
Preliminary Ten-Year Capital Strategy

Fiscal Years 2018-2027



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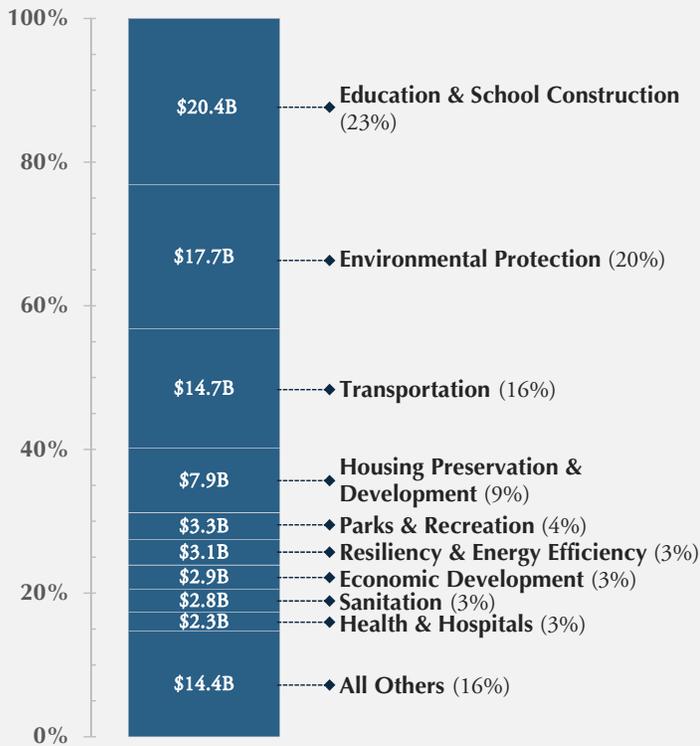
January 2017

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

2018-2027 PRELIMINARY TEN-YEAR CAPITAL STRATEGY OVERVIEW OF \$89.6 BILLION IN PLANNED SPENDING

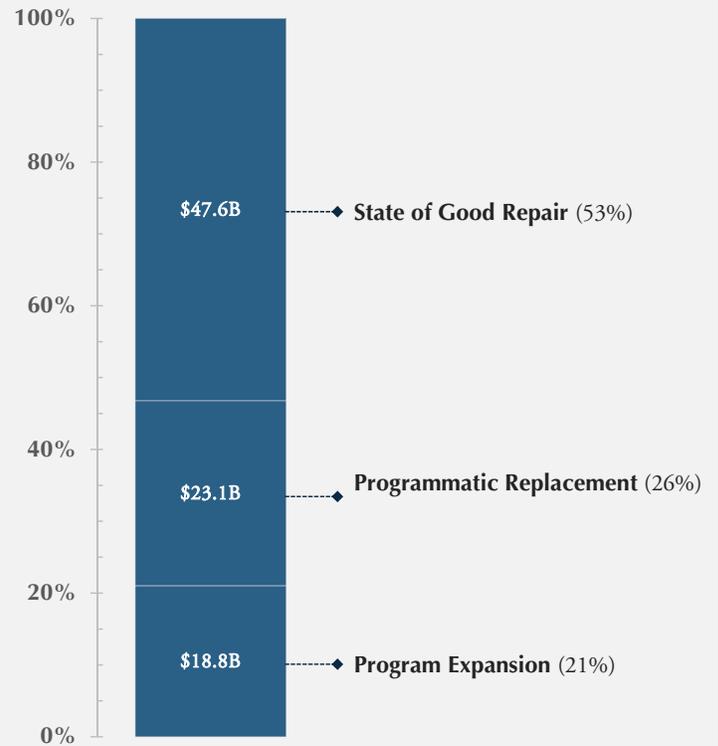
By Agency

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



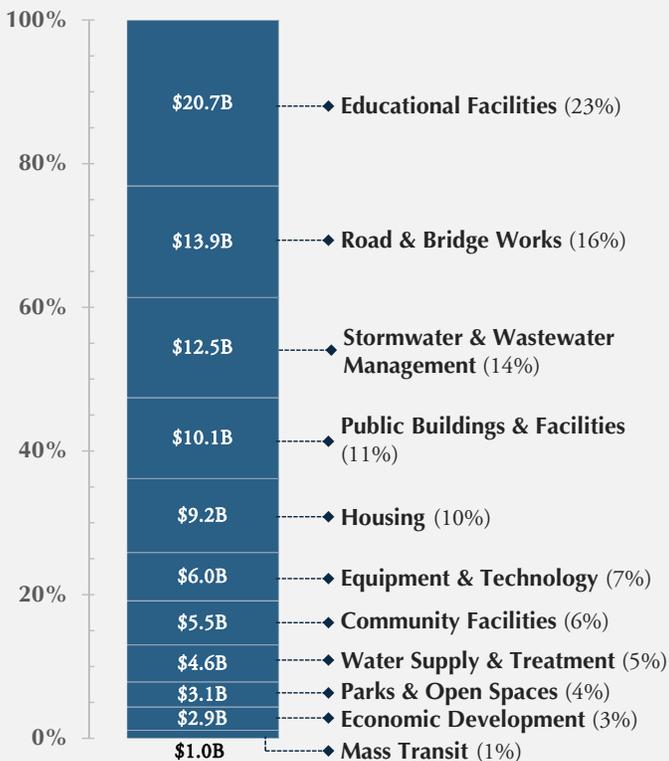
By Lifecycle Category

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



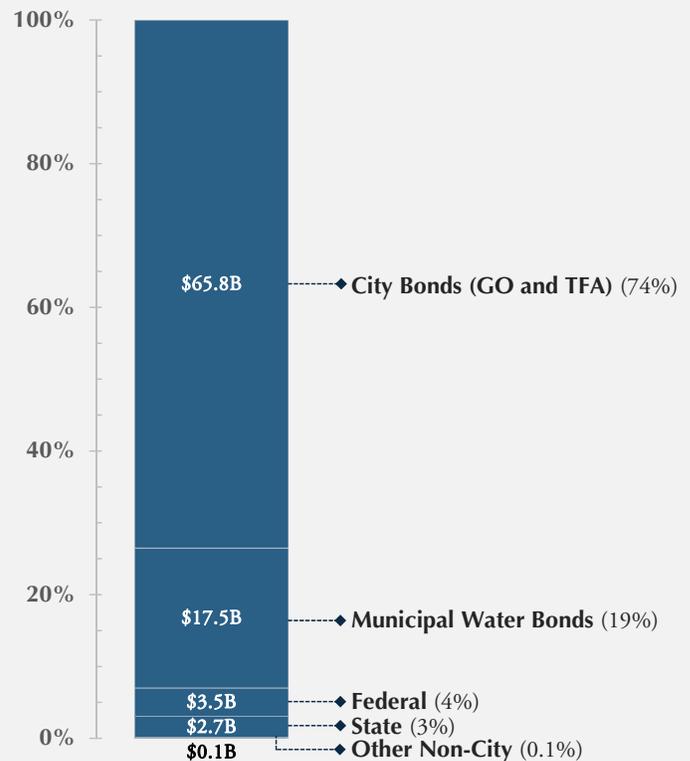
By Service Category

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



By Funding Source

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



*Resiliency & energy efficiency investments will span across agencies. Values may not add up to \$89.6 billion or 100% due to rounding.

OVERVIEW

As we work towards the final Ten-Year Capital Strategy for the City of New York, we are pleased to submit this preliminary strategy to invest \$89.6 billion to improve infrastructure, buildings, and neighborhoods across the five boroughs. This document sets forth the City's approach to capital planning and investment, and describes anticipated levels of spending through 2027.

The Preliminary Ten-Year Capital Strategy reflects each City agency's long term capital spending goals. As a strategic planning document, it enables City agencies to advance forward-looking capital programs while ensuring that we maintain our fiscal responsibility. The guiding principles and investment priorities outlined here reflect the Mayor's vision for shaping a stronger and more just City through capital spending. They will serve as a guide for capital planning and subsequent capital budgets and commitment plans over the next decade, and provide for a more resilient future.

GUIDING PRINCIPLES

Advance neighborhood-based capital planning

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

Maintain New York City's financial responsibility

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

INVESTMENT PRIORITIES

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

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

GUIDING PRINCIPLES

Advance neighborhood-based capital planning

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

A capital plan that serves all New Yorkers will:

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

The Ten-Year Capital Strategy ensures that City agencies can deliver the capital improvements that our communities need as populations of residents, workers, and tourists grow. We will help shape this growth through neighborhood-building investments in parks, schools, streets, economic development and community facilities, and by continuing to leverage a \$1 billion Neighborhood Development Fund in neighborhoods in which we are permitting significant new development. As technology and information gathering processes improve, we move towards a planning process where City agencies will have increasingly granular information about demographics, construction and real estate development activity enabling refinement of their capital investment strategy over the next decade to foster and manage growth.

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

GUIDING PRINCIPLES

Maintain New York City’s financial responsibility

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

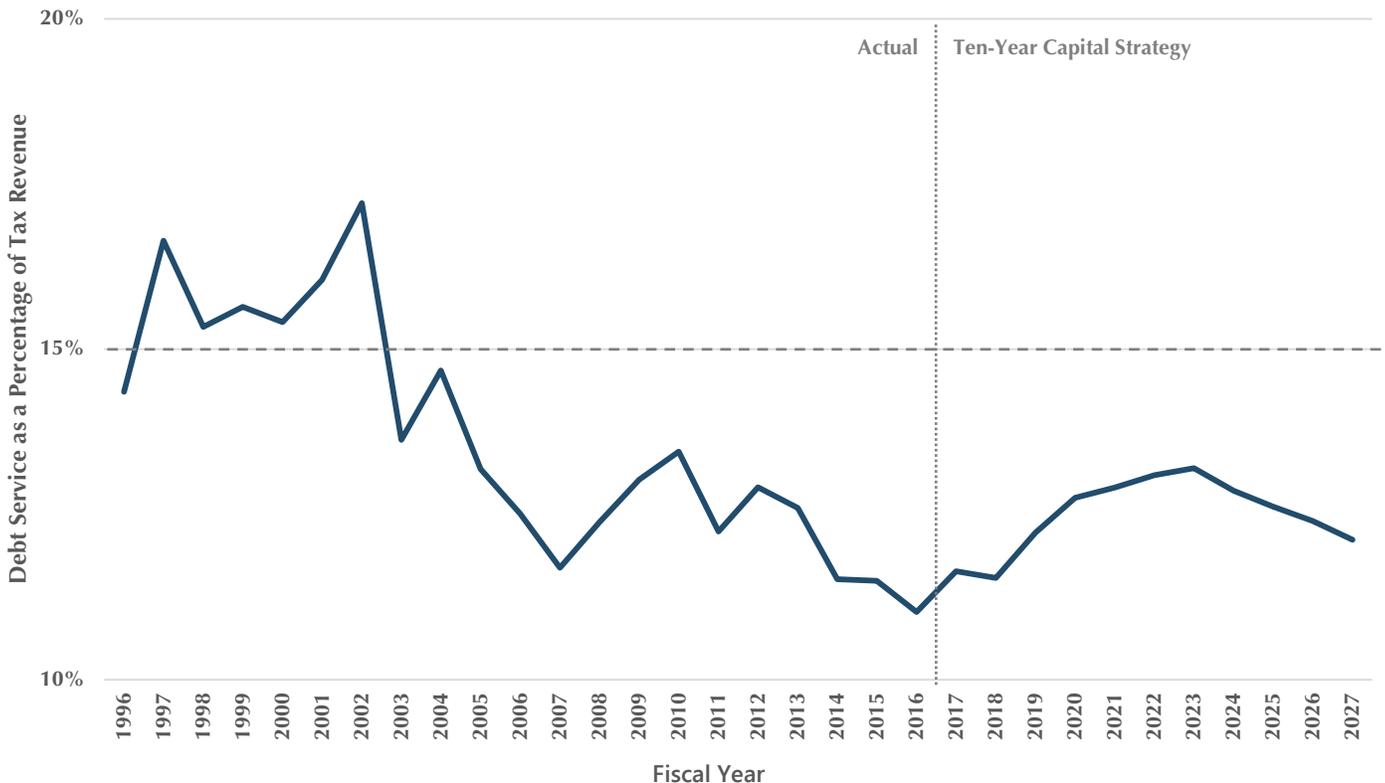
The debt service ratio as a percentage of taxes has been used by the City and fiscal monitoring agencies since the late 1980’s. It is the best measure of debt burden because it puts debt service within the context of the City’s own resources.

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

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

Fiscal Year	Anticipated Debt Service Obligation (\$ in billions)	Debt Service as a Percentage of Tax Revenue
2018	\$6.6	11.5%
2019	\$7.3	12.2%
2020	\$8.0	12.8%
2021	\$8.4	12.9%
2022	\$8.9	13.1%
2023	\$9.4	13.2%
2024	\$9.5	12.9%
2025	\$9.8	12.6%
2026	\$10.0	12.4%
2027	\$10.2	12.1%

Debt Service as a Percentage of Tax Revenue



LOOKING AHEAD

Ultimately, the guiding principles and investment priorities outlined here lay the foundation for a capital strategy that advances the Mayor’s policy goals for an inclusive, resilient, and thriving New York. This strategic framework, coupled with input from City agencies, elected officials, and communities, will guide our refinement of the Preliminary Ten-Year Capital Strategy and development of the Executive Budget over the course of the coming months.

Using this approach, we will not only ensure that our existing assets are maintained in a state of good repair, but also that we are enhancing the capacity and quality of our infrastructure and facilities to best serve the New Yorkers of today and tomorrow.

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

Total Program: \$89,556

(\$ in millions)

State of Good Repair	\$47,644	Program Expansion	\$23,077	Programmatic Replacement	\$18,835
• Reconstruction and Rehabilitation of Schools	\$12,383	• New School Construction	\$7,632	• Upgrade of Water Pollution Control Plants	\$3,588
• East River and Other Bridge Reconstruction	8,171	• New and Special Needs Housing	4,508	• Water Main Replacement and Dam Safety Program	2,473
• Reconstruction & Resurfacing of Streets and Highways	5,418	• Construction of the Third Water Tunnel	2,172	• Citywide Information Systems & Equipment	2,001
• Housing Preservation and Rehabilitation	4,722	• Neighborhood Revitalization	1,876	• Water Quality Mandates & Preservation	1,861
• Resiliency, Energy Efficiency and Sustainability	3,108	• Green Infrastructure	1,856	• Reconstruction and Renovation of Court Facilities	1,754
• Reconstruction of Recreational Spaces	3,058	• Augmentation of Sewers	1,499	• Purchase of Sanitation Equipment	1,660
• Rehabilitation of Hospitals and Health Clinics	2,159	• Industrial, Commercial, Waterfront and Market Development	1,059	• Correctional Facilities and Equipment	971
• Rehabilitation of Public Buildings and Systems	1,296	• Sewer Extensions to Accommodate New Development	535	• Firefighting Equipment and Vehicles	887
• Renovation of Police Facilities	1,079	• Smart Schools Bond Act	390	• Sewer Components	805
• Replacement of Failing Sewer Components	1,072	• Bluebelt Program	373	• Transit System Rehabilitation	655
• Sanitation Garages and Facilities	1,067	• Water Main Construction	322	• Police Vehicles and Equipment	561
• Rehabilitation of Libraries and Cultural Institutions	925	• Improvements to Cultural and Recreational Facilities	254	• Medical Equipment and Systems	539
• Reconstruction of Correctional Facilities	920	• Water Pollution Improvements	251	• Replacement of DEP Facilities and Equipment	401
• Social Services Facility and Technology Upgrades	640	• Solid Waste Management	113	• Ferry Boats and Terminals	316
• Upgrades to Traffic Systems	607	• Croton Filter Project	100	• Social Services Management Systems and Equipment	206
• Reconstruction and Rehabilitation of CUNY Facilities	346	• Others	137	• Others	157
• Fire House Renovations	313				
• Water for the Future & Filtration Avoidance	304				
• Others	56				

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

(\$ in 000's)

	FY18-21		FY18-27	
	City Funds	All Funds	City Funds	All Funds
Education	\$8,775,658	\$10,386,568	\$18,231,915	\$20,405,275
Bridges	4,927,403	5,510,896	7,326,578	8,196,308
Housing	2,994,542	3,129,458	7,597,742	7,924,658
Water Pollution Control	3,986,890	4,154,424	6,441,452	6,608,986
Highways	2,891,466	3,415,308	4,866,728	5,418,252
Technology	2,793,891	2,793,891	5,003,443	5,003,443
Sewers	2,543,158	2,570,051	4,234,269	4,261,162
Water Mains	2,330,011	2,333,011	4,014,986	4,017,986
Parks and Recreation	2,665,591	2,970,858	3,001,554	3,306,821
Economic Development	2,158,264	2,311,140	2,793,490	2,946,366
Subtotal-Major Agency Programs	\$36,066,874	\$39,575,605	\$63,512,157	\$68,089,257
Sanitation	\$1,697,816	\$1,704,235	\$2,833,346	\$2,839,765
Water Supply	648,998	648,998	2,357,998	2,357,998
Hospitals	703,352	1,686,599	1,307,005	2,322,346
Corrections	1,604,769	1,604,769	1,891,114	1,891,114
Courts	919,926	924,369	1,749,908	1,754,351
Police	1,290,316	1,326,713	1,603,425	1,639,822
Housing Authority	547,697	547,697	1,306,106	1,306,106
Public Buildings	932,855	933,314	1,302,577	1,303,036
Fire	528,427	630,563	1,097,416	1,199,552
Transit	415,000	415,000	655,000	655,000
Traffic	201,005	345,682	318,680	628,357
Health	287,849	295,768	432,607	453,690
Cultural Affairs	389,693	390,021	411,022	411,350
DEP Equipment	253,678	253,678	404,755	404,755
CUNY	215,114	215,368	358,420	358,674
Homeless Services	219,265	219,265	350,286	350,286
Ferries	199,830	312,822	215,414	335,966
NY Branch Libraries	252,358	252,358	273,237	273,237
Admin for Children's Services	192,754	206,597	239,792	261,689
Human Resources	80,074	117,959	125,941	197,026
Brooklyn Libraries	117,606	123,864	137,103	143,361
Queens Libraries	120,816	120,816	140,527	140,527
Real Estate	100,112	100,112	124,863	124,863
Transportation Equipment	64,915	66,254	70,698	72,037
Aging	31,951	31,951	39,637	39,637
NY Research Library	877	877	2,224	2,224
Total	\$12,017,053	\$13,475,649	\$19,749,101	\$21,466,769
Grand Total	\$48,083,927	\$53,051,254	\$83,261,258	\$89,556,026

Preliminary Ten-Year Capital Strategy

Fiscal Years 2018-2027

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Financing Program

The City financing program projects \$46.5 billion of long-term borrowing for the period fiscal years 2017 through 2021 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 Future Tax Secured (FTS) bonds of the New York City Transitional Finance Authority (TFA).

