaces capacity that will be lost as facilities exceed their useful lives and are taken offline.

Building Systems and Infrastructure

The Preliminary Ten-Year Capital Strategy provides \$509.0 million for the refurbishment and replacement of vital building infrastructure, including \$143.8 million for the upgrade of the fire/life safety systems; and mechanical and permanent electrical power upgrades throughout the jail system. It also provides \$82.3 million for heating, air conditioning and ventilation; \$26.2 million for Rikers Island sewers, fencing and elevators; \$15.8 million for windows, courtyards and facades; \$12.5 million for roofs; \$10.3 million for Hurricane Sandy recovery projects; \$3.0 million for showers; and \$215.0 million for other reconstruction.

Equipment

The Preliminary Ten-Year Capital Strategy provides \$91.3 million for equipment replacement, including \$29.6 million for information technology; \$25.6 million for vehicles; \$16.9 million for generators; \$13.6 million for facilities and food service equipment; and \$5.6 million for radios and security equipment.

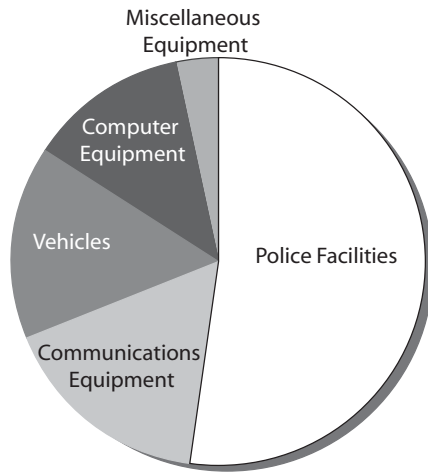
Support Space

The Preliminary Ten-Year Capital Strategy provides \$36.7 million to improve and construct support facilities and perimeter fencing. This allocation includes \$19.4 million for exterior reconstruction at six facilities on Rikers Island; \$4.4 million for a school addition; \$3.5 million for sidewalk rehabilitation at the Manhattan Detention Complex; \$3.0 million for fencing; and \$6.4 million for power plant construction and other projects.

Department of Correction

Project Type: C		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Support Space												
	City	9,289	18,359	3,574	2,000	3,000	500	0	0	0	0	36,722
Equipment												
	City	27,184	7,038	4,867	14,882	7,422	11,700	9,100	9,100	0	0	91,293
Capacity Replacement												
	City	70,432	398,354	0	0	0	0	0	0	0	0	468,786
Building Systems and Infrastructure												
	City	89,089	53,549	117,971	18,822	12,250	40,500	45,134	46,189	37,178	39,012	499,694
	Federal	9,257	0	0	0	0	0	0	0	0	0	9,257
Project Type Total by Source of Funds												
	City	195,994	477,300	126,412	35,704	22,672	52,700	54,234	55,289	37,178	39,012	1,096,495
	Federal	9,257	0	0	0	0	0	0	0	0	0	9,257
Project Type Total												
	All Funds	205,251	477,300	126,412	35,704	22,672	52,700	54,234	55,289	37,178	39,012	1,105,752

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, public 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.

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$679.7 million 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	\$355.5
• Communications Equipment	113.3
• Vehicles	104.1
• Computer Equipment	84.5
• Miscellaneous Equipment	22.2
TOTAL	\$679.7

Police Department

Police Facilities

The Preliminary Ten-Year Capital Strategy includes \$59.5 million for the construction of a new 40th Precinct, \$20.3 million for the renovation of the Brooklyn North Narcotics headquarters, \$17.3 million for the renovation of the 13th Precinct, and \$258.4 million for the renovation of police facilities, Citywide.

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 \$57.0 million for portable and mobile radios, \$41.5 million for radio system infrastructure equipment, and \$14.8 million for other communications equipment.

Vehicles

The Department will replace operational and support vehicles, including \$25.2 million for tow trucks, \$20.5 million for twelve-passenger vans, \$18.5 million for helicopters, \$13.6 million for 55 foot launches, and \$26.3 million for other vehicles.

Computer Equipment

The Department will replace and upgrade computer equipment, including \$21.0 million to enhance its local and wide area networks, \$14.5 million for the Real Time Crime Center, \$12.9 million for the Online Warrant Photo Imaging System, \$9.4 million for the upgrade of the arrest processing system, \$6.3 million for mainframe upgrades, \$6.0 million for security improvements for the Department's computer network, and \$14.4 million for other computer equipment.

Equipment

The Preliminary Ten-Year Capital Strategy also provides \$22.2 million for a diverse range of support equipment such as diesel marine engines, forensic imaging equipment, and other equipment essential to preserving public safety.

Police Department

Project Type: PO		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Communications Equipment												
	City	20,786	19,471	20,850	15,798	9,900	6,500	10,000	10,000	0	0	113,305
Computer Equipment												
	City	18,613	9,750	10,023	15,702	4,272	4,500	10,290	11,354	0	0	84,504
Miscellaneous Equipment												
	City	7,207	2,112	1,445	1,415	3,859	3,739	1,786	681	0	0	22,244
Police Facilities												
	City	53,687	107,482	15,982	14,500	13,718	14,500	13,000	13,000	51,016	52,650	349,535
	Federal	5,293	0	635	0	0	0	0	0	0	0	5,928
Vehicles												
	City	5,893	11,759	27,709	4,506	25,473	6,426	9,277	13,099	0	0	104,142
Project Type Total by Source of Funds												
	City	106,186	150,574	76,009	51,921	57,222	35,665	44,353	48,134	51,016	52,650	673,730
	Federal	5,293	0	635	0	0	0	0	0	0	0	5,928
Project Type Total												
	All Funds	111,479	150,574	76,644	51,921	57,222	35,665	44,353	48,134	51,016	52,650	679,658

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.

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$532.5 million to renovate and upgrade court facilities in all five boroughs.

	(in millions)
• Reconstruction/Renovation of Court Facilities	\$532.5
TOTAL	\$532.5

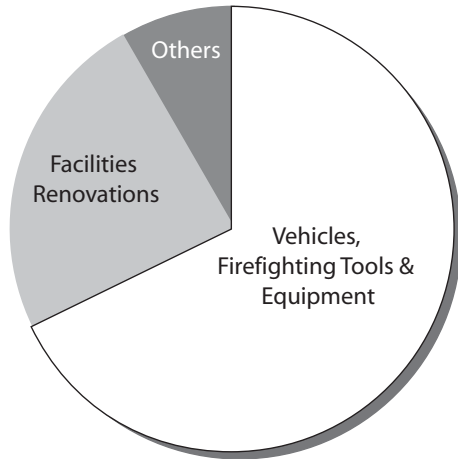
Reconstruction/Renovation of Court Facilities

The Preliminary Ten-Year Capital Strategy provides \$532.5 million for citywide renovation and improvements to court facilities. This includes \$282.2 million for fire/life safety work; \$142.7 million for interior renovation; \$49.6 million for HVAC improvements; \$44.5 million for exterior renovation; \$5.9 million for elevator upgrades; \$5.4 million for roof reconstruction; and \$2.3 million for site work and electrical upgrades.

Courts

Project Type: CO		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Reconstruction/Renovation of Court Facilities												
City		102,783	61,330	47,273	35,612	35,595	35,596	36,290	57,308	59,160	61,587	532,534
Project Type Total by Source of Funds												
City		102,783	61,330	47,273	35,612	35,595	35,596	36,290	57,308	59,160	61,587	532,534
Project Type Total												
All Funds		102,783	61,330	47,273	35,612	35,595	35,596	36,290	57,308	59,160	61,587	532,534

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.

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$830.4 million for the acquisition of emergency vehicles and firefighting equipment, the rehabilitation of existing facilities, and communication and computer systems to maintain fire-fighting capability and to provide emergency medical assistance.

	(in millions)
• Vehicles, Firefighting Tools, and Equipment	\$563.7
• Facilities Renovation	199.1
• Electronics and Data Processing	45.0
• Communications	22.6
TOTAL	\$830.4

Fire Department

Vehicles, Firefighting Tools, and Equipment

The Department is mandated to procure front-line vehicles on a predetermined replacement cycle, typically 11 years. The Preliminary Ten-Year Capital Strategy provides \$563.7 million for both mandated and support vehicle replacement and necessary fire-fighting tools and equipment.

Facilities Renovation

The average age of the Fire Department's 218 firehouses is 82 years, with 44 percent over 90 years old. Many of the houses were built in the 19th Century and are in need of renovations. The Preliminary Ten-Year Capital Strategy includes \$174.9 million to replace building components within individual firehouses, consisting of apparatus floors, apparatus doors, HVAC, roof replacement/waterproofing, boilers, kitchens, windows and toilets, \$20.2 million to construct a new firehouse for the Rescue 2 Company located within the borough of Brooklyn, and \$4.0 million to repair and upgrade the Fire Department's training facility infrastructure.

Communications

The Preliminary Ten-Year Capital Strategy provides \$13.5 million for radio equipment upgrades and \$9.1 million for cabling and components to support the Department's fire alarm box network and voice alarm system.

Electronic Data Processing

The Preliminary Ten-Year Capital Strategy provides \$9.5 million to replace the Alarm Teleprinter System (ATS) and \$35.5 million for the replacement/upgrade of equipment that has reached the end of its useful life.