Given the TFA is approaching its statutory limit on Building Aid Revenue Bond (BARB) debt outstanding, the financing program reflects BARB issuance so as to remain under the limit.

Figures below do not include state funded financing for education capital purposes through TFA BARBs:

2017–2021 Financing Program

(\$ in millions)

	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
City General Obligation Bonds	\$2,281	\$3,350	\$4,220	\$4,350	\$4,130	\$18,331
TFA Bonds ⁽¹⁾	3,200	3,350	4,220	4,350	4,130	19,250
Water Authority Bonds ⁽²⁾	1,874	1,597	1,777	1,848	1,845	8,941
Total	\$7,355	\$8,297	\$10,217	\$10,548	\$10,105	\$46,522

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

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

Financing Program

Overview of the Financing Program

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

2017–2021 Debt Outstanding

(\$ in millions at year end)

	2017	2018	2019	2020	2021
City General Obligation Bonds	\$38,020	\$39,155	\$41,188	\$43,169	\$44,910
TFA Bonds (1)	31,685	34,038	36,936	39,902	42,536
TSASC Bonds	1,129	1,103	1,077	1,049	1,021
Conduit Debt	1,365	1,284	1,206	1,121	1,033
Total	\$72,199	\$75,580	\$80,407	\$85,241	\$89,500
Water Authority Bonds	\$31,049	\$32,343	\$33,803	\$35,275	\$36,721

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

2017–2021 Annual Debt Service Costs

(\$ in millions, before prepayments)

	2017	2018	2019	2020	2021
City General Obligation Bonds	\$3,971	\$4,134	\$4,209	\$4,537	\$4,696
TFA Bonds (1)	2,187	2,225	2,848	3,127	3,381
TSASC Bonds	74	82	82	82	82
Conduit Debt (2)	230	223	244	297	296
Total Debt Service	\$6,462	\$6,664	\$7,383	\$8,043	\$8,455
Water Authority Bonds (3)	\$1,567	\$1,829	\$1,931	\$2,091	\$2,215

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

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

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

Financing Program

	2017–2021 Debt Burden				
	2017	2018	2019	2020	2021
Total Debt Service (1) as % of:					
a. Total Revenue	7.5%	7.8%	8.3%	8.7%	8.9%
b. Total Taxes	11.6%	11.5%	12.2%	12.8%	12.9%
c. Total NYC Personal Income	1.1%	1.1%	1.2%	1.2%	1.3%
Total Debt Outstanding (1) as % of:					
a. Total NYC Personal Income	12.5%	12.6%	12.9%	13.2%	13.3%

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

The financing of the City capital program is split among GO, TFA FTS and NYW bond issuance. The City and TFA expect to issue, excluding refundings, \$18.3 billion and \$19.3 billion, respectively, during the plan period. The City issuance supports 39 percent of the total, while TFA FTS issuance supports 41 percent of the total. NYW will issue, excluding refundings, approximately \$8.9 billion.

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

Ratings

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

Financing Program

New York City General Obligation Bonds

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

NYC GO Issuance					
<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>
2017A	N	8/18/2016	\$1,181	\$250	\$1,431
2017B	N	12/20/2016	650	200	850
Total			\$1,831	\$450	\$2,281

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

The City plans to issue GO bonds for capital purposes of approximately \$3.4 billion, \$4.2 billion, \$4.4 billion, and \$4.1 billion in fiscal years 2018 through 2021, respectively.

Currently the debt service for the City, TFA FTS, and City appropriation debt, or conduit debt, excluding the effect of pre-payments, is 7.5 percent of the City's total budgeted revenues in fiscal year 2017. That ratio is projected to rise to 8.9 percent in fiscal year 2021. As a percentage of tax revenues, the debt service ratio is 11.6 percent in fiscal year 2017 and is projected to increase to 12.9 percent in fiscal year 2021.

Financing Program

Variable Rate Debt

Floating rate bonds have been a reliable source of cost savings in the City financing program. In considering the proportion of the City's debt which is in variable rather than fixed rates, it is useful to consider all sources of financing with the exception of NYW, which is typically considered separately for such purposes. Included would be not only City GO bonds but also TFA FTS, TSASC bonds and conduit debt. The City and its related entities have approximately \$10.9 billion of floating rate exposure

Despite changes in the floating rate market, the City and other issuers supporting the City capital program have maintained floating rate exposure to minimize interest costs. The City and related financing entities have managed bank facility expirations by obtaining renewals from existing providers or replacement facilities from new providers. In addition, the City and related financing entities have explored new floating rate structures not requiring bank facilities. The City and TFA entered into private placements and public offerings of index floating rate bonds bearing all-in costs comparable to variable rate demand bonds with bank facilities. The City and TFA continue to explore these and other debt instruments which confer the benefit of floating rate exposure.

The City has not entered into any new interest rate swaps to date in fiscal year 2017. The total notional amount of swaps outstanding as of December 31, 2016 was \$1.28 billion, on which the termination value was negative \$100.6 million. This is the theoretical amount which the City would pay if all of the swaps terminated under market conditions as of December 31, 2016.

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), or the deterioration of the City's credit. Additionally, the deterioration of the credit of a related credit or liquidity provider can also have an impact on interest costs. By contrast, the cost of outstanding fixed rate debt does not increase if any of the previously mentioned events takes place. On the other hand, fixed rate borrowing locks in a higher borrowing cost if interest rates do not change materially or if they decline. Overall, floating rate exposure benefits the City because it reduces the cost of financing. In short, interest costs on short term debt are almost always lower than long term debt. The City has assumed floating rate exposure using a variety of instruments including tax exempt floating rate debt, taxable floating rate debt, basis swaps, and certain types of synthetic fixed rate debt. The basis swaps and certain synthetic fixed rate debt provide exposure to changes in the tax code but are largely insensitive to changes in interest rates and changes in the City's credit. Given that those instruments provide only limited floating rate exposure, they are counted as variable rate exposure at less than the full amount of par or notional amount. Instruments that provide exposure only to changes in the tax code are counted at 25 percent of par or notional amount in the table below.

Financing Program

	NYC Floating-Rate Exposure (1)				
	(\$ in millions)				
	<i>GO</i>	<i>TFA</i>	<i>Conduit</i>	<i>TSASC</i>	<i>Total</i>
Floating Rate Bonds	\$6,252	\$4,266	\$30	\$0	\$10,548
Synthetic Fixed	191	0	31	0	222
Enhanced Basis Swap	125	0	0	0	125
Total Floating-Rate	\$6,568	\$4,266	\$61	\$0	\$10,895
Total Debt Outstanding	\$38,020	\$31,685	\$1,365	\$1,129	\$72,199
% of Floating-Rate / Total Debt Outstanding			15.1%		
Total Floating-Rate Less \$6.90 Billion Balance in General Fund (Floating-Rate Assets)			3,996		
% of Net Floating Rate / Total Debt Outstanding			5.5%		

(1) End of Year Debt Outstanding as of the January 2017 Financial Plan excluding NYW, HYIC, and TFA BARBs.

The 15.1 percent floating rate exposure, including the risk from the synthetic fixed rate swaps and the basis swaps, is even more manageable after taking into account the 10 year average balance of \$6.9 billion of short-term assets in the City's General Fund which are an offset to these floating rate liabilities. Net of these floating rate assets, the floating rate exposure of the City, excluding NYW, is 5.5 percent of its outstanding debt. Moreover, the City uses conservative assumptions in budgeting expenses from floating rate instruments.

During fiscal year 2017, short-term interest rates relating to the \$10.9 billion of floating rate debt have been under 0.60 percent on average for tax-exempt and under 0.90 percent for taxable floating rate debt. These rates have continued to provide extremely attractive financing costs relative to fixed rate debt. Tax exempt floating rate debt has traded recently at rates that are approximately 290 basis points lower than those for long term fixed-rate debt, resulting in an annual savings of over \$300 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 \$61.2 billion in bonds. These bond issuances included a combination of general (first) resolution, second general resolution and subordinated special resolution crossover refunding water and sewer system revenue bonds.

Of the aggregate bond par amount sold, \$30.0 billion is outstanding, \$22.6 billion was refinanced with lower cost debt, \$3.5 billion was defeased with Authority funds prior to maturity, and \$5.1 billion was retired with revenues as it matured. In addition to this long-term debt, NYW uses a \$600 million tax-exempt commercial paper program and bond anticipation notes (BANs) issued to the New York State Environmental Facilities Corporation (EFC) as a source of flexible short-term financing. 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 has drawn \$713.8 million on the BANs as of December 30, 2016.

Financing Program

NYW's outstanding debt also includes floating rate bonds, which have been a reliable source of cost effective financing. NYW has \$5.2 billion of floating rate bonds or 17.3% of its outstanding debt, including \$401 million which was swapped to a fixed rate. NYW's floating rate exposure includes tax-exempt floating rate debt supported by liquidity facilities.

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

Summarized in the following table are three bond series that have closed to date in fiscal year 2017. The proceeds of the bonds refinanced commercial paper previously issued by NYW or paid principal and interest on certain of the Authority's outstanding bonds and paid the costs of issuance.

NYW Issuance

<i>Series</i>	<i>(N)ew Money (R)efunding</i>	<i>Issue Date</i>	<i>Par Amount</i>	<i>True Interest Cost (TIC)</i>	<i>Longest Maturity</i>
2017 AA	N	10/6/2016	\$201,000,000	3.25%	2046
2017 BB	N	10/6/2016	\$289,500,000	0.57%(1)	2049
2017 CC	N/R	12/15/2016	\$415,650,000	4.25%	2046

(1) Bonds issued as variable rate demand bonds; rate shown is an average from the issue date through December 30, 2016

Financing Program

NYW is a party to two interest rate exchange agreements (swaps) with a total notional amount of \$401 million. As of December 31, 2016, the mark-to-market value of the swaps was negative \$107.4 million. This is the theoretical amount which NYW would pay if all swaps terminated as of December 31, 2016.

NYW expects to issue \$839 million of additional new money bonds over the remainder of fiscal year 2017. During the period from fiscal year 2018 to fiscal year 2021, NYW expects to sell an average of approximately \$1.7 billion of new money bonds per year. Of this amount, NYW plans to issue a minimum of \$300 million per year through EFC, taking advantage of the interest rate subsidy available for qualifying projects, and minimizing the overall costs of its financing program. NYW expects to issue approximately 90 percent of its new debt per year as fixed rate debt with the remainder issued as variable rate debt, subject to market conditions.

The New York City Transitional Finance Authority

The TFA is a public authority of New York State created by the New York Transitional Finance Authority Act. The TFA was created to issue debt, primarily secured with the City's personal income tax, to fund a portion of the capital program of the City. The TFA was originally authorized to issue up to \$7.5 billion of bonds and notes. On September 13, 2001, the TFA was given statutory authority to borrow \$2.5 billion to finance costs related to the September 11th terrorist attack on the City. Currently, TFA is permitted to have \$13.5 billion of debt outstanding and any amounts over and above that level are subject to the City's remaining debt incurring power under the State constitutional debt limit.

Since July 1, 2016, the TFA has issued approximately \$2.2 billion in bonds for capital purposes. The dates and principal amounts are as follows:

NYC TFA Issuance

(\$ in millions)

<i>Series</i>	<i>New \$/ Refunding</i>	<i>Issue Date</i>	<i>Tax Exempt Amount</i>	<i>Taxable Amount</i>	<i>Total Par Amount</i>
2017 A	N	7/28/2016	\$800	\$250	\$1,050
2017 B	N	9/22/2016	900	250	1,150
Total			\$1,700	\$500	\$2,200

Financing Program

Beyond the financings described above, the TFA plans to issue TFA bonds for capital purposes of approximately \$1.0 billion, \$3.4 billion, \$4.2 billion, \$4.4 billion, and \$4.1 billion in fiscal years 2017 through 2021, respectively.

In April 2006, the State enacted legislation authorizing issuance by the TFA of an additional \$9.4 billion of bonds to be used to fund capital costs for the Department of Education. This legislation also provided for the assignment to TFA of State building aid that had previously been paid directly to the City. The TFA currently has approximately \$7.9 billion of BARBs outstanding which fund the capital program of the Department of Education. The financing program reflects BARB issuance projections to remain under the statutory cap. The TFA plans to issue BARBs of approximately \$750 million, \$163 million, \$77 million, and \$295 million in fiscal years 2018 through 2021, respectively. The reduction of BARB issuance is offset by an increase in GO and TFA FTS bond issuance.

Hudson Yards Infrastructure Corporation

Hudson Yards Infrastructure Corporation (HYIC), a not-for-profit local development corporation, was established to provide financing for infrastructure improvements to facilitate economic development on Manhattan's far west side. Improvements include the extension of the No. 7 subway line west and south, construction of a system of parks, streets, and open spaces, as well as the acquisition of development rights over the MTA rail yards.

In December 2006, HYIC, issued its first series of bonds in the principal amount of \$2 billion. HYIC issued its second issuance of \$1 billion of Senior Bonds in October 2011. Principal on the HYIC bonds will be repaid from revenues

generated by this new development, notably payments-in-lieu-of-property taxes (PILOT) on the commercial development and various developer payments. To the extent these revenues are not sufficient to cover interest payments, the City has agreed to make interest support payments to HYIC subject to appropriation.

Given the ongoing development in the Manhattan's far west side, revenues received by HYIC have accelerated. Collections of PILOT revenue and tax equivalency payments continue to increase. Additionally, HYIC recently received over \$12 million from payments in lieu of mortgage recording tax. These revenues, along with other revenues, will eliminate the interest support the City would have to provide on the HYIC bonds for fiscal years 2017 and 2018. However, some of these revenues are not ongoing, and the City financial plan reflects appropriation for interest support on the HYIC bonds in the future should recurring revenues be insufficient to cover interest on HYIC bonds.

The No. 7 Subway extension was constructed by the MTA and began service in September 2015.

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

Program Detail by Agency

Department of Transportation

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

Although future demands on the transportation network will depend on a host of economic, demographic, and social trends that are difficult to predict, all indicators point to an increasing transportation demand. Increasing congestion on the City's highways will further exacerbate the difficulties of goods movement, as most goods are shipped into the City via trucks. In the face of these trends the challenge will be to channel as much of this rising demand into mass transit as possible, while still maintaining a viable and safe local street system. Simultaneously, the City must maintain its aging bridge and arterial network so that vital transportation links do not become structurally deficient or congested, and limit pollution-causing bottlenecks, which can impede the City's economic growth.

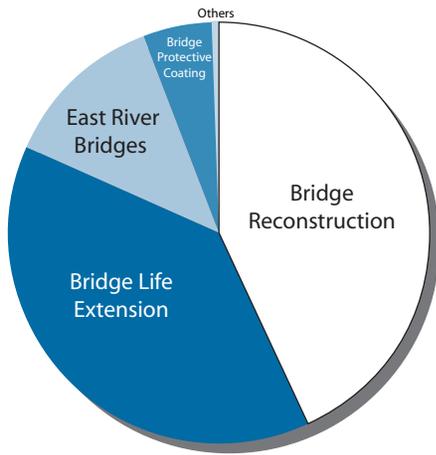
Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides approximately \$14.7 billion to the Department, with Bridges and Highways receiving the bulk of funding, totaling approximately \$13.6 billion.

Department of Transportation - Bridges



Bridges

	(in millions)
• Bridge Reconstruction	\$3,550.2
• Bridge Life Extension	3,149.2
• East River Bridges	1,032.0
• Bridge Protective Coating	434.0
• Bridge Vehicles/Equipment	25.5
• Bridge Facilities	5.4
TOTAL	\$8,196.3

The Preliminary Ten-Year Capital Strategy provides \$8.2 billion in the Bridge Program for the reconstruction and upgrade of the City’s bridge system. The Preliminary Ten-Year Capital Strategy includes funding for work on the four East River Bridges and approximately 100 other bridge structures. The first four years of this Preliminary Ten-Year Capital Strategy provides \$5.5 billion to the Bridge Program, of which \$1.4 billion is planned to be committed in 2018. The total commitment reflects the high priority accorded to restoring and maintaining these essential links in the City’s transportation system.

Bridge Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$3.6 billion to reconstruct approximately 60 bridge structures currently rated “fair” or “good,” including \$1.5 billion for Brooklyn-Queens Expressway (BQE) – Triple Cantilever Bridge and \$343.8 million for the Shore Road Bridge over Hutchinson River.

Bridge Life Extension

The Preliminary Ten-Year Capital Strategy provides \$3.1 billion for rehabilitative work on approximately 40 bridge structures currently rated “fair” or “good” that require an upgrade to their current condition, in addition to component rehabilitation work on various bridges. These projects include \$147.0 million for Broadway Bridge over the Harlem River and \$66.1 million for Woodhaven Boulevard Bridge over Queens Boulevard.

East River Bridges

The Preliminary Ten-Year Capital Strategy provides \$1.0 billion for rehabilitative work on the East River Bridges. Funds for these projects include work on the Queensboro Bridge for Upper Roadway Replacement totaling \$330.3 million.

Bridge Protective Coating

The Preliminary Ten-Year Capital Strategy provides \$434.0 million for protective coating treatment on bridge structures. This program includes \$1.7 million for the Henry Hudson Parkway Bridge over West 158th Street and \$1.6 million for West 207th Bridge over Harlem River.

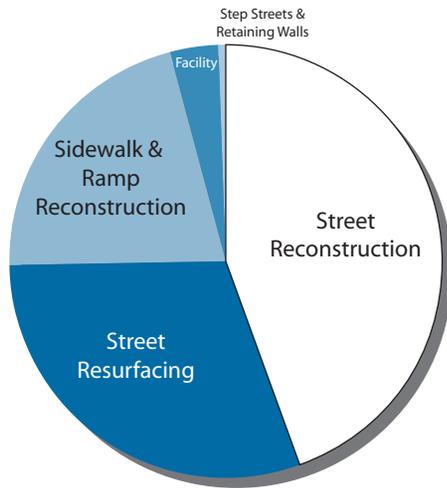
Bridge Facilities, Equipment and Vehicles

The Preliminary Ten-Year Capital Strategy provides \$25.5 million for the purchase of equipment and vehicles and \$5.4 million for bridge facilities.

Department of Transportation - Bridges

Project Type: BR and HB		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
East River Bridges												
City		499,276	250,000	0	280,000	0	0	0	0	0	0	1,029,276
Federal		2,690	0	0	0	0	0	0	0	0	0	2,690
Fair Bridges												
City		439,489	74,395	966,773	1,037,712	472,385	65,061	15,137	0	15,606	16,090	3,102,648
Federal		88,498	0	76,576	238,141	0	36,237	0	0	0	0	439,452
State		7,159	0	0	0	0	0	0	0	0	0	7,159
Useful Life Extension												
City		257,480	162,843	402,527	474,680	174,308	292,088	155,957	139,406	341,855	328,309	2,729,453
Federal		100,798	41,956	13,340	0	0	0	125,000	125,000	0	0	406,094
State		3,579	0	0	10,031	0	0	0	0	0	0	13,610
Bridge Painting												
City		6,424	15,550	20,000	20,591	32,000	32,000	32,000	32,000	120,013	122,742	433,320
Federal		725	0	0	0	0	0	0	0	0	0	725
Poor Bridges												
City		22	1,000	0	0	0	0	0	0	0	0	1,022
Equipment for Bridge Maintenance												
City		2,627	1,020	500	500	500	500	500	500	516	531	7,694
Bridge Facilities												
City		1,543	392	399	406	414	414	428	441	455	469	5,361
Bridge Vehicles												
City		8,379	900	978	997	1,017	1,037	1,071	1,107	1,141	1,177	17,804
Project Type Total by Source of Funds												
City		1,215,240	506,100	1,391,177	1,814,886	680,624	391,100	205,093	173,454	479,586	469,318	7,326,578
Federal		192,711	41,956	89,916	238,141	0	36,237	125,000	125,000	0	0	848,961
State		10,738	0	0	10,031	0	0	0	0	0	0	20,769
Project Type Total												
All Funds		1,418,689	548,056	1,481,093	2,063,058	680,624	427,337	330,093	298,454	479,586	469,318	8,196,308

Department of Transportation - Highways



Highways

	(in millions)
• Street Reconstruction	\$2,414.5
• Street Resurfacing	1,643.4
• Sidewalk & Ramp Reconstruction	1,145.1
• Facilities	196.3
• Step Streets & Retaining Walls	19.0
TOTAL	\$5,418.3

The Preliminary Ten-Year Capital Strategy provides \$5.4 billion to the Highways program for the rehabilitation of approximately 8,238 lane miles of City streets.

Street Reconstruction

Total funding in the Preliminary Ten-Year Capital Strategy for street reconstruction is \$2.4 billion to reconstruct approximately 598 lane miles. This work includes \$229.8 million for the reconstruction to improve drainage conditions in Southeast Queens and \$300.0 million for additional, new Vision Zero projects that will be initiated Citywide.

Street Resurfacing

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

Sidewalk and Ramp Reconstruction

For the ten-year period, \$458.1 million is provided to reconstruct sidewalks throughout the city. Additionally, \$687.0 million is provided to install and reconstruct pedestrian ramps throughout the City.

Facility Reconstruction

A total of \$196.3 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.

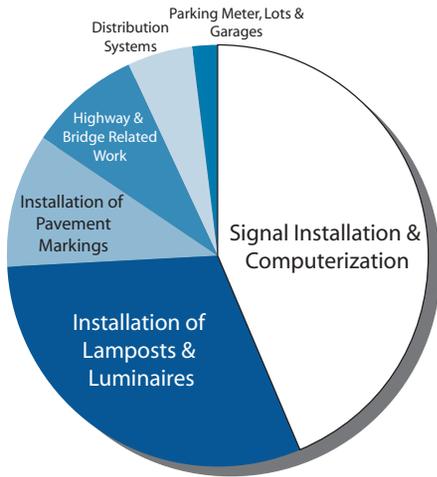
Step Streets & Retaining Walls

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

Department of Transportation - Highways

Project Type: HW		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Facility Reconstruction												
	City	25,059	122,079	8,785	5,000	5,100	5,100	5,268	5,442	5,611	5,785	193,229
	Federal	2,931	173	0	0	0	0	0	0	0	0	3,104
Local Street Reconstruction												
	City	11,213	2,872	516	0	0	0	0	0	0	0	14,601
	Federal	306	0	433	0	0	0	0	0	0	0	739
	State	2,173	0	0	0	0	0	0	0	0	0	2,173
Pedestrian Ramp Construction												
	City	47,268	67,841	101,409	66,661	66,661	66,661	67,661	66,661	66,661	66,661	684,145
	Federal	0	107	2,781	0	0	0	0	0	0	0	2,888
Primary Street Reconstruction												
	City	507,078	466,366	330,399	161,147	162,938	172,925	72,580	23,459	21,212	30,284	1,948,388
	Federal	112,796	162,689	77,786	0	0	0	0	0	0	0	353,271
	State	26,188	35,248	21,843	8,467	0	0	0	0	0	0	91,746
	Private	0	169	3,352	0	0	0	0	0	0	0	3,521
Primary Street Resurfacing												
	City	270,149	274,237	127,676	127,247	129,753	132,810	137,130	141,589	145,979	150,504	1,637,074
	Federal	3,525	0	0	0	0	0	0	0	0	0	3,525
	State	2,781	0	0	0	0	0	0	0	0	0	2,781
Reconstruction of Retaining Walls												
	City	0	154	81	0	0	0	0	0	0	0	235
Sidewalk Reconstruction												
	City	53,658	36,228	39,621	20,000	20,400	20,808	43,568	43,973	45,336	46,742	370,334
	Federal	1,380	142	14,421	0	0	0	0	0	0	0	15,943
	State	250	0	0	604	260	0	0	0	0	0	1,114
	Private	16,673	11,062	11,062	4,500	4,500	4,500	4,500	4,500	4,639	4,783	70,719
Reconstruction of Step Streets												
	City	17,600	1,122	0	0	0	0	0	0	0	0	18,722
Project Type Total by Source of Funds												
	City	932,025	970,899	608,487	380,055	384,852	398,304	326,207	281,124	284,799	299,976	4,866,728
	Federal	120,938	163,111	95,421	0	0	0	0	0	0	0	379,470
	State	31,392	35,248	21,843	9,071	260	0	0	0	0	0	97,814
	Private	16,673	11,231	14,414	4,500	4,500	4,500	4,500	4,500	4,639	4,783	74,240
Project Type Total												
	All Funds	1,101,028	1,180,489	740,165	393,626	389,612	402,804	330,707	285,624	289,438	304,759	5,418,252

Department of Transportation - Traffic



Traffic

(in millions)

- Signal Installation and Computerization \$274.5
- Installation of Lampposts and Luminaires 191.7
- Installation of Pavement Markings 65.6
- Highway and Bridge Related Work 53.2
- Distribution Systems 32.0
- Parking Meters, Lots & Garages 11.4
- TOTAL \$628.4**

The Preliminary Ten-Year Capital Strategy provides \$628.4 million for Traffic programs.

Signal Installation and Computerization

The Preliminary Ten-Year Capital Strategy provides \$274.5 million for signal installation and computerization.

Installation of Lampposts and Luminaires

The Preliminary Ten-Year Capital Strategy provides \$191.7 million for the installation of lampposts and luminaires.

Installation of Pavement Markings

The Preliminary Ten-Year Capital Strategy provides funding of \$65.6 million for the installation of approximately 101 million linear feet of thermoplastic reflectorized pavement markings to be done in conjunction with the Department's in-house resurfacing program.

Highway and Bridge Related Work

The Preliminary Ten-Year Capital Strategy provides \$53.2 million for the installation of signals, streetlights, and lane markings associated with the Highway Reconstruction and Bridge Programs.

Replacement of Electrical Distribution Systems

To reduce lighting outages, the Preliminary Ten-Year Capital Strategy provides for the replacement of approximately 312,498 linear feet of wire/conduit for traffic related electrical distribution systems throughout the City's roadway and park lighting systems, at a total cost of \$32.0 million.

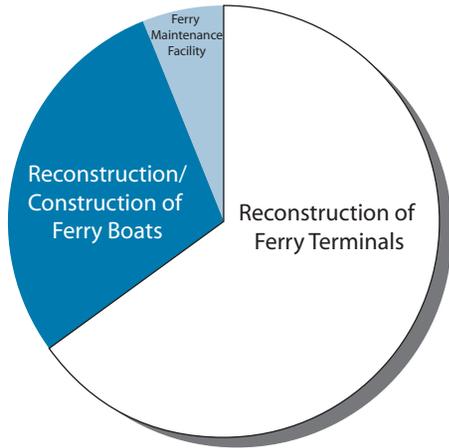
Parking Meters, Lots and Garages

The Preliminary Ten-Year Capital Strategy provides \$11.4 million for off-street parking facilities.

Department of Transportation - Traffic

Project Type: TF	(\$ in 000's)										
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Traffic Work in Conjunction with Fair Bridges											
City	1,699	0	0	0	0	0	0	0	0	0	1,699
Highway Drawdown Program											
City	1,364	955	1,917	0	0	0	2,000	0	0	0	6,236
Federal	0	640	1,552	0	0	0	0	0	0	0	2,192
Installation of Lampposts and Luminaires											
City	14,296	23,616	72	15	72	15	72	15	0	31	38,204
Federal	0	2,354	0	0	0	0	0	0	0	0	2,354
State	25,610	7,500	22,000	7,500	22,000	7,500	22,000	7,500	22,000	7,500	151,110
Parking Meters, Lots and Garages											
City	5,959	752	480	1,029	662	480	493	507	523	539	11,424
Installation of Pavement Markings											
City	12,345	0	7,877	0	0	0	0	14,676	15,131	15,600	65,629
Traffic Work in Conjunction with Highway Reconstruction											
City	6,688	8,516	8,352	2,455	2,478	2,776	2,862	3,066	2,016	2,079	41,288
Federal	455	471	821	0	0	0	0	0	0	0	1,747
State	0	-9	24	0	0	0	0	0	0	0	15
Replacement of Electrical Distribution Systems											
City	589	0	463	0	0	0	0	0	0	0	1,052
Federal	5,295	0	0	0	0	0	0	0	0	0	5,295
State	520	5,139	0	5,000	0	5,000	0	5,000	0	5,000	25,659
Signal Installation and Computerization											
City	65,454	17,321	11,697	7,094	10,098	7,094	10,098	7,096	0	17,196	153,148
Federal	14,971	305	0	0	0	0	0	0	0	0	15,276
State	3,029	20,500	500	20,500	0	20,500	0	20,500	0	20,500	106,029
Project Type Total by Source of Funds											
City	108,394	51,160	30,858	10,593	13,310	10,365	15,525	25,360	17,670	35,445	318,680
Federal	20,721	3,770	2,373	0	0	0	0	0	0	0	26,864
State	29,159	33,130	22,524	33,000	22,000	33,000	22,000	33,000	22,000	33,000	282,813
Project Type Total											
All Funds	158,274	88,060	55,755	43,593	35,310	43,365	37,525	58,360	39,670	68,445	628,357

Department of Transportation - Ferries



Ferries

	(in millions)
• Reconstruction of Ferry Terminals	\$219.3
• Reconstruction/Construction of Ferry Boats	97.1
• Ferry Maintenance Facility	19.6
TOTAL	\$ 336.0

The Preliminary Ten-Year Capital Strategy for Ferries provides a total of \$336.0 million for the reconstruction, construction and improvement of various ferry vessels and facilities.

Reconstruction of Ferry Terminals

The Preliminary Ten-Year Capital Strategy includes \$219.3 million for the rehabilitation and renovation work to ferry terminal buildings, slips, and racks.

Reconstruction/Construction of Ferry Boats

The Preliminary Ten-Year Capital Strategy provides \$97.1 million for various projects associated with the Department of Transportation-operated ferry boats.

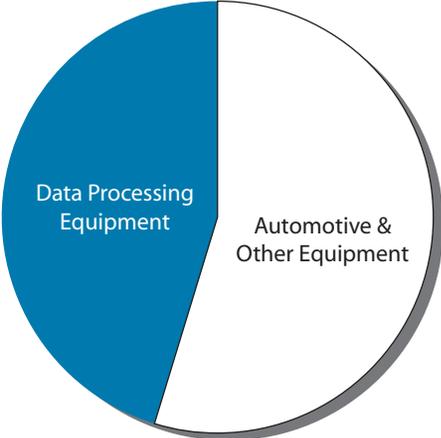
Reconstruction of Ferry Maintenance Facility

Funding of \$19.6 million is included for general construction work at the ferry maintenance facility.