Fire Department

Project Type: F	(\$ in 000's)											
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total	
<i>Communications</i>												
City	492	2,177	1,475	700	14,251	727	700	700	700	700	700	22,622
<i>Electronics and Data Processing</i>												
City	8,486	8,491	3,426	3,500	3,500	3,550	3,500	3,500	3,500	3,500	3,500	44,953
<i>New Facilities and Renovations</i>												
City	64,096	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	199,096
<i>Vehicles, Firefighting Tools and Equipment</i>												
City	34,927	12,826	67,336	45,710	38,576	81,551	44,964	100,319	90,333	47,166	563,708	
<i>Project Type Total by Source of Funds</i>												
City	108,001	38,494	87,237	64,910	71,327	100,828	64,164	119,519	109,533	66,366	830,379	
<i>Project Type Total</i>												
All Funds	108,001	38,494	87,237	64,910	71,327	100,828	64,164	119,519	109,533	66,366	830,379	

Department of Education

The New York City public school system, with approximately 1,500 school buildings and support facilities (including City-owned space and leased facilities), served over one million pupils in the 2014-2015 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 Preliminary Ten-Year Capital Strategy determines the funding levels available to the Department.

The first year of the Preliminary Ten-Year Capital Strategy (FY 2016) is also the second 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.

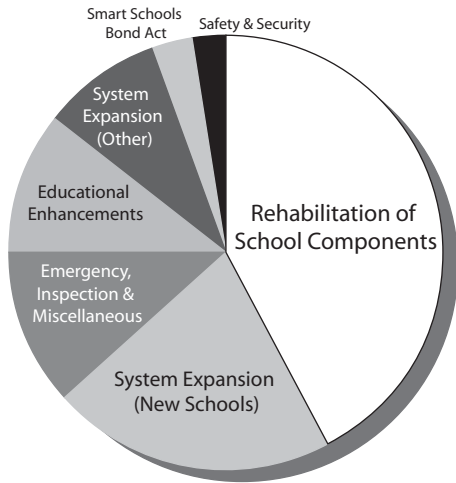
Capital Program Goals

- 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 in a state of good repair via preventive maintenance and life cycle replacement;
- To produce a physically-modernized school system that meets all building and fire code requirements and brings the DOE into compliance with federal, state, and local mandates;
- To 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

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides the Department with a lump-sum allocation of \$24.9 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	\$10,589.8
• System Expansion (New Schools)	5,233.2
• Emergency, Inspection and Misc.	2,892.2
• Educational Enhancements	2,686.4
• System Expansion (Other)	2,194.5
• Smart Schools Bond Act	780.0
• Safety and Security	566.9
TOTAL	\$24,943.0

Rehabilitation of School Components

The Preliminary Ten-Year Capital Strategy provides \$10.6 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 Preliminary Ten-Year Capital Strategy provides \$7.4 billion for system expansion. Of this amount, \$5.2 billion will support the construction of new school buildings. An additional \$2.2 billion is allocated for the build out of leased space, building additions, and new athletic fields and playgrounds.

Emergency, Inspection and Misc.

The Preliminary Ten-Year Capital Strategy provides \$2.9 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 Preliminary Ten-Year Capital Strategy designates \$2.7 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

The Preliminary Ten-Year Capital Strategy allocates \$780.0 million 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 will be used for technological enhancements, expansion of pre-kindergarten capacity, and the removal of Transportable Classroom Units (TCUs).

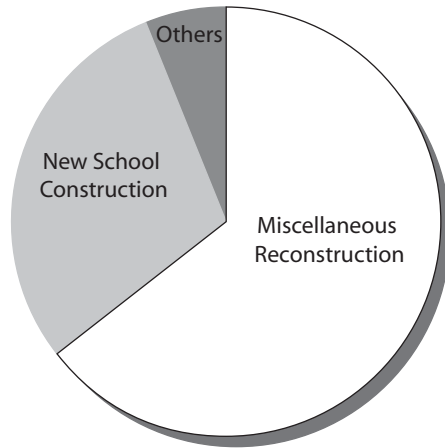
Safety and Security

The Preliminary Ten-Year Capital Strategy provides \$566.9 million for security systems, emergency lighting and code compliance.

Department of Education

Project Type: E	(\$ in 000's)										Total
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
Ancillary Facilities (Administration)											
City	8,340	8,000	6,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	57,340
Emergency, Inspection and Miscellaneous											
City	486,834	315,820	188,800	245,822	245,822	245,822	245,822	245,822	245,822	245,822	2,712,208
Federal	122,682	0	0	0	0	0	0	0	0	0	122,682
Educational Enhancements											
City	256,950	241,650	277,610	272,880	272,880	272,880	272,880	272,880	272,880	272,880	2,686,370
Rehabilitation of School Components											
City	1,178,790	873,710	501,300	1,079,880	1,079,880	335,800	1,079,880	1,079,880	517,430	1,079,880	8,806,430
State	0	0	476,830	0	0	744,080	0	0	562,450	0	1,783,360
Safety and Security											
City	53,820	52,650	56,190	57,750	57,750	57,750	57,750	57,750	57,750	57,750	566,910
Smart Schools Bond Act											
State	195,000	195,000	195,000	195,000	0	0	0	0	0	0	780,000
System Expansion (New Schools)											
City	164,450	567,570	593,630	562,514	557,514	557,514	557,514	557,514	557,514	557,514	5,233,248
System Expansion (Other)											
City	276,180	345,600	304,640	181,154	181,154	181,154	181,154	181,154	181,154	181,154	2,194,498
Project Type Total by Source of Funds											
City	2,425,364	2,405,000	1,928,170	2,405,000	2,400,000	1,655,920	2,400,000	2,400,000	1,837,550	2,400,000	22,257,004
Federal	122,682	0	0	0	0	0	0	0	0	0	122,682
State	195,000	195,000	671,830	195,000	0	744,080	0	0	562,450	0	2,563,360
Project Type Total											
All Funds	2,743,046	2,600,000	2,600,000	2,600,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	24,943,046

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 2014 enrollment of 274,000 degree students, primarily serves City residents; however, it also attracts students from all over the world. Divided into colleges and graduate schools, CUNY facilities are distributed throughout the five boroughs and range in curricula from liberal arts to law and medicine. CUNY maintains 24 institutions in the City and is comprised of eleven senior colleges, 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 2012 to 2014, degree enrollment and non-credit enrollment at CUNY colleges grew from 495,269 to 549,433 – an increase of 10.9 percent. During this period, both credit and non-credit enrollment experienced growth. The degree enrollment went up from 269,114 to 274,628 - an increase of 2.0 percent and non-credit enrollment went up from 226,155 to 274,805, a 21.5 percent increase. Included in the total degree enrollment at all CUNY colleges were an increase of 3.3 percent in undergraduate enrollment (from 237,373 to 245,285) and a decrease of 6.5 percent in graduate enrollment (from 31,377 to 29,343).

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy totals \$119.2 million. The City funds its share of the University’s large construction projects through its Preliminary Ten-Year Capital Strategy. A majority of the work associated with the senior colleges is funded by the State. The community college projects are funded jointly by the City and the State. In some cases the City also independently funds some senior and community college related work. In this Preliminary Ten-Year Capital Strategy, CUNY emphasizes critical maintenance, including the rehabilitation of electrical, mechanical, heating, ventilation and air-conditioning systems; interiors and exteriors of buildings, roofs and windows; security systems; and access for the disabled. Work is also required for early childhood and day care centers, athletic fields and capital equipment.

	(in millions)
• Miscellaneous Reconstruction	\$77.0
• New School Construction	35.0
• Data Processing and Other Equipment	3.3
• Energy Conservation	1.9
• Athletic Fields, Gymnasiums and Equipment	1.6
• Electrical, Mechanical and HVAC System Upgrading	0.2
• Federal, State and Local Mandates	0.2
TOTAL	\$119.2

City University

Miscellaneous Reconstruction, and New School Construction

The Preliminary Ten-Year Capital Strategy provides \$112.0 million for the replacement or rehabilitation of roofs, windows, elevators, and exterior and interior renovations. New construction includes funding toward the design and construction of the Hunter College Science and Health Professions Building.

Data Processing and Other Equipment

The Preliminary Ten-Year Capital Strategy provides \$3.3 million for the purchase of computer, laboratory and other equipment. These projects include upgrading computer and science laboratories and equipping classrooms with distance learning and smart technology capabilities.

Energy Conservation

The Preliminary Ten-Year Capital Strategy provides \$1.9 million for the reduction in energy consumption by replacing old devices with new energy efficient ones.

Athletic Fields, Gymnasiums and Other Equipment

The Preliminary Ten-Year Capital Strategy provides \$1.6 million for the upgrading of Athletic Fields and gymnasiums.

Electrical, Mechanical and HVAC System Upgrading

The Preliminary Ten-Year Capital Strategy provides \$0.2 million for modernization projects which include electrical, boiler, heating, ventilation and air conditioning upgrades.

Federal, State and Local Mandates

The Preliminary Ten-Year Capital Strategy provides \$0.2 million for mandated programs. These programs include construction of facilities to comply with handicap access laws and removal of health and building safety hazards to meet local law requirements.

City University

Project Type: HN		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Data Processing and Other Equipment												
	City	3,280	0	0	0	0	0	69	0	0	0	3,349
Energy Conservation Projects												
	City	625	0	0	0	0	0	1,228	0	0	0	1,853
Athletic Fields, Gymnasiums and Equipment												
	City	1,580	0	0	0	0	0	0	0	0	0	1,580
Federal, State and Local Mandates												
	City	200	0	0	0	0	0	0	0	0	0	200
Electrical, Mechanical and HVAC System Upgrading												
	City	155	0	0	0	0	0	0	0	0	0	155
New School Construction												
	City	35,000	0	0	0	0	0	0	0	0	0	35,000
Miscellaneous Reconstruction												
	City	15,703	32,353	6,458	3,142	3,201	3,262	2,022	3,394	3,506	3,622	76,663
	State	58	60	62	63	64	65	0	0	0	0	372
Security Systems												
	City	0	0	0	0	0	0	2	0	0	0	2
Project Type Total by Source of Funds												
	City	56,543	32,353	6,458	3,142	3,201	3,262	3,321	3,394	3,506	3,622	118,802
	State	58	60	62	63	64	65	0	0	0	0	372
Project Type Total												
	All Funds	56,601	32,413	6,520	3,205	3,265	3,327	3,321	3,394	3,506	3,622	119,174

Department of Health and Mental Hygiene

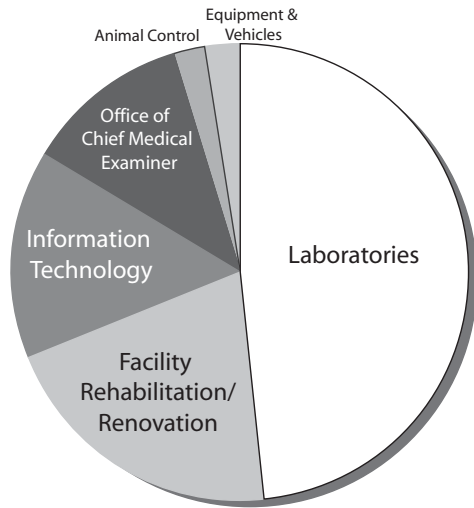
The Department of Health and Mental Hygiene (DOHMH) is an integral component of public safety by preserving core public health infrastructure and protecting New Yorkers from existing and emerging threats, both natural and human-made. DOHMH currently maintains public health facilities in all five boroughs, 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 Preliminary Ten-Year Capital Strategy includes funds for the Office of the Chief Medical Examiner (OCME). OCME investigates all deaths in New York City occurring from criminal violence, by accident, by suicide, suddenly when in apparent health, or in any unusual or suspicious manner.

Capital Program Goals

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

Department of Health and Mental Hygiene



Preliminary Ten-Year Capital Strategy

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

	(in millions)
• Laboratories	\$168.8
• Facility Rehabilitation/Renovation	71.3
• Information Technology	51.6
• Office of Chief Medical Examiner	39.8
• Animal Control	8.6
• Equipment and Vehicles	7.8
TOTAL	\$347.9

Laboratories

The Preliminary Ten-Year Capital Strategy provides \$168.8 million for laboratory improvement and renovation.

Facility Rehabilitation and Renovation

Funding of \$71.3 million is provided for the renovation of various City-owned public health facilities. The Preliminary Ten-Year Capital Strategy reflects a commitment to assessing, maintaining, and improving conditions throughout the agency’s facilities portfolio.

Information Technology

The Preliminary Ten-Year Capital Strategy provides \$51.6 million to purchase technology to maintain and improve services. This includes \$22.0 million to gradually replace the agency’s personal computers and network servers.

Office of Chief Medical Examiner

The Preliminary Ten-Year Capital Strategy provides \$39.8 million for OCME projects, including IT upgrades and laboratory equipment purchases.

Department of Health and Mental Hygiene

Project Type: HL		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Animal Care												
	City	565	0	3,500	0	0	4,000	0	500	0	0	8,565
OCME												
	City	8,110	11,101	6,474	1,874	1,918	1,963	2,010	2,059	2,128	2,198	39,835
Information Technology												
	City	1,649	2,065	1,365	2,329	1,033	9,956	6,160	3,065	4,480	4,900	37,002
	State	422	600	300	713	300	4,267	2,640	1,313	1,920	2,100	14,575
Equipment and Vehicles												
	City	1,800	700	0	700	0	700	0	700	450	1,150	6,200
	State	0	300	0	300	0	300	0	300	50	350	1,600
Clinic Renovation and Rehabilitation												
	City	65,277	81,092	23,834	10,957	3,265	2,168	12,133	14,000	13,937	13,440	240,103
Project Type Total by Source of Funds												
	City	77,401	94,958	35,173	15,860	6,216	18,787	20,303	20,324	20,995	21,688	331,705
	State	422	900	300	1,013	300	4,567	2,640	1,613	1,970	2,450	16,175
Project Type Total												
	All Funds	77,823	95,858	35,473	16,873	6,516	23,354	22,943	21,937	22,965	24,138	347,880

Health and Hospitals Corporation

The Health and Hospitals Corporation (HHC) was established in 1969 as the successor to the former Department of Hospitals to provide greater flexibility in the operation of the municipal hospital system. The Corporation operates eleven acute care hospitals, six Diagnostic and Treatment Centers, four long-term care facilities, a certified home health care agency, and more than 70 community health clinics, throughout the five boroughs. Through its wholly owned subsidiary, MetroPlus, HHC operates a health plan which has approximately 465,000 Medicaid, Medicare, Child Health Plus, Family Health Plus, HIV Special Needs Plan, and Qualified Health Plan enrollees.

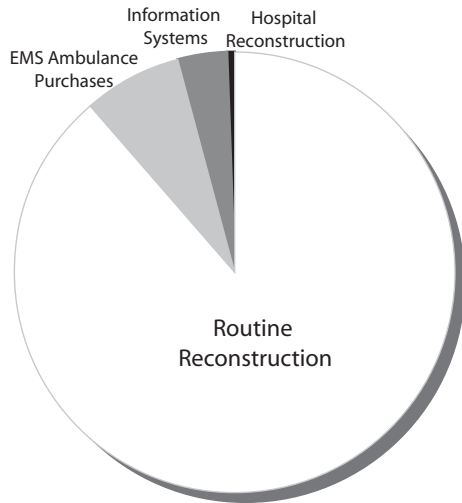
Capital Program Goals

The Health and Hospitals Corporation is continuing to modernize many of its hospitals and facilities across the City with \$2.3 billion in the current capital plan. This Preliminary Ten-Year Capital Strategy includes projects to address the following criteria:

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

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

Health and Hospitals Corporation



Preliminary Ten-Year Capital Strategy

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

	(in millions)
• Routine Reconstruction	\$2,055.0
• EMS Ambulance Purchases	169.5
• Information Systems	81.3
• Hospital Reconstruction	10.6
TOTAL	\$2,316.4

Routine Reconstruction

This Preliminary Ten-Year Capital Strategy includes \$1.5 billion in federal funding for reconstruction and mitigation work associated with Hurricane Sandy storm damage, and an additional \$157.0 million in 2015.

HHC's other major reconstruction projects include \$523.0 million associated with Corporate-wide infrastructure projects and equipment purchases, \$17.9 million for the construction of an EMS station at Harlem Hospital, and \$12.0 million for the construction of the Vanderbilt Avenue Health Clinic.

Emergency Medical Services Ambulance Purchases

The Preliminary Ten-Year Capital Strategy provides \$169.5 million for the purchase of FDNY/EMS ambulances, with an additional \$72.9 million in 2015.

Information Systems

The Preliminary Ten-Year Capital Strategy provides \$81.3 million for the replacement of the Electronic Medical Record system.

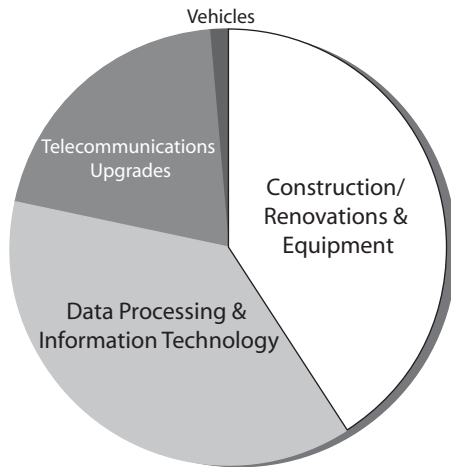
Hospital Reconstruction

This Preliminary Ten-Year Capital Strategy includes \$10.0 million for the completion of the Harlem Hospital major modernization and expansion project, which included the construction of 195,000 square feet of new diagnostic, treatment, emergency and critical care space.

Health and Hospitals Corporations

Project Type: HO		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Information Systems												
City		36,871	27,466	16,987	0	0	0	0	0	0	0	81,324
Emergency Medical Services Equipment												
City		7,929	0	12,762	26,290	60,312	18,164	34,278	9,751	0	0	169,486
Major Medical Equipment												
City		1	0	0	0	0	0	0	0	0	0	1
Major or Partial Hospital Reconstruction												
City		10,585	0	0	0	0	0	0	0	0	0	10,585
Routine Reconstruction												
City		123,458	17,043	14,513	38,221	49,024	55,653	64,495	64,685	60,077	65,740	552,909
Federal		639,779	142,300	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	1,502,079
Project Type Total by Source of Funds												
City		178,844	44,509	44,262	64,511	109,336	73,817	98,773	74,436	60,077	65,740	814,305
Federal		639,779	142,300	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	1,502,079
Project Type Total												
All Funds		818,623	186,809	134,262	154,511	199,336	163,817	188,773	164,436	150,077	155,740	2,316,384

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.

Preliminary Ten-Year Capital Strategy

The primary focus of the Preliminary 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. HRA will also consolidate its administrative offices.

	(in millions)
• Construction/Renovations and Equipment	\$62.0
• Data Processing and Information Technology	57.0
• Telecommunications Upgrades	30.8
• Vehicles	2.0
TOTAL	\$151.8

Construction/Renovations and Equipment

The Preliminary Ten-Year Capital Strategy provides \$62.0 million for improvements to maintain the structural integrity of HRA’s 70+ 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.

Human Resources Administration

Data Processing and Information Technology

The Preliminary Ten-Year Capital Strategy will continue to emphasize 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. The Preliminary Ten-Year Capital Strategy provides \$30.0 million (\$29.0 million in 2015) to continue implementation of the Re-engineering initiative, which is redesigning business processes to modernize HRA interactions with clients, realize cost efficiencies, and continue to maintain high levels of program integrity through the use of modern technology.

Telecommunications Infrastructure

The Preliminary Ten-Year Capital Strategy provides \$30.8 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.