Department of Transportation - Ferries

Project Type: FA		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Reconstruction of Ferry Boats												
City		12,255	17,451	841	800	67	1,166	1,204	1,224	1,262	1,301	37,571
Federal		13,526	11,490	7,889	6,400	3,360	3,360	0	0	0	0	46,025
State		9,985	894	981	800	420	420	0	0	0	0	13,500
Ferry Maintenance Facility Construction												
City		4,797	2,629	5,000	0	0	0	0	0	0	0	12,426
Federal		4,463	2,400	0	0	0	0	0	0	0	0	6,863
State		30	300	0	0	0	0	0	0	0	0	330
Reconstruction of Ferry Terminal Facilities												
City		22,766	99,318	29,075	4,898	9,360	0	0	0	0	0	165,417
Federal		48,819	4,615	0	0	0	0	0	0	0	0	53,434
State		40	360	0	0	0	0	0	0	0	0	400
Project Type Total by Source of Funds												
City		39,818	119,398	34,916	5,698	9,427	1,166	1,204	1,224	1,262	1,301	215,414
Federal		66,808	18,505	7,889	6,400	3,360	3,360	0	0	0	0	106,322
State		10,055	1,554	981	800	420	420	0	0	0	0	14,230
Project Type Total												
All Funds		116,681	139,457	43,786	12,898	13,207	4,946	1,204	1,224	1,262	1,301	335,966

Department of Transportation - Equipment



Equipment

	(in millions)
• Automotive and Other Equipment	\$39.4
• Data Processing Equipment	32.6
 TOTAL	 \$72.0

The Preliminary Ten-Year Capital Strategy provides \$72.0 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)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Data Processing Equipment												
	City	12,463	6,026	6,459	1,880	898	916	946	977	1,007	1,039	32,611
Automotive and Other Equipment												
	City	28,085	8,475	570	957	0	0	0	0	0	0	38,087
	Federal	1,339	0	0	0	0	0	0	0	0	0	1,339
Project Type Total by Source of Funds												
	City	40,548	14,501	7,029	2,837	898	916	946	977	1,007	1,039	70,698
	Federal	1,339	0	0	0	0	0	0	0	0	0	1,339
Project Type Total												
	All Funds	41,887	14,501	7,029	2,837	898	916	946	977	1,007	1,039	72,037
Transportation Total												
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total	
Total by Source of Funds												
	City	2,336,025	1,662,058	2,072,467	2,214,069	1,089,111	801,851	548,975	482,139	784,324	807,079	12,798,098
	Federal	402,517	227,342	195,599	244,541	3,360	39,597	125,000	125,000	0	0	1,362,956
	State	81,344	69,932	45,348	52,902	22,680	33,420	22,000	33,000	22,000	33,000	415,626
	Private	16,673	11,231	14,414	4,500	4,500	4,500	4,500	4,500	4,639	4,783	74,240
	All Funds	2,836,559	1,970,563	2,327,828	2,516,012	1,119,651	879,368	700,475	644,639	810,963	844,862	14,650,920

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 6,418 subway cars, 472 passenger stations in four boroughs, and over 670 miles of subway. It operates 24 hours a day, 365 days a year. In addition, NYCT operates a fleet of 4,425 buses on 226 routes on over 2,000 route miles throughout the City. Through 2015, subway ridership was 1.8 billion annually, reaching its highest level in over 40 years, as riders continue to utilize more unlimited ride and discount fare options.

Since 1982, NYCT has implemented six multi-year capital reconstruction programs to restore the system to a state of good repair and normal replacement, with an emphasis on service and a well-maintained fleet. The transit system currently benefits from a twelve-month moving average subway car reliability of 113,363 miles between failures. The five year 2015-2019 Capital Program, approved by the MTA Board in April 2016, includes \$29.5 billion for all MTA agencies, \$15.8 billion of which would be invested in the NYCT core system, and \$1.0 billion for NYCT network expansion. The 2015-2019 Capital Program includes a City contribution of \$2.492 billion, consisting of \$1.892 billion to be funded with proceeds of City general obligation bonds and \$600 million to be funded through alternative non tax levy revenue sources.

The Metropolitan Transportation Authority Bus Company (MTABC) provides local and express bus service to supplement the NYCT system in areas previously served by private bus companies franchised by the City. With a fleet of 1,285 buses, the MTABC serves over 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 five year 2015-2019 MTA Capital Program for NYCT includes subway station rehabilitations, improvements in the subway's signals, communications, track maintenance and replacement of train cars and buses. More specifically, the improvements will ensure safety, reliability and performance by improving infrastructure and facilities. The Capital Program includes the purchase of 940 new subway cars for \$2.9 billion which will replace B Division cars reaching the end of their useful lives. The Capital Program also includes the purchase of 1,391 new buses for \$1.0 billion. These new buses are part of NYCT's normal replacement cycle and will replace existing fleets that are approaching the end of their useful lives. The remaining \$12.0 billion is budgeted for system-wide infrastructure and other upgrades.

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

Preliminary Ten-Year Capital Strategy

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

Transit Authority - Staten Island Rapid Transit

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

Transit Authority - Transit

Project Type: T	(\$ in 000's)										
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
<i>Miscellaneous Transit Improvement Projects</i> City	83,725	83,725	83,725	0	0	0	0	0	0	0	251,175
<i>Miscellaneous Projects for New York City Transit</i> City	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
<i>IFA Trackwork Project for New York City Transit</i> City	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	350,000
<i>Project Type Total by Source of Funds</i> City	123,725	123,725	123,725	40,000	40,000	40,000	40,000	40,000	40,000	40,000	651,175
<i>Project Type Total</i> All Funds	123,725	123,725	123,725	40,000	40,000	40,000	40,000	40,000	40,000	40,000	651,175
<i>Transit Authority Total</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>	<i>2026</i>	<i>2027</i>	<i>Total</i>
<i>Total by Source of Funds</i> City	125,000	125,000	125,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	655,000
Federal	0	0	0	0	0	0	0	0	0	0	0
State	0	0	0	0	0	0	0	0	0	0	0
Private	0	0	0	0	0	0	0	0	0	0	0
All Funds	125,000	125,000	125,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	655,000

Department of Environmental Protection

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

DEP manages over 2,000 square miles of watershed in upstate New York from which the City and nine upstate counties draw their supply of drinking water. In addition to a system of dams, reservoirs, aqueducts, and water tunnels, DEP maintains approximately 7,000 miles of water mains which distribute water throughout the five boroughs, and 7,400 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

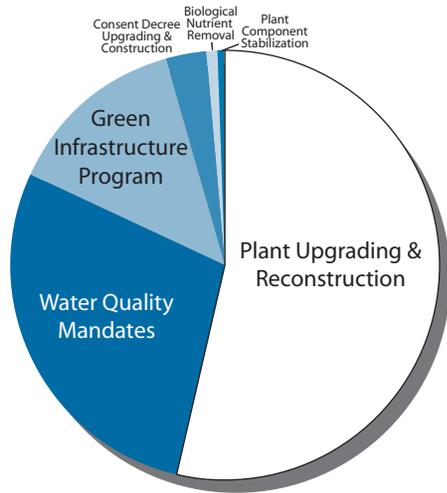
- To maintain the quality of water in the City's watersheds and, where necessary, treat the supply to ensure that it continues to be of high quality;
- To maintain and improve the transmission and distribution capacity of the City's water supply system;
- To improve the quality of the surrounding waters 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 nearly \$17.7 billion for DEP programs.

The water and sewer system is currently facing significant costs related to maintaining a state of good repair, complying with State and Federal mandates, 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 roughly \$6.6 billion towards wastewater treatment programs.

(in millions)

- Plant Upgrading and Reconstruction \$3,559.3
- Water Quality Mandates 1,861.0
- Green Infrastructure Program 908.8
- Consent Decree Upgrading and Construction 188.6
- Biological Nutrient Removal 62.4
- Plant Component Stabilization 28.9

TOTAL \$6,609.0

Plant Upgrading and Reconstruction

The Preliminary Ten-Year Capital Strategy provides nearly \$3.6 billion for the reconstruction or replacement of components at in-City wastewater treatment facilities and related conveyance infrastructure to ensure their continuous and reliable operations. \$742.4 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 \$538.4 million in plant upgrades to reduce carbon emissions and make WWTPs more energy resilient and efficient, as well as \$360.0 million for structural upgrades to the North River WWTP. Included in the plan is \$322.1 million for wastewater pumping stations across the five boroughs. There is \$325.7 million to help with recovery and resiliency from flooding events.

Water Quality Mandates

The Preliminary Ten-Year Capital Strategy provides \$1.9 billion for the optimization of existing and construction of new traditional sewer overflow controls, such as holding tanks, tunnels, and disinfection facilities, to prevent the release of combined sewer overflow (CSO) into surrounding waterways. Included is \$735.0 million for the construction of CSO storage tanks along the Gowanus Canal.

Green Infrastructure Program

The Preliminary Ten-Year Capital Strategy provides \$908.8 million for green infrastructure projects, such as bioswales, tree pits, and constructed wetlands in combined sewer areas and a program which provides grant funding for the construction of rainwater capture facilities, such as green roofs and permeable pavement.

Consent Decree Upgrading and Construction

The Preliminary Ten-Year Capital Strategy provides \$188.6 million to address other mandates, including \$180.0 million allocated to projects that will reduce residual chlorine released into receiving water bodies from wastewater treatment plants.

Biological Nutrient Removal

The Preliminary Ten-Year Capital Strategy provides \$62.4 million for projects to reduce the amount of nitrogen discharged into the East River and Jamaica Bay.

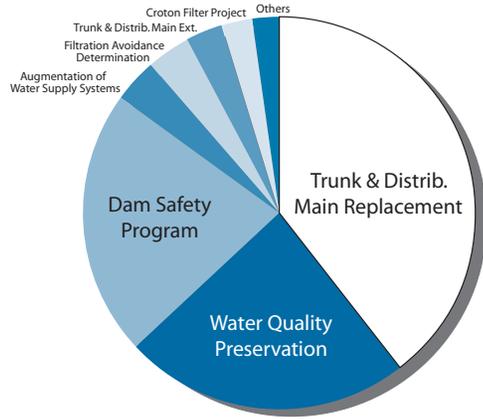
Plant Component Stabilization

The Preliminary Ten-Year Capital Strategy provides \$28.9 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.

Department of Environmental Protection - Water Pollution Control

Project Type: WP		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Biological Nutrient Removal												
	City	19,437	42,969	0	0	0	0	0	0	0	0	62,406
Green Infrastructure Program												
	City	88,021	406,802	137,954	93,351	45,468	22,750	20,750	2,250	75,750	15,750	908,846
Consent Decree Upgrading and Construction												
	City	21,579	26,126	20,000	0	42,820	77,000	0	1,076	0	0	188,601
Plant Upgrading and Reconstruction												
	City	578,683	688,438	796,909	181,200	342,280	350,456	48,833	142,253	171,460	103,000	3,403,512
	Federal	155,744	0	0	0	0	0	0	0	0	0	155,744
Plant Component Stabilization												
	City	1,310	50	2,300	13,450	0	0	0	0	0	0	17,110
	Federal	11,790	0	0	0	0	0	0	0	0	0	11,790
Water Quality Mandates												
	City	206,625	70,000	235,622	356,064	149,250	164,416	142,250	178,750	255,000	103,000	1,860,977
Project Type Total by Source of Funds												
	City	915,655	1,234,385	1,192,785	644,065	579,818	614,622	211,833	324,329	502,210	221,750	6,441,452
	Federal	167,534	0	0	0	0	0	0	0	0	0	167,534
Project Type Total												
	All Funds	1,083,189	1,234,385	1,192,785	644,065	579,818	614,622	211,833	324,329	502,210	221,750	6,608,986

Department of Environmental Protection - Water Mains, Sources and Treatment



Water Mains, Sources and Treatment

The Preliminary Ten-Year Capital Strategy provides approximately \$4.0 billion for the protection and upkeep of the City’s source water supply and water distribution systems.

	(in millions)
• Trunk and Distribution Main Replacement	\$1,594.7
• Water Quality Preservation	946.7
• Dam Safety Program	878.2
• Augmentation of Water Supply Systems	151.1
• Filtration Avoidance Determination	143.0
• Trunk and Distribution Main Extension	122.2
• Croton Filter Project	100.5
• Extensions to Accommodate New Development	33.7
• Bluebelt Program	22.6
• Miscellaneous Improvements Upstate	14.7
• Water for the Future Program	10.5
TOTAL	\$4,018.0

Trunk and Distribution Main Replacement

The Preliminary Ten-Year Capital Strategy includes the replacement of distribution and trunk mains at a total cost of \$1.6 billion. This includes \$649.9 million for various state of good repair projects across all five boroughs, \$403.7 million for water main replacement in partnership with DOT street reconstruction and Vision Zero projects, \$236.8 million for the immediate reconstruction and rehabilitation of water mains in cases of emergency, and \$91.3 million for below ground infrastructure specifically related to the accelerated replacement schedule for aging water mains.

Water Quality Preservation

The Preliminary Ten-Year Capital Strategy calls for improvements to the upstate watershed totaling \$946.7 million, including \$145.0 million for the reconstruction of the New Croton Dam and \$126.0 million for the rehabilitation of the Catskill Aqueduct between the Kensico and Hillview Reservoirs.

Dam Safety Program

The Preliminary Ten-Year Capital Strategy includes \$878.2 million for the reconstruction of dams, bridges, and roadways in the Croton, Catskill, and Delaware watersheds. This includes \$733.0 million for the rehabilitation of the Ashokan Reservoir, Olive Bridge Dam, and Dividing Weir Bridge, and \$83.0 million for the replacement of two City-owned upstate bridges.

Department of Environmental Protection - Water Mains, Sources and Treatment

Augmentation of Water Supply Systems

The Preliminary Ten-Year Capital Strategy provides \$151.1 million to increase capacity of the existing water main system.

Filtration Avoidance Determination

The Preliminary Ten-Year Capital Strategy includes \$143.0 million for the continuation of various Filtration Avoidance Determination (FAD) measures in the upstate watershed, including \$94.2 million for land acquisition and \$23.5 million for upstate stormwater management.

Trunk and Distribution Main Extension

The Preliminary Ten-Year Capital Strategy includes the extension of distribution and trunk mains at a total cost of \$122.2 million.

Croton Filter Project

The Preliminary Ten-Year Capital Strategy includes \$100.5 million to close out construction of the Croton Water Filtration Plant, which commenced operation in 2015, including \$57.5 million for the remediation of the Mosholu Golf Course and associated facilities.

Extensions to Accommodate New Development

The Preliminary Ten-Year Capital Strategy provides \$33.7 million to continue the program to construct additional segments or extensions of water mains.

Bluebelt Program

The Preliminary Ten-Year Capital Strategy provides \$22.6 million for water main projects associated with the Bluebelt Program, a cost effective stormwater management system that connects natural drainage corridors, such as streams and wetlands, to conventional storm sewers to reduce local flooding.

Miscellaneous Improvements Upstate

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

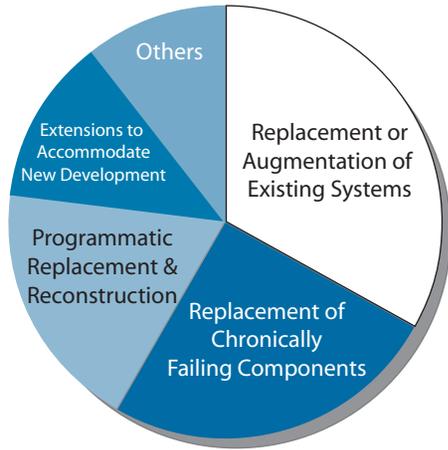
Water for the Future

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

Department of Environmental Protection - Water Mains, Sources and Treatment

Project Type: WM	(\$ in 000's)										
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Augmentation of Water Supply Systems											
City	107,612	7,845	8,011	2,112	14,041	11,508	0	0	0	0	151,129
Bluebelt Program											
City	7,992	4,454	4,296	0	5,866	0	0	0	0	0	22,608
Croton Filter Project											
City	76,917	209	23,386	0	0	0	0	0	0	0	100,512
Dam Safety Program											
City	91,002	35,721	82,000	39,500	68,000	90,000	0	10,000	68,000	394,000	878,223
Extensions											
City	31,790	300	1,650	0	0	0	0	0	0	0	33,740
Filtration Avoidance Determination											
City	47,637	150	54,190	20,000	147	103	20,187	250	299	0	142,963
Miscellaneous Improvements Upstate											
City	1,516	8,200	1,000	2,000	2,000	0	0	0	0	0	14,716
Trunk and Distribution Main Extension											
City	3,316	47,842	0	12,090	166	4,000	14,197	0	0	40,585	122,196
Trunk and Distribution Main Replacement											
City	380,964	192,233	218,422	124,552	147,975	98,367	170,252	78,841	104,733	75,358	1,591,697
Federal	3,000	0	0	0	0	0	0	0	0	0	3,000
Water For The Future											
City	10,500	0	0	0	0	0	0	0	0	0	10,500
Water Quality Preservation											
City	126,836	207,706	193,085	152,975	193,250	27,750	15,350	5,750	24,000	0	946,702
Project Type Total by Source of Funds											
City	886,082	504,660	586,040	353,229	431,445	231,728	219,986	94,841	197,032	509,943	4,014,986
Federal	3,000	0	0	0	0	0	0	0	0	0	3,000
Project Type Total											
All Funds	889,082	504,660	586,040	353,229	431,445	231,728	219,986	94,841	197,032	509,943	4,017,986

Department of Environmental Protection - Sewers



Sewers

The Preliminary Ten-Year Capital Strategy provides \$4.3 billion to replace existing sewers in areas requiring increased capacity, to extend sewers to unserved or underserved areas, and to replace failing, flawed, or collapsed sewer mains.