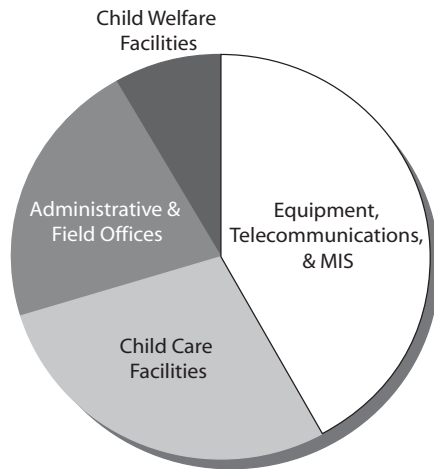
Vehicles

The Preliminary Ten-Year Capital Strategy provides \$2.0 million to replace vans and trucks utilized in both programmatic support and agency internal operations.

Human Resources Administration

Project Type: HR		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Telecommunications Equipment												
City		1,677	1,258	2,369	1,309	1,334	1,358	1,385	1,413	1,460	1,507	15,070
Federal		1,154	848	1,596	883	901	916	934	953	984	1,016	10,185
State		593	463	871	482	492	501	511	520	535	555	5,523
Data Processing Equipment												
City		878	2,234	4,788	2,707	2,759	2,811	2,867	2,924	3,021	3,120	28,109
Federal		346	1,505	3,226	1,824	1,860	1,894	1,932	1,971	2,035	2,102	18,695
State		152	821	1,760	995	1,015	1,034	1,054	1,075	1,111	1,147	10,164
Social Services Buildings												
City		18,698	14,791	3,573	2,612	2,662	2,713	2,768	2,823	2,916	3,012	56,568
Federal		0	280	374	382	389	396	405	413	426	440	3,505
State		0	153	204	208	212	216	221	225	232	240	1,911
Automotive Equipment												
City		93	93	94	96	98	100	102	104	107	111	998
Federal		63	63	64	65	66	68	69	71	73	75	677
State		35	35	35	36	36	37	38	39	39	40	370
Project Type Total by Source of Funds												
City		21,346	18,376	10,824	6,724	6,853	6,982	7,122	7,264	7,504	7,750	100,745
Federal		1,563	2,696	5,260	3,154	3,216	3,274	3,340	3,408	3,518	3,633	33,062
State		780	1,472	2,870	1,721	1,755	1,788	1,824	1,859	1,917	1,982	17,968
Project Type Total												
All Funds		23,689	22,544	18,954	11,599	11,824	12,044	12,286	12,531	12,939	13,365	151,775

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;

Preliminary Ten-Year Capital Strategy

The primary focus of the Preliminary Ten-Year Capital Strategy is to continue to improve the infrastructure of community based field offices and to enhance and better integrate management information systems that track agency outcomes. Major projects include case management systems for child care and juvenile justice, upgrading the agency computer network and data management systems, and juvenile justice detention facilities.

	(in millions)
• Equipment, Telecommunications, & MIS	\$66.2
• Child Care Facilities	44.2
• Administrative & Field Offices	33.5
• Child Welfare Facilities	12.9
TOTAL	\$156.8

Equipment, Telecommunications, & MIS

The Preliminary Ten-Year Capital Strategy provides \$66.2 million for information technology and telecommunications.

Child Care Facilities

The Preliminary Ten-Year Capital Strategy provides \$44.2 million for the construction and renovation of daycare centers throughout the City.

Administrative & Field Offices

The Preliminary Ten-Year Capital Strategy provides \$33.5 million for the construction and renovation of central and field offices.

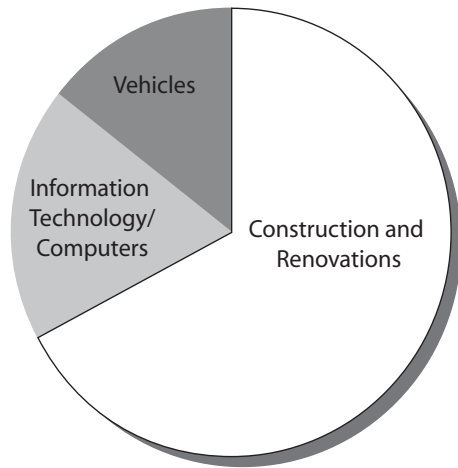
Child Welfare Facilities

The Preliminary Ten-Year Capital Strategy provides \$12.9 million for the renovation of child welfare facilities including juvenile detention facilities.

Children's Services

Project Type: CS		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Child Welfare Facilities												
City		2,726	3,329	829	0	0	0	0	0	3,000	3,000	12,884
Federal		19	0	0	0	0	0	0	0	0	0	19
State		30	0	0	0	0	0	0	0	0	0	30
Day Care Facilities												
City		800	800	4,470	4,000	3,109	3,229	3,294	3,360	3,520	3,955	30,537
Federal		112	112	625	560	435	0	461	470	492	553	3,820
State		288	288	1,609	1,440	1,119	0	1,185	1,209	1,267	1,423	9,828
Equipment												
City		19,393	19,760	7,816	1,045	820	836	852	869	1,318	1,142	53,851
Federal		1,551	1,317	340	212	166	166	166	174	180	186	4,458
State		2,373	1,587	777	530	416	416	416	435	452	467	7,869
Social Service Buildings												
City		1,288	1,927	6,409	8,019	2,000	3,228	3,293	4,468	0	0	30,632
Federal		306	287	262	200	0	0	0	0	0	0	1,055
State		460	432	440	502	0	0	0	0	0	0	1,834
Project Type Total by Source of Funds												
City		24,207	25,816	19,524	13,064	5,929	7,293	7,439	8,697	7,838	8,097	127,904
Federal		1,988	1,716	1,227	972	601	166	627	644	672	739	9,352
State		3,151	2,307	2,826	2,472	1,535	416	1,601	1,644	1,719	1,890	19,561
Project Type Total												
All Funds		29,346	29,839	23,577	16,508	8,065	7,875	9,667	10,985	10,229	10,726	156,817

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.

Preliminary Ten-Year Capital Strategy

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

	(in millions)
• Construction and Renovations	\$13.2
• Information Technology/ Computers	3.6
• Vehicles	2.8
TOTAL	\$19.6

Construction and Renovations

The Preliminary Ten-Year Capital Strategy provides \$13.2 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 Preliminary Ten-Year Capital Strategy provides \$3.6 million for the technology needs of the agency as well as technology improvements for the agency’s contractors and service providers.

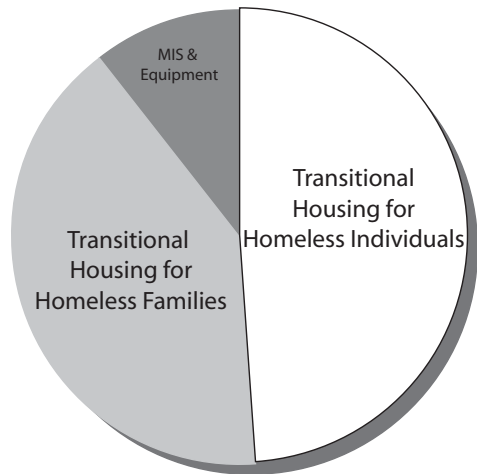
Vehicles and Transportation

The Preliminary Ten-Year Capital Strategy provides \$2.8 million for the purchase and replacement of vehicles and other transportation related expenses.

Department for the Aging

Project Type: AG		<i>(\$ in 000's)</i>										
		<i>2016</i>	<i>2017</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>Total</i>
<i>Data Processing and Information Technology</i> City		1,263	2,622	2,545	0	0	0	0	0	0	0	6,430
<i>Department for the Aging Building Reconstruction</i> City		3,864	384	523	1,192	1,205	1,228	1,253	1,278	2,277	0	13,204
<i>Project Type Total by Source of Funds</i> City		5,127	3,006	3,068	1,192	1,205	1,228	1,253	1,278	2,277	0	19,634
<i>Project Type Total</i> All Funds		5,127	3,006	3,068	1,192	1,205	1,228	1,253	1,278	2,277	0	19,634

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.

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy totals \$183.8 million, which includes \$164.8 million for transitional housing for homeless and \$19.0 million for MIS and equipment.

	(in millions)
• Transitional Housing for Homeless Individuals	\$90.0
• Transitional Housing for Homeless Families	74.8
• MIS & Equipment	19.0
TOTAL	\$183.8

Transitional Housing for Homeless Individuals & Families

The major focus of the Preliminary Ten-Year Capital Strategy is the maintenance of transitional housing for homeless families and single adults. The Preliminary Ten-Year Capital Strategy allocates 90 percent of funding to the rehabilitation of these facilities. Major priorities for the agency continue to be code compliance, fire safety, and exterior building stabilization. Major Adult projects include the conversion of Powers shelter into an adult family shelter, the construction of the Bedford-Atlantic shelter community space, and elevator replacements at the 30th Street intake center.

MIS & Equipment

The Department's MIS & Equipment strategy involves a continuation of funding to meet ongoing technology needs, including periodic upgrades of computers and network infrastructure, and replacement of Department vehicles.

Department of Homeless Services

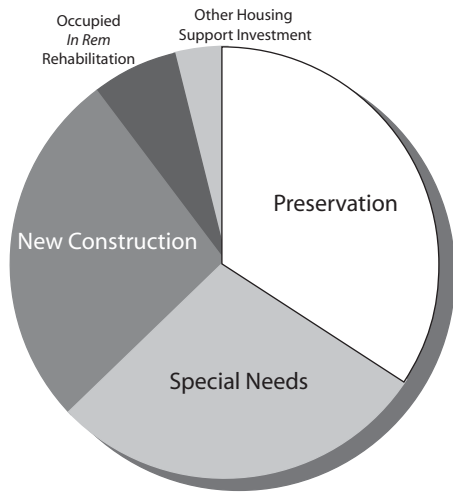
Project Type: HH		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
<i>Shelters for Homeless Individuals</i>												
City		10,585	8,332	7,069	5,910	9,164	9,163	9,161	9,159	10,750	10,750	90,043
<i>Equipment</i>												
City		1,024	94	1,967	3,168	3,172	3,175	3,178	3,182	0	0	18,960
<i>Shelters for Homeless Families</i>												
City		4,053	0	6,693	5,920	9,164	9,162	9,161	9,159	10,750	10,750	74,812
<i>Project Type Total by Source of Funds</i>												
City		15,662	8,426	15,729	14,998	21,500	21,500	21,500	21,500	21,500	21,500	183,815
<i>Project Type Total</i>												
All Funds		15,662	8,426	15,729	14,998	21,500	21,500	21,500	21,500	21,500	21,500	183,815

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), a \$41.1 billion plan, including \$8.2 billion in City funding (inclusive of \$1.1B in HDC funding), with a goal of creating and preserving 200,000 units Citywide over the next ten years.