(in millions)

• Replacement or Augmentation of Existing Systems	\$1,417.4
• Replacement of Chronically Failing Components	1,071.9
• Programmatic Replacement and Reconstruction	799.1
• Extensions to Accommodate New Development	534.6
• Bluebelt Program	350.8
• Programmatic Response to Regulatory Mandates	81.9
• Trunk and Distribution Main Replacement	5.4
TOTAL	\$4,261.2

Replacement or Augmentation of Existing Systems

The Preliminary Ten-Year Capital Strategy provides \$1.4 billion to increase capacity of the existing system. This includes \$535.1 million for the sewer buildout in Southeast Queens, \$329.0 million to provide sewer related infrastructure for rezoning proposed in neighborhood plans developed by the Department of City Planning, and \$217.4 million for sewer replacement in partnership with DOT street reconstruction and Vision Zero projects.

Replacement of Chronically Failing Components

The Preliminary Ten-Year Capital Strategy provides \$1.1 billion for the replacement of malfunctioning or collapsed combined sewers, including \$634.7 million to fund emergency sewer work across the City, \$152.3 million for professional services supporting the projects, and \$106.9 million for sewer replacement in conjunction with DOT priority projects.

Programmatic Replacement and Reconstruction

The Preliminary Ten-Year Capital Strategy includes \$799.1 million for the reconstruction of storm and sanitary sewers, including \$740.2 million to alleviate flooding in Southeast Queens.

Extensions to Accommodate New Development

The Preliminary Ten-Year Capital Strategy provides \$534.6 million to continue the program to construct additional segments or extensions of sewers Citywide. Priority is given to areas that are presently served only by septic systems and sanitary drains, and to areas that are experiencing flooding problems because no storm sewers exist.

Bluebelt Program

The Preliminary Ten-Year Capital Strategy includes \$350.8 million for a stormwater management plan that reduces flooding in mid Staten Island.

Programmatic Response to Regulatory Mandates

The Preliminary Ten-Year Capital Strategy includes \$81.9 million to construct high level storm sewers to limit combined sewer overflow (CSO) events in Fresh Creek Basin.

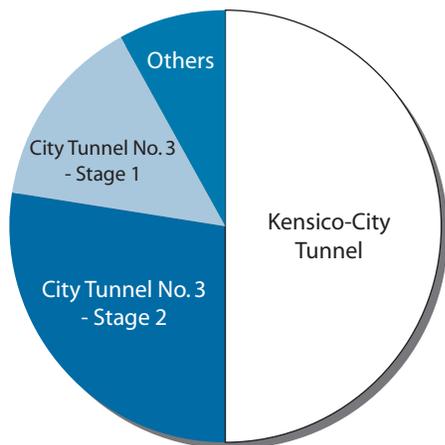
Trunk and Distribution Main Replacement

The Preliminary Ten-Year Capital Strategy includes \$5.4 million for the replacement and reconstruction of sewers throughout the City.

Department of Environmental Protection - Sewers

Project Type: SE		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Replacement or Augmentation of Existing Systems												
	City	283,940	187,294	336,066	162,491	167,370	63,466	94,315	59,243	43,053	20,150	1,417,388
	Private	11	0	0	0	0	0	0	0	0	0	11
Bluebelt Program												
	City	113,067	74,830	53,394	10,000	34,455	10,000	10,000	10,000	10,000	0	325,746
	Federal	25,033	0	0	0	0	0	0	0	0	0	25,033
Extensions to Accommodate New Development												
	City	134,160	66,056	51,235	34,253	54,272	23,000	23,260	22,426	90,000	35,915	534,577
Programmatic Response to Regulatory Mandates												
	City	19,975	61,936	0	0	0	0	0	0	0	0	81,911
Programmatic Replacement and Reconstruction												
	City	84,299	139,600	60,600	15,000	30,000	98,820	77,950	292,870	0	0	799,139
Replacement of Chronically Failing Components												
	City	238,348	148,599	150,162	112,427	108,085	63,663	82,527	61,271	50,000	55,000	1,070,082
	Federal	1,800	0	0	0	0	0	0	0	0	0	1,800
	Private	49	0	0	0	0	0	0	0	0	0	49
Trunk and Distribution Main Replacement												
	City	2,554	202	0	2,670	0	0	0	0	0	0	5,426
Project Type Total by Source of Funds												
	City	876,343	678,517	651,457	336,841	394,182	258,949	288,052	445,810	193,053	111,065	4,234,269
	Federal	26,833	0	0	0	0	0	0	0	0	0	26,833
	Private	60	0	0	0	0	0	0	0	0	0	60
Project Type Total												
	All Funds	903,236	678,517	651,457	336,841	394,182	258,949	288,052	445,810	193,053	111,065	4,261,162

Department of Environmental Protection - Water Supply



Water Supply

The Preliminary Ten-Year Capital Strategy provides \$2.4 billion for the construction of the Kensico-Eastview Connection Tunnel, the completion of work on Stage 2 of City Water Tunnel No. 3, the modification of chambers at the Hillview Reservoir, and the Water for the Future Program.

	(in millions)
• Kensico-City Tunnel	\$1,182.0
• City Tunnel No. 3 - Stage 2	650.3
• City Tunnel No. 3 - Stage 1	339.5
• Water for the Future	146.3
• Conveyance	33.9
• Miscellaneous Programs	6.0
TOTAL	\$2,358.0

Kensico-City Tunnel

The Preliminary Ten-Year Capital Strategy provides \$1.2 billion for the design and construction of a Kensico-Eastview Connection Tunnel. This tunnel will connect the Kensico Reservoir to the Catskill/Delaware Ultraviolet Light Facility and will provide redundancy at a critical point in the water supply system.

City Tunnel No. 3 - Stage 2

The Preliminary Ten-Year Capital Strategy provides \$650.3 million to complete construction of City Tunnel No. 3, Stage 2, of which \$600.0 million will be used to complete the Brooklyn/Queens leg. Completion of the Brooklyn/Queens leg will provide water supply redundancy and allow for inspection and any needed repairs of City Tunnels No. 1 and 2 for the first time since they were put into operation.

City Tunnel No. 3 - Stage 1

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

Water for the Future

The Preliminary Ten-Year Capital Strategy provides \$146.3 million to fund projects associated with increasing the capacity of the Upper Catskill Aqueduct. Associated work includes the construction of new chemical addition facilities at the Ashokan Reservoir, an additional dechlorination facility, and general aqueduct cleaning and repairs.

Conveyance

The Preliminary Ten-Year Capital Strategy provides \$33.9 million for the additional work associated with the construction of the Rondout West Branch Bypass Tunnel.

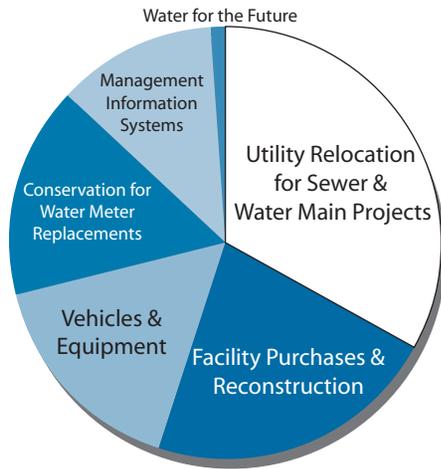
Miscellaneous Programs

The Preliminary Ten-Year Capital Strategy provides \$6.0 million for miscellaneous work associated with the water supply system.

Department of Environmental Protection - Water Supply

Project Type: W	(\$ in 000's)										
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
<i>Conveyance</i>											
City	0	4,425	0	29,500	0	0	0	0	0	0	33,925
<i>Kensico-City Tunnel</i>											
City	2,000	0	0	97,000	676,000	52,000	265,000	90,000	0	0	1,182,000
<i>Miscellaneous Programs</i>											
City	1,000	0	5,000	0	0	0	0	0	0	0	6,000
<i>City Tunnel No. 3, Stage 1</i>											
City	0	18,500	0	0	128,000	30,000	143,000	20,000	0	0	339,500
<i>City Tunnel No. 3, Stage 2</i>											
City	13,299	56,000	255,000	21,000	305,000	0	0	0	0	0	650,299
<i>Water For The Future</i>											
City	5,000	141,274	0	0	0	0	0	0	0	0	146,274
<i>Project Type Total by Source of Funds</i>											
City	21,299	220,199	260,000	147,500	1,109,000	82,000	408,000	110,000	0	0	2,357,998
<i>Project Type Total</i>											
All Funds	21,299	220,199	260,000	147,500	1,109,000	82,000	408,000	110,000	0	0	2,357,998

Department of Environmental Protection - Equipment



Equipment & Miscellaneous Programs

The Preliminary Ten-Year Capital Strategy provides \$404.8 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	\$134.2
• Facility Purchases and Reconstruction	89.0
• Vehicles and Equipment	65.1
• Conservation for Water Meter Replacements	64.4
• Management Information Systems	48.0
• Water for the Future	4.1
TOTAL	\$404.8

Utility Relocation for Sewer and Water Main Projects

The Preliminary Ten-Year Capital Strategy provides \$134.2 million for the City's cost sharing agreement with various gas utilities. The City is required to pay 51 percent of gas utility relocation work that is impacted by water and sewer construction projects.

Facility Purchases and Reconstruction

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

Vehicles and Equipment

The Preliminary Ten-Year Capital Strategy provides \$65.1 million for the systematic replacement of vehicles and equipment used for water and sewer field operations, plant maintenance, upstate maintenance, and customer service operations.

Conservation for Water Meter Replacements

The Preliminary Ten-Year Capital Strategy provides \$64.4 million for the installation and replacement of water meters in residential and commercial properties.

Management Information Systems

The Preliminary Ten-Year Capital Strategy provides \$48.0 million for agency-wide improvements in DEP's management information systems, as well as equipment improvements corresponding with various facility upgrades.

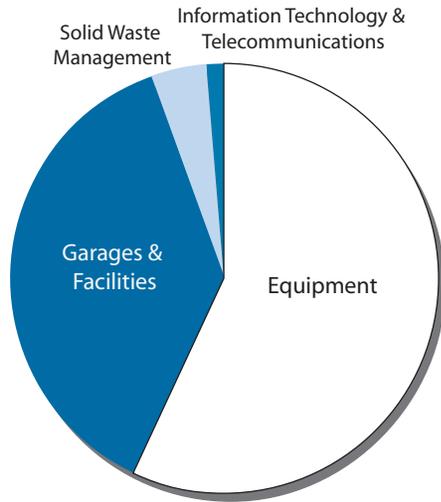
Water for the Future

The Preliminary Ten-Year Capital Strategy provides \$4.1 million for the installation of water meters at City-owned buildings.

Department of Environmental Protection - Equipment

Project Type: EP	(\$ in 000's)										
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
<i>Conservation for Water Meter Replacements</i> City	20,980	10,207	5,000	0	0	8,156	10,000	0	0	10,000	64,343
<i>Management Information Systems</i> City	32,504	125	125	7,912	125	7,125	125	0	0	0	48,041
<i>Facility Purchases and Reconstruction</i> City	17,573	13,580	30,440	4,800	8,000	3,900	8,000	1,500	1,200	0	88,993
<i>Utility Relocation for SE and WM Projects</i> City	19,161	15,392	16,000	13,662	20,000	10,000	10,000	10,000	10,000	10,000	134,215
<i>Vehicles and Equipment</i> City	16,347	9,827	5,000	11,000	12,974	628	1,000	4,344	2,000	2,000	65,120
<i>Water for the Future</i> City	4,043	0	0	0	0	0	0	0	0	0	4,043
<i>Project Type Total by Source of Funds</i> City	110,608	49,131	56,565	37,374	41,099	29,809	29,125	15,844	13,200	22,000	404,755
<i>Project Type Total</i> All Funds	110,608	49,131	56,565	37,374	41,099	29,809	29,125	15,844	13,200	22,000	404,755
Environmental Protection Total	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
<i>Total by Source of Funds</i> City	2,809,987	2,686,892	2,746,847	1,519,009	2,555,544	1,217,108	1,156,996	990,824	905,495	864,758	17,453,460
Federal	197,367	0	0	0	0	0	0	0	0	0	197,367
State	0	0	0	0	0	0	0	0	0	0	0
Private	60	0	0	0	0	0	0	0	0	0	60
All Funds	3,007,414	2,686,892	2,746,847	1,519,009	2,555,544	1,217,108	1,156,996	990,824	905,495	864,758	17,650,887

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 nearly 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	\$1,621.2
• Garages and Facilities	1,066.6
• Solid Waste Management	113.2
• Information Technology & Telecommunications	38.8
TOTAL	\$2,839.8

Department of Sanitation

Equipment

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

Garages and Facilities

The Preliminary Ten-Year Capital Strategy provides \$1.1 billion for the construction and reconstruction of garages and other facilities. This includes \$244.8 million for construction of a new Bronx 9/10/11 garage, \$195.0 million for relocation and construction of a new Manhattan 6/6A/8 garage, \$144.1 million for relocation and construction of a new Brooklyn 3 garage, and \$126.9 million for relocation and construction of a new Staten Island 1 garage. The Strategy also includes funding for the rehabilitation of existing facilities to address safety issues, as well as funding for the reconstruction of salt sheds and tent structures to cover exposed salt.

Solid Waste Management

The Preliminary Ten-Year Capital Strategy provides \$113.2 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 \$38.8 million for information technology and telecommunications projects. DSNY's information technology and telecommunications infrastructure is vital to the Department's support and management functions.

Department of Sanitation

Project Type: S		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Garages and Facilities												
	City	94,697	241,359	581,348	51,400	15,000	15,000	15,000	15,000	15,465	15,944	1,060,213
	Federal	6,419	0	0	0	0	0	0	0	0	0	6,419
Equipment												
	City	167,490	149,718	151,999	155,790	158,443	161,174	164,487	168,237	170,371	173,446	1,621,155
Information Technology and Communications												
	City	5,540	4,092	3,215	3,500	3,500	3,500	4,607	3,500	3,609	3,720	38,783
Solid Waste Management												
	City	29,372	0	55,222	3,074	3,213	6,250	3,849	3,948	4,070	4,197	113,195
Project Type Total by Source of Funds												
	City	297,099	395,169	791,784	213,764	180,156	185,924	187,943	190,685	193,515	197,307	2,833,346
	Federal	6,419	0	0	0	0	0	0	0	0	0	6,419
Project Type Total												
	All Funds	303,518	395,169	791,784	213,764	180,156	185,924	187,943	190,685	193,515	197,307	2,839,765

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 16,300 beds.

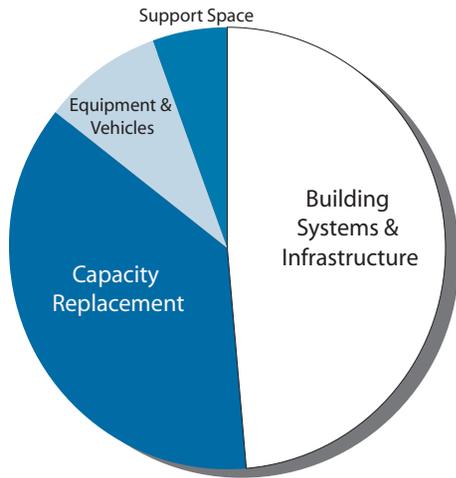
Capital Program Goals

- 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 Preliminary Ten-Year Capital Strategy provides \$1.9 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	\$919.8
• Capacity Replacement	703.3
• Equipment and Vehicles	167.7
• Support Space	100.3
TOTAL	\$1,891.1

Building Systems and Infrastructure

The Preliminary Ten-Year Capital Strategy provides \$919.8 million for the refurbishment and replacement of vital building infrastructure, including \$222.0 million for the upgrade of the fire/life safety systems. It also provides \$175.1 million for windows, courtyards, facades and roof reconstruction; \$138.2 million for heating, air conditioning and ventilation; \$34.5 million for water, gas, and power; \$30.4 million for ADA compliance; \$18.1 million for classroom space; \$13.0 million for plumbing; \$12.7 million for Rikers Island perimeter security and fencing; and \$275.8 million for other reconstruction.

Capacity Replacement

The Preliminary Ten-Year Capital Strategy provides \$703.3 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 jail on Rikers Island. The new facility replaces capacity that will be lost as facilities exceed their useful lives and are taken offline. The Preliminary Ten-Year Capital Strategy also includes \$170.0 million for design and construction of a new adolescent facility.

Equipment

The Preliminary Ten-Year Capital Strategy provides \$167.7 million for equipment replacement, including \$42.8 million for information technology; \$44.4 million for vehicles; \$28.1 million for generators; \$24.0 million for radios; \$13.5 million for the replacement of food service equipment; \$11.9 million for security; and \$3.0 million for other equipment replacement.