This Preliminary 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 high-quality 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

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$7.3 billion for HPD in City funding in support of its capital program goals from FY16-FY25. Of this amount, \$6.8 billion represents Mayoral City Capital and Elected-official funding, while approximately \$500.0 million will be leveraged in Federal funds. Additional funding will be leveraged from HDC and private sources in support of housing plan goals.

	(in millions)
• Preservation	\$2,516.5
• Special Needs	2,089.2
• New Construction	1,958.9
• Occupied In Rem Rehabilitation	481.2
• Other Housing Support Investment	264.9
TOTAL (excludes HDC funds)	\$7,310.7

Preservation

The Preliminary Ten-Year Capital Strategy provides \$2.5 billion for preservation projects. Funding will support activities to preserve existing affordable housing stock while creating long-term affordability.

Housing Preservation & Development

Special Needs Housing

The Preliminary Ten-Year Capital Strategy provides \$2.1 billion for the construction and preservation of housing for seniors, persons with disabilities, and formally homeless households throughout the five boroughs.

New Construction

The Preliminary Ten-Year Capital Strategy provides \$2.0 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.

Occupied *In Rem* Rehabilitation

The Preliminary Ten-Year Capital Strategy provides \$481.2 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 Preliminary Ten-Year Capital Strategy provides \$264.9 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)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Low-Income Housing Production												
	City	2,000	0	0	0	0	0	0	0	0	0	2,000
New Housing Construction												
	City	156,885	168,478	183,660	244,496	191,080	194,903	198,800	202,777	206,832	210,967	1,958,878
Other Housing Support Investment												
	City	17,600	41,141	18,320	20,086	21,888	23,727	25,600	27,513	29,463	39,579	264,917
Occupied In Rem Rehabilitation												
	City	50,638	34,707	46,117	47,039	47,980	48,939	49,919	50,917	51,935	52,974	481,165
Preservation												
	City	240,402	232,303	244,551	192,280	254,431	259,518	264,709	270,003	275,403	280,912	2,514,512
Special Needs Housing												
	City	150,650	150,000	150,208	153,212	156,276	159,402	162,590	165,841	169,159	172,542	1,589,880
	Federal	49,739	49,792	49,792	50,000	50,000	50,000	50,000	50,000	50,000	50,000	499,323
Project Type Total by Source of Funds												
	City	618,175	626,629	642,856	657,113	671,655	686,489	701,618	717,051	732,792	756,974	6,811,352
	Federal	49,739	49,792	49,792	50,000	50,000	50,000	50,000	50,000	50,000	50,000	499,323
Project Type Total												
	All Funds	667,914	676,421	692,648	707,113	721,655	736,489	751,618	767,051	782,792	806,974	7,310,675

Housing Authority

The New York City Housing Authority (NYCHA), created in 1934, operates and maintains decent, safe, and affordable housing for low- and moderate- income families.

The New York City Housing Authority owns and operates the nation's largest public housing program, with 334 developments (178,557 apartments in 2,563 residential buildings), housing over 403,120 tenants throughout the City. The Authority also operates the Leased Housing (Section 8) Program, with approximately 91,103 rented apartments housing 220,470 residents. Approximately 29,157 private landlords participate in the Section 8 program.

Managing the Housing Authority's vast physical plant and its approximately 11,000 active full-time employees is an increasingly complex challenge. In addition, the Authority's related programs have grown to include community centers, senior citizen facilities, day care programs, healthcare centers, and educational centers.

The Preliminary Ten-Year Capital Strategy focuses capital funding on building exterior upgrades such as roof work, and building systems including funding for elevators and energy initiatives.

Capital Program Goals

- To preserve and modernize building systems and structures, including repairing and/or replacement of roofs and elevators at various developments, in order to maintain decent, safe, and sanitary housing for the residents.
- To repair housing stock damaged by Hurricane Sandy, the Preliminary Capital Strategy provides \$308 million in Federal Community Development Block Grant-Disaster Recovery (CDBG-DR) funds.

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$453.7 million primarily for building exterior and building systems upgrades and replacement. Major areas of work include roofs, heating systems, elevators, building damage caused by Hurricane Sandy and other general construction projects.

(in millions)

• Low to Moderate Income Public Housing Upgrade and Replacement	\$453.7
TOTAL	\$453.7

Housing Authority

Project Type: HA		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Low to Moderate Income Public Housing Rehab/Reconstruction												
Federal		308,000	0	0	0	0	0	0	0	0	0	308,000
Low to Moderate Income Public Housing Upgrade												
City		9,390	15,520	15,778	15,000	15,000	15,000	15,000	15,000	15,000	15,000	145,688
Project Type Total by Source of Funds												
City		9,390	15,520	15,778	15,000	15,000	15,000	15,000	15,000	15,000	15,000	145,688
Federal		308,000	0	0	0	0	0	0	0	0	0	308,000
Project Type Total												
All Funds		317,390	15,520	15,778	15,000	15,000	15,000	15,000	15,000	15,000	15,000	453,688

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

Capital Program Goals

- 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, including streets, sewers, water mains, and other City assets;
- 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 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.

Preliminary Ten-Year Capital Strategy

	(in millions)
• Neighborhood Revitalization	\$410.9
• Industrial Development	288.9
• Commercial Development	238.3
• Waterfront Development	198.3
• Miscellaneous	56.4
• Market Development	6.2
• Community Development	3.0
• Cultural Development	1.9
• Port Development	0.8
• Rail Development	0.2

TOTAL **\$1,204.9**

Neighborhood Commercial Revitalization

EDC, along with SBS, will continue efforts to assist neighborhood businesses and community groups with revitalization projects. The Preliminary Ten-Year Capital Strategy also invests in infrastructure improvements in the Hunters Point South, Coney Island and Stapleton neighborhoods to support economic development and the development of affordable housing. When complete, these neighborhoods will include mixed income housing, retail, and public open space along the waterfront. Additionally, the Preliminary 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, as well as various improvement projects throughout the City’s Business Improvement Districts (BIDs).

Department of Small Business Services

Industrial Development

EDC markets City-owned real estate to industrial users and works closely with firms to find sites for their expansion and relocation. In support of these efforts, the Preliminary Ten-Year Capital Strategy includes 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 Preliminary Ten-Year Capital Strategy also includes infrastructure improvements and returning existing assets to a state of good repair at the Brooklyn Army Terminal. These investments will leverage existing underutilized assets and meet current market demand for small- and medium-sized industrial space, while also providing public space enhancements. Other projects include upgrades to the physical plant of the City's industrial parks and City-owned properties such as Bush Terminal.

Commercial Development

EDC continues its efforts to expand the City's commercial base and diversify the City's economy by fostering the growth of new industries and new retail opportunities. The Preliminary Ten-Year Capital Strategy supports the City's vision of developing a new mixed-use neighborhood at Willets Point. The Willets Point redevelopment plan includes transportation infrastructure to link to the eventual development.

Waterfront Development

The Preliminary Ten-Year Capital Strategy upholds the City's commitment in all five boroughs to support the City's waterfront assets. The Preliminary Ten-Year Capital Strategy recognizes the importance of providing public and commercial transportation while preserving and expanding recreational spaces for the public along the City's waterfront.

The Preliminary Ten-Year Capital Strategy also includes improvements at the Manhattan Cruise Terminal and Brooklyn Cruise Terminal. These investments will increase the City's ability to serve a growing number of passengers and retain and expand tourism-related businesses.

Miscellaneous

The Preliminary Ten-Year Capital Strategy allocates resources that do not fall within other mentioned categories, including certain City Council funded projects as well as portions of infrastructure support for the Trust for Governors Island (TGI).

Market Development

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

Cultural Development

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

Department of Small Business Services

Project Type: ED	(\$ in 000's)											
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total	
Commercial Development												
City	33,159	13,092	12,318	36,528	36,327	26,854	26,198	22,152	14,348	17,325	238,301	
Community Development												
City	3,000	0	0	0	0	0	0	0	0	0	3,000	
Cultural Development												
City	0	0	1,929	0	0	0	0	0	0	0	1,929	
Industrial Development												
City	109,112	50,892	20,437	12,268	17,000	15,500	16,809	16,845	15,000	15,000	288,863	
Market Development												
City	5,000	0	1,155	0	0	0	0	0	0	0	6,155	
Miscellaneous												
City	9,430	15,534	7,434	4,000	0	4,000	4,000	4,000	4,000	4,000	56,398	
Neighborhood Revitalization												
City	112,862	184,000	21,000	2,000	0	0	0	0	0	0	319,862	
Federal	19,046	18,000	18,000	18,000	18,000	0	0	0	0	0	91,046	
Port Development												
City	657	0	151	0	0	0	0	0	0	0	808	
Rail Development												
City	0	0	193	0	0	0	0	0	0	0	193	
Waterfront Development												
City	78,667	10,102	7,070	14,353	14,906	14,623	13,223	17,658	27,307	433	198,342	
Project Type Total by Source of Funds												
City	351,887	273,620	71,687	69,149	68,233	60,977	60,230	60,655	60,655	36,758	1,113,851	
Federal	19,046	18,000	18,000	18,000	18,000	0	0	0	0	0	91,046	
Project Type Total												
All Funds	370,933	291,620	89,687	87,149	86,233	60,977	60,230	60,655	60,655	36,758	1,204,897	

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 owned 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

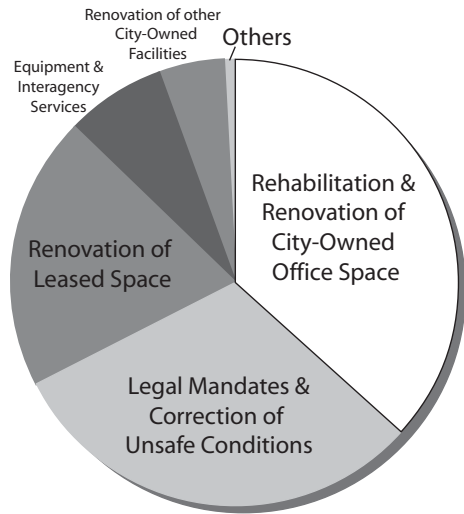
- To rehabilitate and maintain public structures, including piers and bulkheads;
- To reconstruct public buildings;
- To enhance the energy efficiency of public buildings;
- To coordinate and enhance citywide space planning;
- To improve the procurement, warehousing, and distribution of goods;
- To increase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

Preliminary Ten-Year Capital Strategy

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

The Preliminary Ten-Year Capital Strategy totals \$884.5 million and is allocated between Public Buildings and Real Property.