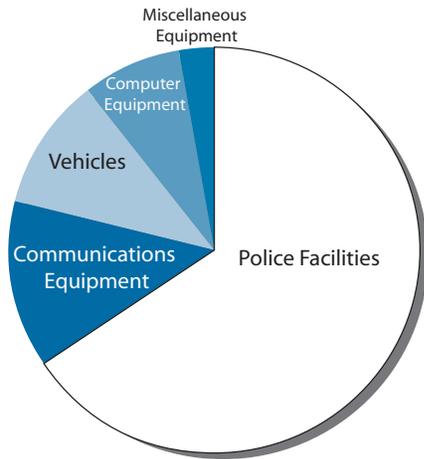
Support Space

The Preliminary Ten-Year Capital Strategy provides \$100.3 million to improve and construct support facilities and perimeter fencing. This allocation includes \$50.7 million for classroom space; \$32.0 million for water, gas, and power; \$9.6 million for exterior reconstruction at facilities on Rikers Island; \$2.0 million for fencing; and \$6.0 million for other support space.

Department of Correction

Project Type: C		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Support Space												
City		12,074	84,700	3,000	500	0	0	0	0	0	0	100,274
Equipment												
City		29,122	14,998	6,899	18,311	10,599	11,092	15,703	15,599	20,790	24,569	167,682
Capacity Replacement												
City		551,354	152,000	0	0	0	0	0	0	0	0	703,354
Building Systems and Infrastructure												
City		397,217	229,879	67,665	37,050	45,134	46,189	25,036	27,256	23,394	20,984	919,804
Project Type Total by Source of Funds												
City		989,767	481,577	77,564	55,861	55,733	57,281	40,739	42,855	44,184	45,553	1,891,114
Project Type Total												
All Funds		989,767	481,577	77,564	55,861	55,733	57,281	40,739	42,855	44,184	45,553	1,891,114

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 \$1.6 billion to renovate buildings and upgrade equipment and necessary systems. The five categories in this Strategy focus on the replacement and upgrade of existing facilities and equipment.

	(in millions)
• Police Facilities	\$1,079.0
• Communications Equipment	218.1
• Vehicles	169.8
• Computer Equipment	130.9
• Miscellaneous Equipment	42.0
TOTAL	\$1,639.8

Police Department

Police Facilities

The Preliminary Ten-Year Capital Strategy includes \$367.0 million for the construction of a new consolidated Property Clerk warehouse facility, \$274.6 million for the renovation of the Rodman's Neck Firearms Training Facility, \$70.0 million for the design and construction of the 116th Precinct, and \$367.4 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 \$60.2 million for portable radios Citywide, \$51.0 million for core radio infrastructure upgrades, and \$106.9 million for other communications equipment.

Vehicles

The Department will replace operational and support vehicles, including \$39.5 million for tow trucks; \$34.6 million for twelve-passenger vans; \$21.4 million for radio emergency patrol trucks; \$18.5 million for helicopters; and \$55.8 million for other vehicles.

Computer Equipment

The Department will replace and upgrade computer equipment, including \$24.5 million for the purchase and upgrade of servers and storage equipment as a part of phase two of the Sustainable Technology Initiative; \$22.0 million to upgrade the NYPD data warehouse; \$20.1 million to enhance its local and wide area networks; \$12.8 million to upgrade the Online Warrant Photo Imaging System; \$9.7 million for the upgrade of the arrest processing system; and \$41.8 million for other computer equipment.

Equipment

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

Police Department

Project Type: PO		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Communications Equipment												
	City	82,497	35,169	29,771	6,500	10,000	10,000	11,000	10,741	11,636	10,750	218,064
Computer Equipment												
	City	39,666	18,302	11,772	4,500	10,290	11,354	6,000	6,000	12,000	11,000	130,884
Miscellaneous Equipment												
	City	20,241	11,261	3,875	3,739	1,786	681	0	0	103	300	41,986
Police Facilities												
	City	228,815	368,202	335,131	14,500	13,000	13,000	20,000	20,000	15,500	14,500	1,042,648
	Federal	36,397	0	0	0	0	0	0	0	0	0	36,397
Vehicles												
	City	26,173	17,013	26,763	6,426	11,154	13,120	14,016	18,063	15,043	22,072	169,843
Project Type Total by Source of Funds												
	City	397,392	449,947	407,312	35,665	46,230	48,155	51,016	54,804	54,282	58,622	1,603,425
	Federal	36,397	0	0	0	0	0	0	0	0	0	36,397
Project Type Total												
	All Funds	433,789	449,947	407,312	35,665	46,230	48,155	51,016	54,804	54,282	58,622	1,639,822

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 \$1.8 billion to renovate and upgrade court facilities in all five boroughs.

(in millions)

• Reconstruction/Renovation of Court Facilities	\$1,754.4
TOTAL	\$1,754.4

Reconstruction/Renovation of Court Facilities

The Preliminary Ten-Year Capital Strategy provides \$1.8 billion for citywide renovation and improvements to court facilities. This includes \$1.1 billion for interior renovation; \$441.0 million for fire/life safety work; \$67.3 million for exterior renovation; \$64.6 million for electrical upgrades; \$57.3 million for HVAC improvements; \$41.8 million for elevator upgrades; and \$8.4 million for roof reconstruction.

Courts

Project Type: CO

(\$ in 000's)

2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 Total

Reconstruction/Renovation of Court Facilities

City	354,439	157,054	232,837	175,596	136,290	137,308	159,160	128,387	132,367	136,470	1,749,908
State	4,443	0	0	0	0	0	0	0	0	0	4,443

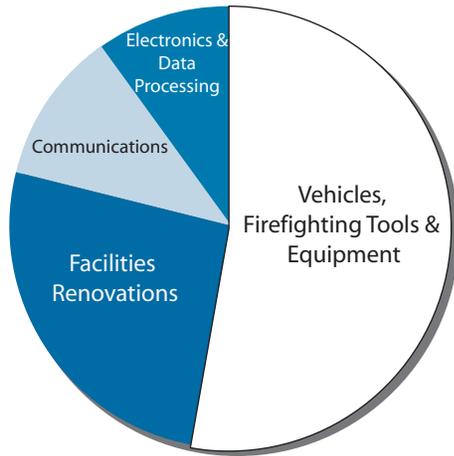
Project Type Total by Source of Funds

City	354,439	157,054	232,837	175,596	136,290	137,308	159,160	128,387	132,367	136,470	1,749,908
State	4,443	0	0	0	0	0	0	0	0	0	4,443

Project Type Total

All Funds	358,882	157,054	232,837	175,596	136,290	137,308	159,160	128,387	132,367	136,470	1,754,351
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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 \$1.2 billion for the acquisition of emergency vehicles and firefighting equipment, the rehabilitation of existing facilities, and communication and computer systems to maintain fire-fighting capability and to provide emergency medical assistance.

	(in millions)
• Vehicles, Firefighting Tools, and Equipment	\$636.2
• Facilities Renovation	313.0
• Communications	132.7
• Electronics and Data Processing	117.7
TOTAL	\$1,199.6

Fire Department

Vehicles, Firefighting Tools, and Equipment

The Department is mandated to procure front-line vehicles on a predetermined replacement cycle, typically 11-12 years. The Preliminary Ten-Year Capital Strategy provides \$636.2 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 84 years, with 47 percent over 90 years old. Many of the houses were built in the 19th Century and are in need of renovations. The Preliminary Ten-Year Capital Strategy includes \$291.6 million to replace building components within individual Fire and EMS facilities, consisting of electrical systems, apparatus floors, apparatus doors, roof replacement/waterproofing, boilers, kitchens, windows and bathrooms, and \$21.4 million for site acquisition and to construct and outfit a new firehouse for Engine Company 268 located within the borough of Queens.

Communications

The Preliminary Ten-Year Capital Strategy provides \$8.4 million for radio equipment upgrades, \$10.8 million for cabling and components to support the Department's fire alarm box network and voice alarm system, and \$113.5 million for the replacement of conduit and wiring in the inundation zones for the Department's outside cable plant that was damaged during Hurricane Sandy.

Electronic Data Processing

The Preliminary Ten-Year Capital Strategy provides \$10.0 million to replace the Alarm Teleprinter System (ATS), \$57.5 million for the upgrade of 911 communications system infrastructure as it approaches the end of its useful life, \$7.8 million for the replacement of the building information and billing system used by Fire Prevention, and \$42.4 million for the replacement/upgrade of equipment that has reached the end of its useful life.

Fire Department

Project Type: F		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Communications												
	City	14,152	700	10,195	727	700	700	700	700	1,000	1,000	30,574
	Federal	102,136	0	0	0	0	0	0	0	0	0	102,136
Electronics and Data Processing												
	City	48,194	13,000	13,000	13,050	13,000	3,500	3,500	3,500	3,500	3,500	117,744
New Facilities and Renovations												
	City	67,450	30,250	30,250	25,000	25,000	25,000	25,000	25,000	30,000	30,000	312,950
Vehicles, Firefighting Tools and Equipment												
	City	74,466	51,291	55,151	81,551	44,964	100,319	90,333	47,166	44,233	46,674	636,148
Project Type Total by Source of Funds												
	City	204,262	95,241	108,596	120,328	83,664	129,519	119,533	76,366	78,733	81,174	1,097,416
	Federal	102,136	0	0	0	0	0	0	0	0	0	102,136
Project Type Total												
	All Funds	306,398	95,241	108,596	120,328	83,664	129,519	119,533	76,366	78,733	81,174	1,199,552

Department of Education

The New York City public school system, with approximately 1,400 public school buildings and support facilities (including City-owned space and leased facilities), served over one million pupils in the 2015-2016 school year. This vast operation has a complex mandate: to impart basic educational skills and vocational training; to provide pupils with meals, health services and recreation; to provide special educational services to students with physical and mental disabilities; and to function as a focal point in the City's neighborhoods.

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

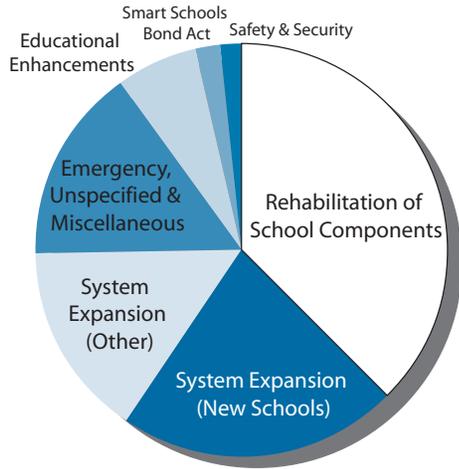
The first year of the Preliminary Ten-Year Capital Strategy is also the fourth year of the Department of Education's Five-Year Capital Plan.

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

Capital Program Goals

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

Department of Education



Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides the Department with a lump-sum allocation of \$20.4 billion to spend on school-related capital projects. Funding is distributed across seven broad categories of capital work in the following manner:

	(in millions)
• Rehabilitation of School Components	\$7,658.8
• System Expansion - New Schools	4,505.5
• System Expansion - Other	3,126.5
• Emergency, Unspecified, and Miscellaneous	3,126.4
• Educational Enhancements	1,266.9
• Smart Schools Bond Act	390.0
• Safety and Security	331.2
TOTAL	\$20,405.3

Rehabilitation of School Components

The Preliminary Ten-Year Capital Strategy provides \$7.7 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 \$7.6 billion for system expansion. Of this amount, \$4.5 billion will support the construction of new school buildings. An additional \$3.1 billion is allocated for the build out of leased space, building additions, and new athletic fields and playgrounds.

Emergency, Inspection and Miscellaneous

The Preliminary Ten-Year Capital Strategy provides \$3.1 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 \$1.3 billion to capital improvements associated with recent programmatic needs. The Department will provide computers for teachers and students. Funds will also be used to purchase educational software, upgrade networks, and re-wire schools for enhanced internet access. To further its science education program, the Department will upgrade and replace science labs citywide.

Smart Schools Bond Act

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

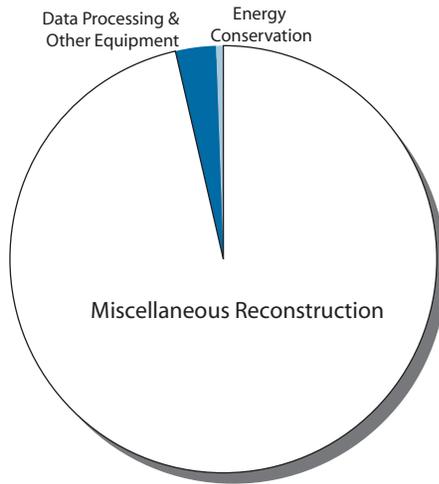
Safety and Security

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

Department of Education

Project Type: E	(\$ in 000's)										
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Ancillary Facilities (Administration)											
City	10,536	11,966	47	5,094	9,620	9,225	6,672	36	7,368	9,143	69,707
State	2,128	0	0	2,866	0	0	2,495	0	0	0	7,489
Emergency, Inspection and Miscellaneous											
City	194,452	271,155	419,360	256,489	337,059	169,672	151,195	318,569	370,958	320,351	2,809,260
State	39,147	0	0	144,299	0	0	56,534	0	0	0	239,980
Educational Enhancements											
City	161,842	193,038	90,212	80,122	97,388	141,711	107,637	68,530	115,881	92,560	1,148,921
State	32,696	0	0	45,076	0	0	40,247	0	0	0	118,019
Rehabilitation of School Components											
City	785,018	772,801	1,019,246	466,565	751,414	687,375	430,911	774,273	674,790	714,166	7,076,559
State	158,594	0	0	262,486	0	0	161,124	0	0	0	582,204
Safety and Security											
City	50,003	62,392	16,576	3,460	39,751	43,783	34,790	12,592	5,003	37,780	306,130
State	10,102	0	0	1,946	0	0	13,008	0	0	0	25,056
Smart Schools Bond Act											
State	195,000	195,000	0	0	0	0	0	0	0	0	390,000
System Expansion (New Schools)											
City	742,252	1,068,495	294,561	195,320	334,340	748,830	694,692	0	0	0	4,078,490
State	149,955	0	0	54,245	0	0	222,776	0	0	0	426,976
System Expansion (Other)											
City	539,118	325,532	325,567	414,439	595,997	364,973	177,222	0	0	0	2,742,848
State	84,208	0	0	233,162	0	0	66,266	0	0	0	383,636
Project Type Total by Source of Funds											
City	2,483,221	2,705,379	2,165,569	1,421,489	2,165,569	2,165,569	1,603,119	1,174,000	1,174,000	1,174,000	18,231,915
State	671,830	195,000	0	744,080	0	0	562,450	0	0	0	2,173,360
Project Type Total											
All Funds	3,155,051	2,900,379	2,165,569	2,165,569	2,165,569	2,165,569	2,165,569	1,174,000	1,174,000	1,174,000	20,405,275

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 2016 enrollment of 274,357 degree students, primarily serves City residents; however, it also attracts students from all over the world. Divided into colleges and graduate schools, CUNY facilities are distributed throughout the five boroughs and range in curricula from liberal arts to law and medicine. CUNY operates 24 institutions in the City and is comprised of eleven senior colleges, seven community colleges, an honors college, a school of public health, a graduate school, a graduate school of journalism, a law school and a school of professional studies. Changes in enrollment patterns may have a significant impact on future plant use and capital needs. From fiscal year 2014 to 2016, degree enrollment and non-credit enrollment at CUNY colleges decreased from 545,605 to 543,496 – a decrease of four-tenths of a percent. During this period, a small increase in credit enrollment is offset by a larger decrease in non-credit enrollment. Most significant is a 2.4 percent increase in undergraduate enrollment (from 239,497 to 245,279) across the CUNY colleges. Additionally, CUNY has made a commitment to increase its Accelerated Study Associates Program (ASAP) to 25,000 students by academic year 2018-2019. The additional services provided to and the full-time enrollment commitment by students requires investment in the University’s facilities.

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy totals \$358.7 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, capital equipment, energy conservation projects, and miscellaneous reconstruction.

	(in millions)
• Miscellaneous Reconstruction	\$346.0
• Data Processing and Other Equipment	11.5
• Energy Conservation	1.2
TOTAL	\$358.7

City University

Miscellaneous Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$346.0 million for the replacement or rehabilitation of roofs, windows, elevators, and exterior and interior renovations. Of the total amount, \$8.5 million supports the expansion of the Accelerated Study Associates Program (ASAP) addressing space needs for office and administrative staff that support ASAP at BMCC, Hostos, Bronx CC, Queensborough, Kingsborough, LaGuardia, College of Staten Island, Medgar Evers, and New York City Tech.

Data Processing and Other Equipment

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

Energy Conservation

The Preliminary Ten-Year Capital Strategy provides \$1.2 million for the reduction in energy consumption by replacing old devices with new energy efficient ones.

City University

Project Type: HN	(\$ in 000's)											
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total	
Data Processing and Other Equipment												
City	11,143	0	260	0	69	0	0	0	0	0	0	11,472
Energy Conservation Projects												
City	0	0	0	0	1,228	0	0	0	0	0	0	1,228
New School Construction												
City	0	0	100	0	0	0	0	0	0	0	0	100
Miscellaneous Reconstruction												
City	97,258	59,347	23,743	23,262	22,022	23,394	23,506	23,622	24,354	25,109		345,617
State	62	63	64	65	0	0	0	0	0	0	0	254
Security Systems												
City	1	0	0	0	2	0	0	0	0	0	0	3
Project Type Total by Source of Funds												
City	108,402	59,347	24,103	23,262	23,321	23,394	23,506	23,622	24,354	25,109		358,420
State	62	63	64	65	0	0	0	0	0	0	0	254
Project Type Total												
All Funds	108,464	59,410	24,167	23,327	23,321	23,394	23,506	23,622	24,354	25,109		358,674

Department of Health and Mental Hygiene

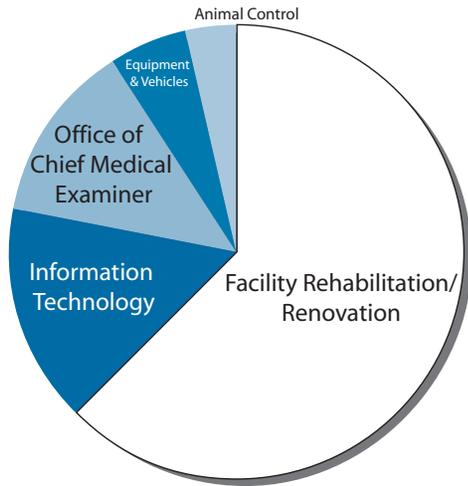
The Department of Health and Mental Hygiene (DOHMH) is an integral component of public safety by preserving core public health infrastructure and protecting New Yorkers from existing and emerging threats, both natural and human-made. DOHMH currently maintains public health facilities in all five boroughs, 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)
Facility Rehabilitation/Renovation	\$284.3
Information Technology	70.0
Office of Chief Medical Examiner	58.7
Equipment and Vehicles	25.2
Animal Control	15.5
Total	\$453.7

Facility Rehabilitation and Renovation

The Preliminary Ten-Year Capital Strategy provides \$177.5 million for laboratory improvement and renovation. Funding of \$95.4 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 \$70.0 million to purchase technology to maintain and improve services. This includes \$28.0 million to gradually replace the agency’s personal computers and network servers.

Office of Chief Medical Examiner

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

Equipment and Vehicles

Funding of \$25.2 million is provided in the Preliminary Ten-Year Capital Strategy for the purchase of equipment and vehicles to maintain and improve public health services.

Animal Care and Control

Funding of \$15.5 million is provided in the Preliminary Ten-Year Capital Strategy to improve animal welfare. This includes \$10.0 million for land acquisition and the construction of two new full-service animal shelters in the Bronx and Queens.

Department of Health and Mental Hygiene

Project Type: HL		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Animal Care												
	City	11,000	0	0	4,000	0	500	0	0	0	0	15,500
OCME												
	City	17,614	17,099	6,518	4,463	2,010	2,059	2,128	2,198	2,266	2,336	58,691
Information Technology												
	City	10,177	4,779	2,589	3,500	4,060	3,065	4,480	4,900	6,094	6,717	50,361
	State	2,799	1,763	967	1,500	1,740	1,313	1,920	2,100	2,612	2,879	19,593
Equipment and Vehicles												
	City	13,203	6,654	1,780	700	0	700	0	700	0	0	23,737
	State	290	300	0	300	0	300	0	300	0	0	1,490
Laboratories												
	City	75	0	0	0	0	0	0	0	0	0	75
Clinic Renovation and Rehabilitation												
	City	96,887	33,060	29,092	24,659	30,268	14,000	14,387	13,890	14,000	14,000	284,243
Project Type Total by Source of Funds												
	City	148,956	61,592	39,979	37,322	36,338	20,324	20,995	21,688	22,360	23,053	432,607
	State	3,089	2,063	967	1,800	1,740	1,613	1,920	2,400	2,612	2,879	21,083
Project Type Total												
	All Funds	152,045	63,655	40,946	39,122	38,078	21,937	22,915	24,088	24,972	25,932	453,690

Health and Hospitals Corporation

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

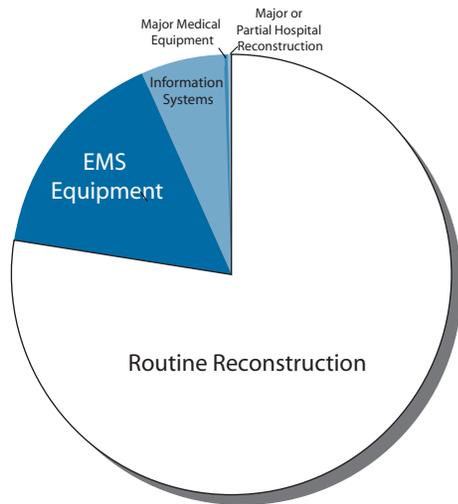
Capital Program Goals

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

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

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

Health and Hospitals Corporation



Preliminary Ten-Year Capital Strategy

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

	(in millions)
• Routine Reconstruction	\$1,804.5
• Emergency Medical Services Equipment	366.4
• Information Systems	142.0
• Major Medical Equipment	5.6
• Major or Partial Hospital Reconstruction	4.0
TOTAL	\$2,322

Routine Reconstruction

The Preliminary Ten-Year Capital Strategy includes \$70.7 million for reconstruction and mitigation work associated with Hurricane Sandy storm damage, in addition \$1.0 billion in federal funding over this same period of time. HHC's is also making significant investments in primary care expansion, which includes \$20 million for the construction of the Vanderbilt health clinic in Staten Island, \$15.3 for health clinics at six additional sites in underserved areas, as well as \$106.6 million for additional reconstruction to provide primary care services.

Emergency Medical Services Equipment

The Preliminary Ten-Year Capital Strategy provides \$366.4 million for the purchase of FDNY/EMS ambulances.

Information Technology Systems

The Preliminary Ten-Year Capital Strategy provides \$124.9 million for the replacement of the Electronic Medical Record system.

Major Medical Equipment

The Preliminary Ten-Year Capital Strategy includes \$5.6 million for a variety of needed medical equipment purchases.

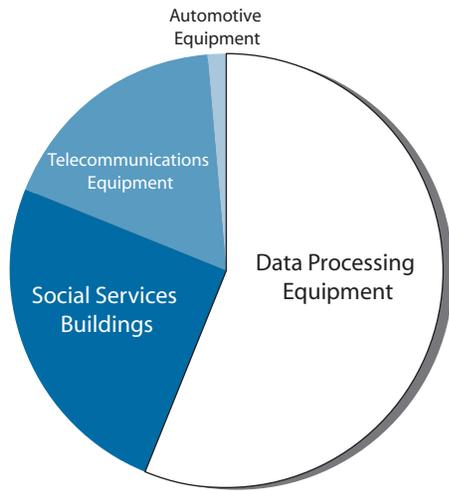
Major of Partial Hospital Reconstruction

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

Health and Hospitals Corporations

Project Type: HO		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Information Systems												
	City	93,627	47,108	1,200	0	0	0	0	0	0	0	141,935
Emergency Medical Services Equipment												
	City	23,330	24,030	30,163	32,980	59,220	27,045	27,856	34,967	37,198	68,652	365,441
	Federal	952	0	0	0	0	0	0	0	0	0	952
Major Medical Equipment												
	City	1,869	3,649	0	0	0	0	0	0	0	0	5,518
Major or Partial Hospital Reconstruction												
	City	4,015	0	0	0	0	0	0	0	0	0	4,015
Routine Reconstruction												
	City	154,425	50,336	137,006	99,614	71,590	62,489	48,856	53,582	55,243	56,955	790,096
	Federal	314,425	361,306	208,811	97,753	32,094	0	0	0	0	0	1,014,389
Project Type Total by Source of Funds												
	City	277,266	125,123	168,369	132,594	130,810	89,534	76,712	88,549	92,441	125,607	1,307,005
	Federal	315,377	361,306	208,811	97,753	32,094	0	0	0	0	0	1,015,341
Project Type Total												
	All Funds	592,643	486,429	377,180	230,347	162,904	89,534	76,712	88,549	92,441	125,607	2,322,346

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. In addition to this project, HRA will continue to maintain, upgrade, and operate its over 70 locations throughout New York City.

	(in millions)
• Data Processing Equipment	\$110.9
• Social Services Buildings	49.0
• Telecommunications Equipment	34.7
• Automotive Equipment	2.4
TOTAL	\$197.0

Social Services Buildings

The Preliminary Ten-Year Capital Strategy provides \$49 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 Equipment

The Preliminary Ten-Year Capital Strategy provides \$110.9 million for the continued emphasis on imaging and database management of records, and the maintenance and upgrade of computer equipment and software for greater efficiency in caseload tracking, reporting, and intra- and inter-agency communications. The Preliminary Ten-Year Capital Strategy provides \$45.1 million 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 Equipment

The Preliminary Ten-Year Capital Strategy provides \$34.7 million to improve connectivity among agency personnel and contract service providers. This includes updates to various HRA-managed data systems including Voice Over Internet Protocol (VOIP), an extensive network of servers and data storage systems, and routine replacement of workstation equipment.

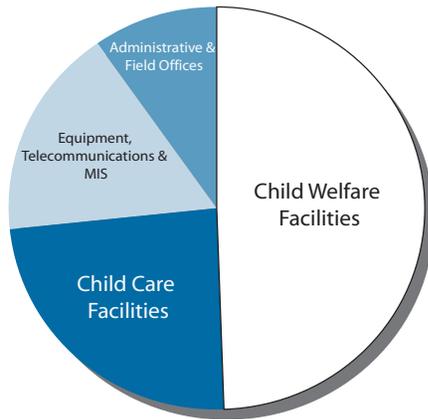
Automotive Equipment

The Preliminary Ten-Year Capital Strategy provides \$2.4 million to replace vans and trucks utilized in both programmatic support and agency internal operations.

Human Resources Administration

Project Type: HR		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Telecommunications Equipment												
City		3,531	1,611	1,636	1,358	1,385	1,413	1,460	1,507	1,554	1,601	17,056
Federal		2,395	1,086	1,103	916	934	953	984	1,016	1,048	1,080	11,515
State		1,247	592	602	500	511	520	535	555	536	590	6,188
Data Processing Equipment												
City		24,810	10,141	14,051	2,811	2,867	2,924	3,021	3,120	3,217	3,316	70,278
Federal		5,376	2,845	3,989	1,795	1,932	1,971	2,035	2,102	2,167	2,234	26,446
State		2,836	1,483	2,081	983	1,054	1,075	1,111	1,147	1,182	1,219	14,171
Social Services Buildings												
City		10,057	5,900	1,360	2,200	2,768	2,823	2,916	3,012	3,105	3,202	37,343
Federal		4,132	217	389	396	405	413	426	440	453	467	7,738
State		1,918	119	212	216	221	225	232	240	247	255	3,885
Automotive Equipment												
City		220	190	98	100	102	104	107	111	114	118	1,264
Federal		34	128	66	68	69	71	73	75	42	43	669
State		18	70	36	37	38	39	39	40	77	79	473
Project Type Total by Source of Funds												
City		38,618	17,842	17,145	6,469	7,122	7,264	7,504	7,750	7,990	8,237	125,941
Federal		11,937	4,276	5,547	3,175	3,340	3,408	3,518	3,633	3,710	3,824	46,368
State		6,019	2,264	2,931	1,736	1,824	1,859	1,917	1,982	2,042	2,143	24,717
Project Type Total												
All Funds		56,574	24,382	25,623	11,380	12,286	12,531	12,939	13,365	13,742	14,204	197,026

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 renovations for daycare facilities and juvenile justice detention facilities.

	(in millions)
• Child Welfare Facilities	\$127.6
• Child Care Facilities	62.8
• Equipment, Telecommunications, & MIS	44.0
• Administrative & Field Offices	27.3
TOTAL	\$261.7

Child Welfare Facilities

The Preliminary Ten-Year Capital Strategy provides \$127.6 million for the renovation of child welfare facilities including juvenile detention facilities.

Child Care Facilities

The Preliminary Ten-Year Capital Strategy provides \$62.8 million for the construction and renovation of daycare centers throughout the City.

Equipment, Telecommunications, & MIS

The Preliminary Ten-Year Capital Strategy provides \$44.0 million for information technology and telecommunications.

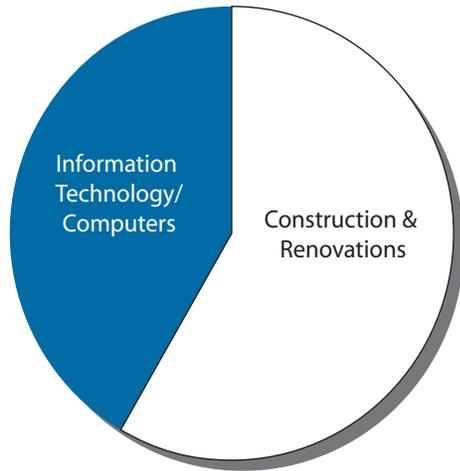
Administrative & Field Offices

The Preliminary Ten-Year Capital Strategy provides \$27.3 million for the construction and renovation of central and field offices.

Children's Services

Project Type: CS		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Child Welfare Facilities												
City		58,421	54,677	0	0	0	0	5,076	5,333	1,528	1,611	126,646
Federal		382	0	0	0	0	0	0	0	0	0	382
State		582	0	0	0	0	0	0	0	0	0	582
Day Care Facilities												
City		24,775	7,146	1,767	1,267	1,267	1,267	1,444	1,622	2,491	2,576	45,622
Federal		1,050	525	525	525	525	525	599	672	0	0	4,946
State		2,595	1,297	1,297	1,297	1,297	1,297	1,478	1,661	0	0	12,219
Equipment												
City		11,058	9,509	6,236	5,239	2,984	869	1,318	1,142	1,800	1,800	41,955
Federal		342	268	0	0	0	0	0	0	0	0	610
State		759	648	0	0	0	0	0	0	0	0	1,407
Social Service Buildings												
City		2,042	3,414	3,975	3,228	3,293	4,468	0	0	2,529	2,620	25,569
Federal		304	328	0	0	0	0	0	0	0	0	632
State		538	581	0	0	0	0	0	0	0	0	1,119
Project Type Total by Source of Funds												
City		96,296	74,746	11,978	9,734	7,544	6,604	7,838	8,097	8,348	8,607	239,792
Federal		2,078	1,121	525	525	525	525	599	672	0	0	6,570
State		4,474	2,526	1,297	1,297	1,297	1,297	1,478	1,661	0	0	15,327
Project Type Total												
All Funds		102,848	78,393	13,800	11,556	9,366	8,426	9,915	10,430	8,348	8,607	261,689

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	\$23.1
• Information Technology/ Computers	\$16.5
TOTAL	\$39.6

Construction and Renovations

The Preliminary Ten-Year Capital Strategy provides \$23.1 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.

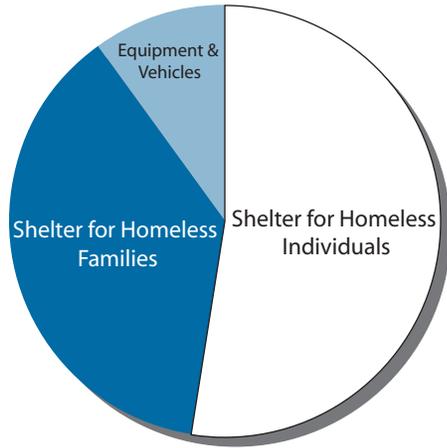
Information Technology and Computers

The Preliminary Ten-Year Capital Strategy provides \$16.5 million for the technology needs of the agency as well as technology improvements for the agency’s contractors and service providers.

Department for the Aging

Project Type: AG		<i>(\$ in 000's)</i>										
		<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>	<i>2026</i>	<i>2027</i>	<i>Total</i>
<i>Data Processing and Information Technology</i>												
City		8,469	5,955	2,129	0	0	0	0	0	0	0	16,553
<i>Department for the Aging Building Reconstruction</i>												
City		4,129	6,133	3,908	1,228	1,253	1,278	2,277	930	959	989	23,084
<i>Project Type Total by Source of Funds</i>												
City		12,598	12,088	6,037	1,228	1,253	1,278	2,277	930	959	989	39,637
<i>Project Type Total</i>												
All Funds		12,598	12,088	6,037	1,228	1,253	1,278	2,277	930	959	989	39,637

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 \$350.3 million, which includes \$315.7 million for transitional housing for homeless individuals and families, and \$34.6 million for Equipment (MIS) and vehicles.