Department of Citywide Administrative Services - Public Buildings



Public Buildings

	(in millions)
• Rehabilitation and Renovation of City-Owned Office Space	\$311.9
• Legal Mandates and Correction of Unsafe Conditions	262.5
• Renovation of Leased Space	168.0
• Equipment and Interagency Services	60.4
• Renovation of Other City-Owned Facilities	40.5
• Board of Elections Modernization	3.1
• Miscellaneous Construction	2.0
• Communications Equipment	0.5
TOTAL	\$849.0

Rehabilitation and Renovation of City-Owned Office Space

The Preliminary Ten-Year Capital Strategy provides \$311.9 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 Preliminary Ten-Year Capital Strategy provides \$20.5 million for the renovations of the Manhattan Municipal Building, \$14.2 million for the Brooklyn Municipal Building, \$13.0 million for the Queens Borough Hall, and \$5.1 million for the Bergen Building in the Bronx. Funding is also provided for projects at 345 Adams, Brooklyn (\$47.5 million) and 253 Broadway, Manhattan (\$33.8 million), as well as for agencies relocating as a result of the 21st Century Civic Center Plan (\$32.7 million).

Legal Mandates and Correction of Unsafe Conditions

The correction of code violations and compliance with legal mandates represents \$262.5 million of the Preliminary Ten-Year Capital Strategy. Legally mandated work will include \$170.5 million for projects that ensure compliance with Local Law 5 (fire and life safety), \$50.0 million for fuel tank replacement and remediation Citywide, \$19.0 million for Americans With Disabilities Act projects, and \$14.0 million for Local Law 11 façade repairs.

Department of Citywide Administrative Services - Public Buildings

Renovation of Leased Space

The Preliminary Ten-Year Capital Strategy provides \$168.0 million for leased space renovations. Funding is primarily for agency office consolidations and office space needs when City-owned facilities are not available. The Preliminary Ten-Year Capital Strategy provides \$26.1 million for Department of Finance leased space in Brooklyn, \$5.7 million for agencies relocating from 346 Broadway to leased space as a result of the Civic Center Plan, and \$2.2 million for the planned new Computer-based Testing & Applications Centers in Queens.

Equipment and Interagency Services

The Preliminary Ten-Year Capital Strategy provides \$60.4 million for the DCAS information systems infrastructure, including projects for an Inventory Management System (\$11.8 million) and the Computerized Maintenance Management System (\$3.7 million).

Renovation of Other City-Owned Facilities

The Preliminary Ten-Year Capital Strategy provides \$40.5 million for renovation of other City-owned facilities, including \$33.0 million for facility remediation and construction for the Taxi and Limousine Commission in Woodside, Queens.

Board of Elections Modernization

The Preliminary Ten-Year Capital Strategy provides \$3.1 million for Board of Elections modernization, including \$1.2 million for new office space in Kew Gardens, Queens.

Miscellaneous Construction

The Preliminary Ten-Year Capital Strategy provides \$2.0 million for construction in non-City owned facilities, including \$1.0 million for renovations at the Bedford Union Armory, and \$1.0 million for the Solar 2 Green Energy, Arts & Education Center.

Communications Equipment

The Preliminary Ten-Year Capital Strategy provides \$0.5 million for Voice Over Internet Protocol (VOIP) phones, Citywide.

Department of Citywide Administrative Services - Public Buildings

Project Type: PW		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
<i>Communications Equipment</i>												
City		175	175	175	0	0	0	0	0	0	0	525
<i>Board of Elections Modernization</i>												
City		3,142	0	0	0	0	0	0	0	0	0	3,142
<i>Equipment and Interagency Services</i>												
City		23,007	3,284	3,203	2,349	3,000	3,000	5,427	5,536	5,719	5,907	60,432
<i>Legal Mandates and Correction of Unsafe Conditions</i>												
City		30,870	35,656	69,655	24,458	13,127	3,645	19,322	17,574	24,475	23,696	262,478
<i>Miscellaneous Construction</i>												
City		2,000	0	0	0	0	0	0	0	0	0	2,000
<i>Rehabilitation of City-Owned Office Space</i>												
City		142,353	72,940	40,383	3,282	8,482	6,028	9,406	11,327	7,539	10,189	311,929
<i>Renovation of Leased Space</i>												
City		29,976	36,024	10,102	4,400	10,497	15,880	15,880	15,880	14,880	14,491	168,010
<i>Renovation of Other City-Owned Facilities</i>												
City		30,746	3,746	746	746	746	746	746	746	746	746	40,460
<i>Project Type Total by Source of Funds</i>												
City		262,269	151,825	124,264	35,235	35,852	29,299	50,781	51,063	53,359	55,029	848,976
<i>Project Type Total</i>												
All Funds		262,269	151,825	124,264	35,235	35,852	29,299	50,781	51,063	53,359	55,029	848,976

Department of Citywide Administrative Services - Real Property

Real Property

	(in millions)
• Rehabilitation of Waterfront Properties	\$35.5
TOTAL	\$35.5

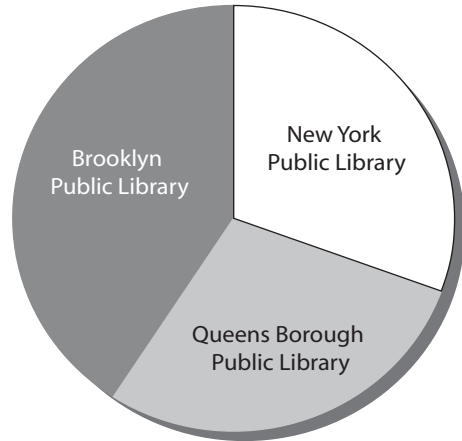
Rehabilitation of Waterfront Properties

The Preliminary Ten-Year Capital Strategy includes \$35.5 million for the reconstruction of DCAS-managed waterfront properties.

Department of Citywide Administrative Services - Real Property

Project Type: RE	(\$ in 000's)										
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
<i>Rehabilitation of Waterfront Properties</i>											
City	5,070	5,116	5,237	3,621	190	260	3,835	3,921	4,050	4,184	35,484
<i>Project Type Total by Source of Funds</i>											
City	5,070	5,116	5,237	3,621	190	260	3,835	3,921	4,050	4,184	35,484
<i>Project Type Total</i>											
All Funds	5,070	5,116	5,237	3,621	190	260	3,835	3,921	4,050	4,184	35,484
<i>Citywide Administrative Services Total</i>											
2016	267,339	156,941	129,501	38,856	36,042	29,559	54,616	54,984	57,409	59,213	884,460
2017	0	0	0	0	0	0	0	0	0	0	0
2018	0	0	0	0	0	0	0	0	0	0	0
2019	0	0	0	0	0	0	0	0	0	0	0
2020	267,339	156,941	129,501	38,856	36,042	29,559	54,616	54,984	57,409	59,213	884,460
2021	0	0	0	0	0	0	0	0	0	0	0
2022	0	0	0	0	0	0	0	0	0	0	0
2023	0	0	0	0	0	0	0	0	0	0	0
2024	0	0	0	0	0	0	0	0	0	0	0
2025	0	0	0	0	0	0	0	0	0	0	0
Total	267,339	156,941	129,501	38,856	36,042	29,559	54,616	54,984	57,409	59,213	884,460

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, Business Library and 58 branches, which include a Caribbean Literacy and Cultural Center at the Flatbush branch and five Adult Learning Centers.

The New York Public Library (NYPL) manages libraries in three boroughs: the Bronx, with 35 branches; Manhattan, with 39 branches; and Staten Island, with 13 branches. In addition, the New York Research Library oversees four research libraries: the Stephen A. Schwarzman Building at 5th Avenue and 42nd Street; the Library for the Performing Arts at Lincoln Center; the Schomburg Center for Research in Black Culture; and the Science, Industry, and Business Library (SIBL).

The Queens Borough Public Library (QBPL) has a Central Library, which houses the Children’s Library Discovery Center, and 62 community libraries, which include seven Adult Learning Centers, the International Resource Center at the Flushing branch, and the Langston Hughes Community Library and Cultural Center.

Capital Program Goals

- To support service levels by maintaining, improving, and optimizing the operation of library facilities;
- To phase infrastructure improvements for full ADA-compliant access at all sites;

- To preserve unique and irreplaceable collections through improved environmental systems, security and fire protection, and increased storage capacity;
- To improve the management of data through enhancement of computerized records management systems; and
- To provide remote access to digital collections, expand personal computer stations, and offer free internet service at the branch libraries by improving information technology systems.

Preliminary Ten-Year Capital Strategy

Steadily increasing circulation, development of community-oriented outreach programs, and rising attendance at cultural/informational programs are favorable developments. The three library systems will focus on the protection of the growing collection of library materials, reconstruction of branch libraries, increasing accessibility for persons with disabilities, and upgrading the technology infrastructure to improve online and computer access. The Preliminary Ten-Year Capital Strategy provides a total of \$62.3 million allocated as follows:

Brooklyn Public Library

	(in millions)
• Essential Reconstruction of Facilities	\$24.6
• Reconstruction Necessary to Maintain Facilities	0.7
Subtotal	\$25.3

New York Public Library and Research Libraries

• Essential Reconstruction of Facilities	\$17.7
• Expansion and Construction of Facilities	1.3
• Improvements to Existing Facilities	0.2
Subtotal	\$19.2

Public Libraries

Queens Borough Public Library

• Essential Reconstruction of Facilities	\$14.5
• Replacement Branches	1.8
• Reconstruction Necessary to Maintain Facilities	1.3
• Support Services Improvements	0.2
Subtotal	\$17.8
TOTAL	\$62.3

Brooklyn Public Library

The Preliminary Ten-Year Capital Strategy for the Brooklyn Public Library emphasizes the essential reconstruction of facilities, including \$3.1 million for renovations and improvements at the DeKalb branch and funding for branch libraries, which concentrates on public service enhancements, cyclical replacements of building components (roofs, HVAC, and boilers), and Americans with Disabilities Act (ADA) compliance.

New York Public Library

The Preliminary Ten-Year Capital Strategy for the New York Public Library focuses on the essential reconstruction, expansion, and improvements to existing facilities. Highlights include \$5.0 million for NYPL's Master Plan, in addition to \$136.7 million in 2015; and \$2.9 million for the renovations at the St. George branch in Staten Island. Additional funding for the branch libraries focuses on maintaining and upgrading facilities; roof, window, and door replacements; and ADA compliance.

Queens Borough Public Library

The Preliminary Ten-Year Capital Strategy for the Queens Borough Public Library reflects a commitment to maintain and upgrade existing facilities and initiate construction of replacement facilities as needed, including \$1.0 million for a replacement facility for the Far Rockaway branch, in addition to \$18.2 million in 2015. Additional funding for the community libraries focuses on renovations and rehabilitations, systems upgrades, and cyclical replacements of building components (roofs, windows, and doors).

Brooklyn Public Library

Project Type: LB

(\$ in 000's)

2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 Total

Essential Reconstruction of Facilities
City

10,056 4,447 5,164 658 671 684 698 712 735 760 24,585

Reconstruction Necessary to Maintain Facilities
City

0 695 0 0 0 0 0 0 0 0 695

Project Type Total by Source of Funds

City

10,056 5,142 5,164 658 671 684 698 712 735 760 25,280

Project Type Total

All Funds

10,056 5,142 5,164 658 671 684 698 712 735 760 25,280

New York Public Library

Project Type: LN		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
<i>Essential Reconstruction of Facilities</i> City		6,488	3,317	846	862	878	895	913	931	962	993	17,085
<i>Project Type Total by Source of Funds</i> City		6,488	3,317	846	862	878	895	913	931	962	993	17,085
<i>Project Type Total</i> All Funds		6,488	3,317	846	862	878	895	913	931	962	993	17,085

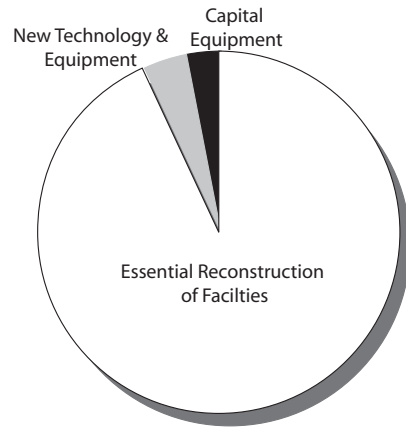
New York Research Libraries

Project Type: L		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
<i>Expansion and Construction of Research Libraries</i>												
City		17	215	168	0	221	0	0	221	221	221	1,284
<i>Improvements to Existing Facilities</i>												
City		204	0	0	0	0	0	0	0	0	0	204
<i>Essential Reconstruction of Facilities</i>												
City		0	0	46	221	0	221	221	0	0	0	709
<i>Project Type Total by Source of Funds</i>												
City		221	215	214	221	221	221	221	221	221	221	2,197
<i>Project Type Total</i>												
All Funds		221	215	214	221	221	221	221	221	221	221	2,197

Queens Public Library

Project Type: LQ		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Replacement Branches												
City		1,753	0	0	0	0	0	0	0	0	0	1,753
Essential Reconstruction of Facilities												
City		1,700	3,600	4,186	690	579	717	731	746	771	796	14,516
Reconstruction Necessary to Maintain Facilities												
City		806	362	0	0	125	0	0	0	0	0	1,293
Support Services Improvements												
City		0	200	0	0	0	0	0	0	0	0	200
Project Type Total by Source of Funds												
City		4,259	4,162	4,186	690	704	717	731	746	771	796	17,762
Project Type Total												
All Funds		4,259	4,162	4,186	690	704	717	731	746	771	796	17,762
Public Libraries Total												
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Total by Source of Funds												
City		21,024	12,836	10,410	2,431	2,474	2,517	2,563	2,610	2,689	2,770	62,324
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		21,024	12,836	10,410	2,431	2,474	2,517	2,563	2,610	2,689	2,770	62,324

Department of Cultural Affairs



The Department of Cultural Affairs (DCLA) is the largest cultural funder in the nation, and works to create and expand access to public programming, provide technical assistance, build audiences, and ensure that arts and culture are central to the City’s economic vitality and quality of life. DCLA is currently investing \$117.5 million in capital support for the nonprofit cultural community to increase public service, provide greater access for the disabled, enhance exhibition or performing space, better maintain and preserve historic buildings and increase protection of botanical, zoological, and fine art collections.

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

The CIG buildings under DCLA’s jurisdiction, many of which are landmarks, comprise over 9.8 million gross square feet. Currently, the agency is managing 524 capital projects at 223 arts organizations that are leading the way in sustainable architecture and design excellence.

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

The City’s cultural institutions have benefited from sizable levels of City capital investment. Approximately \$3.0 billion of City funds were committed from 1994 through 2014 for the reconstruction, modernization, and expansion of these facilities, in addition to \$717.4 million planned in 2015. The Preliminary Ten-Year Capital Strategy for cultural institutions and organizations, which reflects DCLA’s focus on facility reconstruction and programmatic enhancement, provides a total of \$117.5 million allocated as follows:

	(in millions)
• Essential Reconstruction of Facilities	\$109.6
• New Technology and Equipment	4.4
• Capital Equipment	3.5
TOTAL	\$117.5

Department of Cultural Affairs

Highlights of the Preliminary Ten-Year Capital Strategy include:

- Brooklyn Botanic Garden: \$1.4 million for auditorium renovations, in addition to \$19.0 million in 2015 for renovations of the Water Garden and South Garden;
- Metropolitan Museum of Art: \$4.0 million for system upgrades, in addition to \$6.5 million in 2015 for a facility-wide HVAC replacement;
- Spaceworks: \$10.0 million for the construction of artist studios and rehearsal spaces;
- New York Hall of Science: \$5.1 million for renovations, in addition to \$10.4 million in 2015 for building improvements;
- Thalia Spanish Theatre: \$3.0 million for renovations, in addition to \$1.5 million in 2015 for renovations, as well as lighting and sound system upgrades;
- Bronx Zoo: \$1.5 million for building reconstructions, in addition to \$20.3 million in 2015 for facility improvements;
- Snug Harbor Cultural Center: \$4.8 million for campus-wide improvements, in addition to \$16.3 million in 2015 for building renovations; and
- Staten Island Zoo: \$6.0 million for renovations, in addition to \$8.5 million in 2015 for facility improvements and equipment purchases.

Department of Cultural Affairs

Project Type: PV		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Capital Equipment												
	City	89	888	2,537	0	0	0	0	0	0	0	3,514
Essential Reconstruction of Facilities												
	City	19,497	25,664	42,692	3,639	375	3,500	3,500	3,500	3,500	3,500	109,367
	Private	200	0	0	0	0	0	0	0	0	0	200
New Technology and Construction												
	City	0	0	4,387	0	0	0	0	0	0	0	4,387
Project Type Total by Source of Funds												
	City	19,586	26,552	49,616	3,639	375	3,500	3,500	3,500	3,500	3,500	117,268
	Private	200	0	0	0	0	0	0	0	0	0	200
Project Type Total												
	All Funds	19,786	26,552	49,616	3,639	375	3,500	3,500	3,500	3,500	3,500	117,468

Department of Parks & Recreation

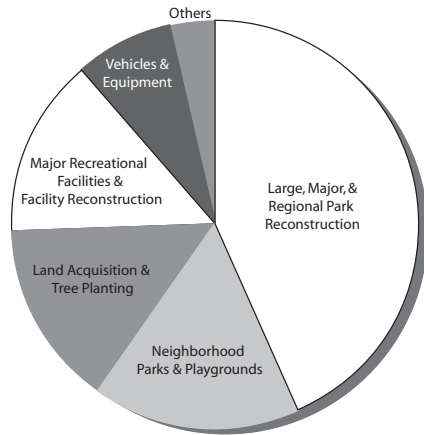
The Department of Parks and Recreation (DPR) is the steward of more than 29,000 acres of land, including nearly 5,000 individual properties ranging from Coney Island and Central Park to community gardens and Greenstreets. The Department maintains and operates approximately 800 athletic fields, 1,000 playgrounds, and 700 tennis courts. It also maintains and operates 67 pools, 52 recreational facilities, 17 nature centers, 14 miles of beaches, 148 miles of waterfront parkland, and 13 golf courses. The Department is also responsible for over 800 monuments, 23 historic house museums and the care and maintenance of street and park trees, including the more than 943,000 new trees planted to date as part of the MillionTreesNYC initiative.

The Preliminary Ten-Year Capital Strategy provides \$827.0 million for capital construction and reconstruction projects. This capital program includes \$68.9 million for Community Parks Initiative (CPI) sites, with an additional \$65.9 million in 2015; \$36.3 million is also provided in the Department of Environmental Protection's (DEP) capital program for green infrastructure improvements at these CPI locations. There is also \$9.1 million associated with Sandy storm damage in 2016; an additional \$418.9 million for storm reconstruction is included in 2015.

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



Preliminary 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	\$359.9
• Neighborhood Parks and Playgrounds	136.0
• Land Acquisition and Tree Planting	120.0
• Major Recreational Facilities and Facility Reconstruction	118.0
• Vehicles and Equipment	65.2
• Beaches and Boardwalks	21.0
• Zoos	6.9
TOTAL	\$827.0

Neighborhood Parks and Playgrounds

The Preliminary Ten-Year Capital Strategy provides funding of \$136.0 million for the reconstruction of neighborhood parks and playgrounds.

Large, Major, and Regional Park Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$359.9 million for work at numerous sites, Citywide. This allocation includes \$173.0 million for large, major and regional park reconstruction projects, Citywide; \$49.8 million for the reconstruction of Parks bridges, Citywide; \$41.5 million for the reconstruction of play equipment and safety surfaces, Citywide; \$30.8 million for the reconstruction of Fresh Kills Park in Staten Island; \$29.4 million for reconstruction of comfort stations, Citywide; \$22.3 million for the reconstruction of pools, Citywide; and \$13.1 million for the construction of parks and playgrounds at Gateway Estates in Brooklyn.

Department of Parks & Recreation

Major Recreational Facilities and Facility Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$118.0 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 \$48.0 million for the rehabilitation of recreation/nature centers, Citywide; \$23.1 million for building requirements contracts including electrical and plumbing systems, Citywide; \$21.6 million for roofing reconstruction projects, Citywide; \$20.8 million for the reconstruction of boilers, Citywide; and \$4.5 million for asbestos and boring testing projects, Citywide.

Beaches and Boardwalks

The Preliminary Ten-Year Capital Strategy provides \$21.0 million for continued reconstruction of boardwalks, Citywide. Reconstruction of boardwalks damaged by Hurricane Sandy is included in the Large, Major, and Regional Park Reconstruction and the Neighborhood Parks and Playgrounds categories.

Zoos

The Preliminary Ten-Year Capital Strategy provides \$6.9 million for infrastructure rehabilitation at the Central Park Zoo, the Prospect Park Zoo and the Queens Zoo.

Vehicles and Equipment

The Preliminary Ten-Year Capital Strategy provides \$65.2 million to support infrastructure improvements and equipment purchases. Major highlights include \$43.3 million for the replacement of vehicles; \$18.4 million for improvements to computer and communications systems; and \$3.5 million for other infrastructure improvements and equipment purchases, Citywide.

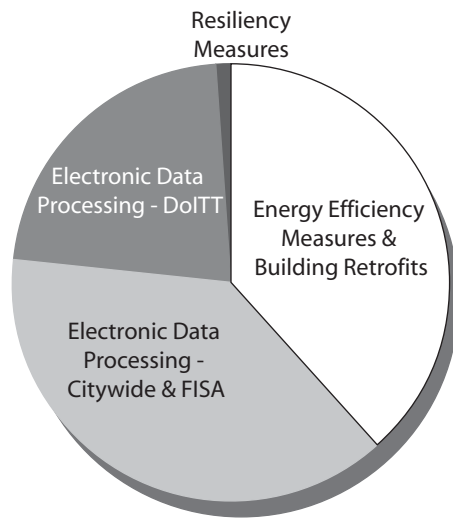
Land Acquisition and Tree Planting

The Preliminary Ten-Year Capital Strategy provides \$120.0 million for tree planting, reforestation, land acquisition, and related projects. This allocation includes \$41.1 million provided as part of PlaNYC 2030.

Department of Parks & Recreation

Project Type: P	(\$ in 000's)										Total
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
Beaches and Boardwalks											
City	200	13,600	1,000	1,000	815	831	848	865	894	923	20,976
Land Acquisition and Tree Planting											
City	27,449	23,095	20,000	8,000	6,645	6,645	6,778	6,913	7,141	7,377	120,043
Major Recreational Facilities											
City	27,394	49,305	12,662	3,706	3,930	4,004	4,084	4,166	4,304	4,446	118,001
Neighborhood Parks and Playgrounds											
City	37,735	38,040	400	0	11,817	7,891	8,050	8,208	8,479	8,759	129,379
Federal	6,650	0	0	0	0	0	0	0	0	0	6,650
Vehicles, Equipment and Facility Reconstruction											
City	8,895	14,499	9,700	5,200	4,239	4,320	4,406	4,495	4,644	4,797	65,195
Large, Major and Regional Park Reconstruction											
City	156,550	101,526	38,324	8,250	12,834	7,869	7,906	7,945	8,206	8,477	357,887
Federal	1,545	0	0	0	0	0	0	0	0	0	1,545
Private	414	0	0	0	0	0	0	0	0	0	414
Zoos											
City	2,000	2,000	300	0	408	416	424	433	447	462	6,890
Project Type Total by Source of Funds											
City	260,223	242,065	82,386	26,156	40,688	31,976	32,496	33,025	34,115	35,241	818,371
Federal	8,195	0	0	0	0	0	0	0	0	0	8,195
Private	414	0	0	0	0	0	0	0	0	0	414
Project Type Total											
All Funds	268,832	242,065	82,386	26,156	40,688	31,976	32,496	33,025	34,115	35,241	826,980

Citywide Equipment



Electronic Data Processing

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

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; NYC-TV; and CityNet, the citywide data communication network.

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

Capital Program Goals

- To purchase data processing equipment and services that will enable the City to achieve greater productivity with limited resources; and
- To fund energy efficiency and sustainability projects to achieve the PlaNYC citywide greenhouse gas reduction goals.

Preliminary Ten-Year Capital Strategy

(in millions)

• Energy Efficiency Measures & Building Retrofits	\$612.4
• Electronic Data Processing - Citywide & FISA	611.8
• Electronic Data Processing - DoITT	354.8
• Resiliency Measures	16.8
TOTAL	\$1,595.8

Energy Efficiency and Sustainability

The Preliminary Ten-Year Capital Strategy provides \$612.4 million over the ten-year period to fund energy efficiency projects, and \$16.8 million for facility protective measures to ensure resiliency throughout the City.

Electronic Data Processing - Citywide & FISA

The Preliminary Ten-Year Capital Strategy provides \$611.8 million for Electronic Data Processing - Citywide & FISA.

Electronic Data Processing - DoITT

The Preliminary Ten-Year Capital Strategy provides \$354.8 million for Electronic Data Processing - DoITT.

Citywide Equipment

Project Type: DP		(\$ in 000's)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
<i>Electronic Data Processing Equipment for DoITT, Citynet</i>												
City		169,385	54,249	16,400	16,400	16,400	16,400	16,400	16,400	16,400	16,400	354,834
<i>Project Type Total by Source of Funds</i>												
City		169,385	54,249	16,400	16,400	16,400	16,400	16,400	16,400	16,400	16,400	354,834
<i>Project Type Total</i>												
All Funds		169,385	54,249	16,400	16,400	16,400	16,400	16,400	16,400	16,400	16,400	354,834

Citywide Equipment

Project Type: PU		<i>(\$ in 000's)</i>										
		<i>2016</i>	<i>2017</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>Total</i>
<i>Building Construction, Reconstruction or Retrofit</i> City		49,847	59,097	58,426	0	0	0	0	0	0	73,594	240,964
<i>Electronic Data Processing Equipment</i> City		0	0	0	16,840	0	0	0	0	0	0	16,840
<i>Electronic Data Processing Equipment - FISA</i> City		33,818	23,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	80,818
<i>Electronic Data Processing Equipment - City-Wide</i> City		150,014	99,000	64,000	44,000	29,000	29,000	29,000	29,000	29,000	29,000	531,014
<i>Miscellaneous Energy Efficiency and Sustainability</i> City		6,946	4,743	3,017	63,840	65,053	20,000	67,615	68,967	71,243	0	371,424
<i>Project Type Total by Source of Funds</i> City		240,625	185,840	128,443	127,680	97,053	52,000	99,615	100,967	103,243	105,594	1,241,060
<i>Project Type Total</i> All Funds		240,625	185,840	128,443	127,680	97,053	52,000	99,615	100,967	103,243	105,594	1,241,060
Citywide Equipment Total		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
<i>Total by Source of Funds</i> City		410,010	240,089	144,843	144,080	113,453	68,400	116,015	117,367	119,643	121,994	1,595,894
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		410,010	240,089	144,843	144,080	113,453	68,400	116,015	117,367	119,643	121,994	1,595,894

Citywide Summary

Project Type: CW

(\$ in 000's)

2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 Total

Citywide Total by Source of Funds

City	9,047,384	7,709,094	6,203,990	5,988,487	6,358,623	4,401,891	5,135,134	5,266,086	4,844,604	4,976,859	59,932,152
Federal	1,813,589	847,029	441,115	164,126	244,393	424,218	143,967	144,052	269,190	269,372	4,761,051
State	274,990	247,223	699,688	233,519	26,904	784,716	28,065	38,116	590,056	39,322	2,962,599
Private	55,543	4,500	4,500	4,500	4,500	4,500	1,778	0	0	0	79,821

All Funds	11,191,506	8,807,846	7,349,293	6,390,632	6,634,420	5,615,325	5,308,944	5,448,254	5,703,850	5,285,553	67,735,623
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