	(in millions)
• Shelter for Homeless Individuals	\$184.5
• Shelter for Homeless Families	131.2
• Equipment (MIS) and Vehicles	34.6
TOTAL	\$350.3

Shelter 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 projects include the exterior upgrades at Bellevue-30th Street intake center, the bathroom upgrade at Auburn Residence, life safety upgrades at Regent Family Residence, and the Catherine Street bathroom reconstruction.

Equipment (MIS)

The Department's MIS strategy provides funding to meet the ongoing technology needs of the agency, including periodic upgrades of computers and network infrastructure that improve data collection and program management.

Purchase of Vehicles

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

Department of Homeless Services

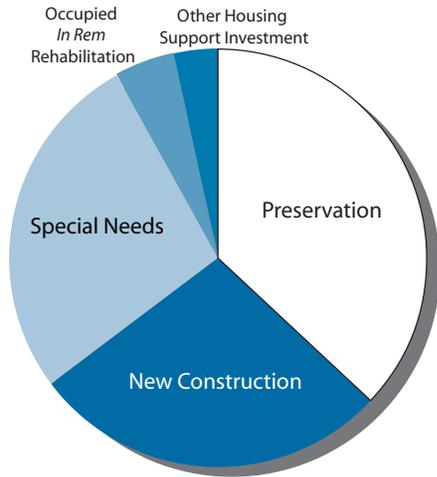
Project Type: HH		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
<i>Shelters for Homeless Individuals</i>												
	City	35,579	36,959	40,140	9,163	9,161	9,159	10,750	10,750	0	22,854	184,515
<i>Equipment</i>												
	City	11,826	5,717	7,495	3,175	3,178	3,182	0	0	0	0	34,573
<i>Shelters for Homeless Families</i>												
	City	22,615	21,045	16,364	9,162	9,161	9,159	10,750	10,750	22,167	0	131,173
<i>Purchase of Vehicles</i>												
	City	9	8	8	0	0	0	0	0	0	0	25
<i>Project Type Total by Source of Funds</i>												
	City	70,029	63,729	64,007	21,500	21,500	21,500	21,500	21,500	22,167	22,854	350,286
<i>Project Type Total</i>												
	All Funds	70,029	63,729	64,007	21,500	21,500	21,500	21,500	21,500	22,167	22,854	350,286

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, with a goal of creating and preserving 200,000 units Citywide from 2014-24.

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 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 \$7.9 billion for HPD in City funding in support of its capital program goals from 2018-2027. Of this amount, \$7.6 billion represents Mayoral City Capital and Elected-official funding, while approximately \$327.0 million will be leveraged in Federal funds. Additional funding will be leveraged from the New York City Housing Development Corporation (HDC) and private sources in support of housing plan goals.

	(in millions)
• Preservation	\$2,747.7
• New Construction	2,432.8
• Special Needs	2,075.6
• Occupied <i>In Rem</i> Rehabilitation	413.2
• Other Housing Support Investment	255.4
TOTAL	\$7,924.7

Preservation

The Preliminary Ten-Year Capital Strategy provides \$2.7 billion for preservation projects. Funding will support activities to preserve existing affordable housing stock while creating long-term affordability.

Housing Preservation & Development

New Construction

The Preliminary Ten-Year Capital Strategy provides \$2.4 billion to finance new construction activities. Funding will support construction of new units serving low, moderate, and middle income New Yorkers throughout the five boroughs.

Special Needs Housing

The 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.

Occupied *In Rem* Rehabilitation

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

Other Housing Support Investment

The Preliminary Ten-Year Capital Strategy provides \$255.4 million for Other Housing Support Investments funding a variety of HPD initiatives. This includes the demolition of unsafe buildings, costs associated with development in urban renewal areas, computer-based productivity initiatives, and other infrastructure support.

Housing Preservation & Development

Project Type: HD		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
New Housing Construction												
	City	421,895	288,277	220,447	198,594	202,491	206,468	210,523	214,658	231,133	238,299	2,432,785
Other Housing Support Investment												
	City	39,295	15,193	18,294	20,036	21,909	23,822	25,772	35,888	27,179	28,021	255,409
Occupied In Rem Rehabilitation												
	City	28,631	36,754	52,325	35,462	36,172	36,895	37,633	38,386	54,616	56,309	413,183
Preservation												
	City	263,180	199,239	276,386	272,995	278,456	284,025	289,705	295,500	289,621	298,599	2,747,706
Special Needs Housing												
	City	70,264	197,368	162,505	177,402	180,590	183,841	187,159	190,542	196,449	202,539	1,748,659
	Federal	38,916	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	326,916
Project Type Total by Source of Funds												
	City	823,265	736,831	729,957	704,489	719,618	735,051	750,792	774,974	798,998	823,767	7,597,742
	Federal	38,916	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	326,916
Project Type Total												
	All Funds	862,181	768,831	761,957	736,489	751,618	767,051	782,792	806,974	830,998	855,767	7,924,658

Housing Authority

The New York City Housing Authority (NYCHA), operates and maintains affordable housing for low- and moderate- income families. NYCHA owns and operates the nation's largest public housing program. With 328 developments containing 177,657 apartments in 2,547 residential buildings housing over 403,000 tenants, NYCHA houses 7 percent of the City's population. NYCHA also operates the Leased Housing (Section 8) Program providing rental assistance for over 88,000 apartments housing over 205,000 residents.

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

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

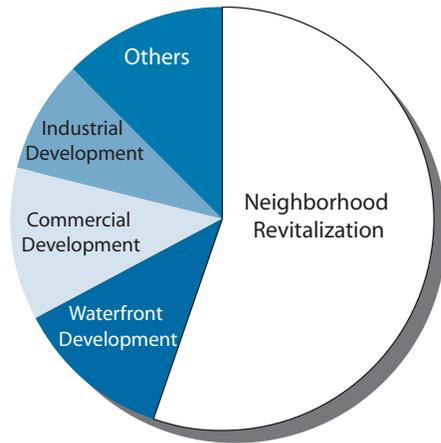
The Preliminary Ten-Year Capital Strategy provides \$1.3 billion primarily for building exteriors and building systems upgrades and replacement. Major areas of work include roof work, elevators and other construction projects.

	(in billions)
• Low to Moderate Income Public Housing Upgrade and Replacement	\$1.306
TOTAL	\$1.306

Housing Authority

Project Type: HA		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Low to Moderate Income Public Housing Upgrade City		169,697	126,000	126,000	126,000	126,000	126,000	126,000	126,000	126,465	127,944	1,306,106
	Project Type Total by Source of Funds City		169,697	126,000	126,000	126,000	126,000	126,000	126,000	126,000	126,465	127,944
Project Type Total All Funds		169,697	126,000	126,000	126,000	126,000	126,000	126,000	126,000	126,465	127,944	1,306,106

Department of Small Business Services



The Department of Small Business Services (SBS) provides business assistance directly to the public and administers other City economic development initiatives. Under contract with SBS, the New York City Economic Development Corporation (NYCEDC) coordinates the City’s commercial, industrial, market, waterfront and intermodal transportation development projects. Additionally, SBS contracts with, and the City allocates capital resources for, the Brooklyn Navy Yard Development Corporation (BNYDC) and the Trust for Governors Island (TGI) for the purposes of economic development.

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

	(in millions)
• Neighborhood Revitalization	\$1,634.6
• Waterfront Development	352.4
• Commercial Development	343.3
• Industrial Development	251.5
• Miscellaneous	241.4
• Market Development	111.3
• Community Development	5.5
• Cultural Development	4.7
• Port Development	1.5
• Rail Development	0.2
TOTAL	\$2,946.4

Neighborhood Revitalization

The Preliminary Ten-Year Capital Strategy invests in infrastructure improvements in neighborhoods throughout the City to support economic development and the development of affordable housing. Additionally, the 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.

Waterfront Development

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

Department of Small Business Services

Commercial Development

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

Industrial Development

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

Miscellaneous

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

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 Hunts Point Food Distribution Markets in the Bronx. The Preliminary Ten-Year Capital Strategy provides on-going funding for infrastructure improvements and facility modernization at the Hunts Point Food Distribution Markets.

Department of Small Business Services

Project Type: ED		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Commercial Development												
	City	75,149	86,553	64,340	31,854	31,198	22,152	14,348	17,325	0	0	342,919
	Federal	0	0	429	0	0	0	0	0	0	0	429
Community Development												
	City	1,742	0	3,708	0	0	0	0	0	0	0	5,450
Cultural Development												
	City	2,000	0	2,701	0	0	0	0	0	0	0	4,701
Industrial Development												
	City	69,192	48,540	23,196	15,500	16,809	16,845	15,000	15,000	15,465	15,944	251,491
Market Development												
	City	80,157	0	1,172	0	30,000	0	0	0	0	0	111,329
Miscellaneous												
	City	43,149	11,576	27,838	4,000	4,000	4,000	4,000	4,000	4,124	4,252	110,939
	Federal	39,593	25,000	65,844	0	0	0	0	0	0	0	130,437
Neighborhood Revitalization												
	City	459,344	286,688	309,834	261,706	60,588	113,820	60,324	60,324	0	0	1,612,628
	Federal	0	4,010	18,000	0	0	0	0	0	0	0	22,010
Port Development												
	City	3	0	1,476	0	0	0	0	0	0	0	1,479
Rail Development												
	City	0	0	193	0	0	0	0	0	0	0	193
Waterfront Development												
	City	51,312	111,272	60,433	23,636	13,223	17,658	27,307	17,520	15,000	15,000	352,361
Project Type Total by Source of Funds												
	City	782,048	544,629	494,891	336,696	155,818	174,475	120,979	114,169	34,589	35,196	2,793,490
	Federal	39,593	29,010	84,273	0	0	0	0	0	0	0	152,876
Project Type Total												
	All Funds	821,641	573,639	579,164	336,696	155,818	174,475	120,979	114,169	34,589	35,196	2,946,366

Department of Citywide Administrative Services

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

DCAS operates, maintains, and reconstructs the 55 public buildings in its real estate portfolio. This portfolio totals 15 million square feet of space, which includes seven million square feet of court space. The Department acquires, manages, and leases non-residential real properties. DCAS also provides municipal supply services to agencies. The services include the acquisition, testing, and distribution of supplies and equipment as well as the administration of the citywide vehicle fleet.

Capital Program Goals

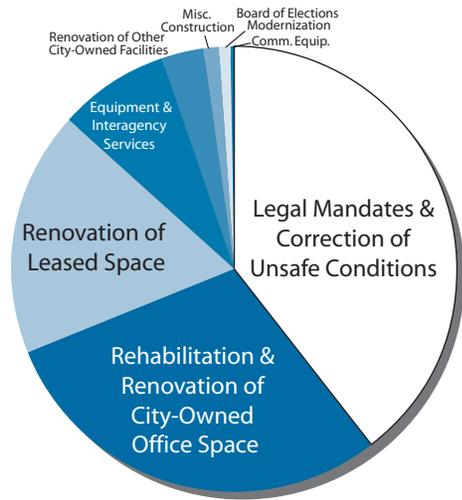
- To rehabilitate and maintain public structures, including piers and bulkheads;
- To reconstruct public buildings;
- To enhance the energy efficiency of public buildings;
- To coordinate and enhance citywide space planning;
- To improve the procurement, warehousing, and distribution of goods;
- To increase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

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 \$1.4 billion and is allocated between Public Buildings and Real Property.

Department of Citywide Administrative Services - Public Buildings



Public Buildings

	(in millions)
• Legal Mandates and Correction of Unsafe Conditions	\$517.0
• Rehabilitation and Renovation of City-Owned Office Space	384.2
• Renovation of Leased Space	230.8
• Equipment and Interagency Services	105.6
• Renovation of Other City-Owned Facilities	39.3
• Miscellaneous Construction	15.2
• Board of Elections Modernization	10.6
• Communications Equipment	0.3
TOTAL	\$1,303.0

Legal Mandates and Correction of Unsafe Conditions

The correction of code violations and compliance with legal mandates represents \$517.0 million of the Preliminary Ten-Year Capital Strategy. Legally mandated work will include \$283.9 million for projects that ensure compliance with Local Law 5 (fire and life safety), \$180.4 million for fuel tank replacement and remediation, Citywide, \$22.6 million for Americans with Disabilities Act projects, and \$17.3 million for Local Law 11 façade repairs.

Rehabilitation and Renovation of City-Owned Office Space

The Preliminary Ten-Year Capital Strategy provides \$384.2 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 \$39.1 million for renovations of the Brooklyn Municipal Building, \$16.7 million for the Manhattan Municipal Building, \$8.7 million for the Queens Borough Hall, and \$3.5 million for the Bergen Building in the Bronx. Funding is also provided for projects at 345 Adams Street, Brooklyn (\$94.5 million) and 253 Broadway, Manhattan (\$18.5 million), as well as for the construction of a new Computerized Testing and Applications Center (CTAC) at 2556 Bainbridge Avenue, Bronx (\$13.0 million).

Department of Citywide Administrative Services - Public Buildings

Renovation of Leased Space

The Preliminary Ten-Year Capital Strategy provides \$230.8 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 \$85.0 million for expansion of Department of Emergency Management leased space in Brooklyn, \$12.3 million for Department of Finance leased space in Manhattan and Staten Island, and \$16.7 million for an infrastructure equipment upgrade for the Department of Information Technology and Telecommunications leased space in Brooklyn.

Equipment and Interagency Services

The Preliminary Ten-Year Capital Strategy provides \$105.6 million for the DCAS information systems infrastructure, including projects for an Inventory Management System (\$13.8 million) and the installation of security cameras in public buildings (\$5.1 million).

Renovation of Other City-Owned Facilities

The Preliminary Ten-Year Capital Strategy provides \$39.3 million for renovation of other City-owned facilities, including \$37.7 million for facility remediation and construction for the Taxi and Limousine Commission in Woodside, Queens.

Miscellaneous Construction

The Preliminary Ten-Year Capital Strategy provides \$15.2 million for construction in non-City owned facilities and properties, including \$0.4 million for remedial design of the Gowanus Canal 1st Street Turning Basin.

Board of Elections Modernization

The Preliminary Ten-Year Capital Strategy provides \$10.6 million for Board of Elections modernization, including \$6.2 million for the purchase and installation of electronic voting systems and related accessories.

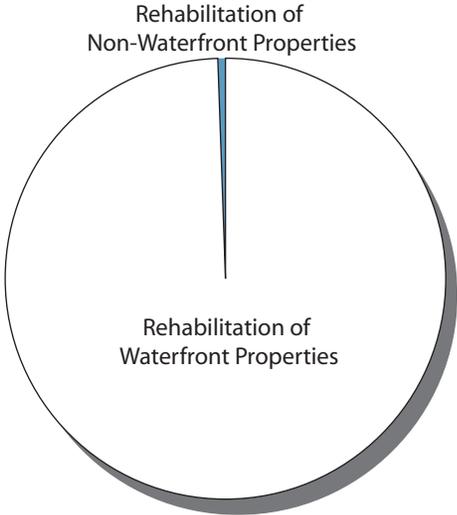
Communications Equipment

The Preliminary Ten-Year Capital Strategy provides \$0.3 million for communications equipment, including \$0.3 million for Voice Over Internet Protocol (VOIP) phones.

Department of Citywide Administrative Services - Public Buildings

Project Type: PW	(\$ in 000's)											
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total	
Communications Equipment												
City	161	161	0	0	0	0	0	0	0	0	0	322
Board of Elections Modernization												
City	0	0	0	707	1,955	6,225	1,164	549	0	0	0	10,600
Equipment and Interagency Services												
City	33,620	6,809	3,755	4,075	25,185	6,282	6,465	6,653	6,090	6,670	6,670	105,604
Legal Mandates and Correction of Unsafe Conditions												
City	122,363	125,236	106,139	28,103	19,322	17,574	24,475	23,696	24,431	25,188	25,188	516,527
Private	0	0	459	0	0	0	0	0	0	0	0	459
Miscellaneous Construction												
City	4,194	8,841	2,201	0	0	0	0	0	0	0	0	15,236
Rehabilitation of City-Owned Office Space												
City	182,306	89,083	27,846	24,404	9,406	11,327	7,539	10,189	11,071	11,023	11,023	384,194
Renovation of Leased Space												
City	112,522	6,628	4,129	1,874	30,087	15,880	14,880	14,491	14,940	15,403	15,403	230,834
Renovation of Other City-Owned Facilities												
City	37,698	0	0	0	0	0	0	0	0	769	793	39,260
Project Type Total by Source of Funds												
City	492,864	236,758	144,070	59,163	85,955	57,288	54,523	55,578	57,301	59,077	59,077	1,302,577
Private	0	0	459	0	0	0	0	0	0	0	0	459
Project Type Total												
All Funds	492,864	236,758	144,529	59,163	85,955	57,288	54,523	55,578	57,301	59,077	59,077	1,303,036

Department of Citywide Administrative Services - Real Property



Real Property

- Rehabilitation of Waterfront Properties
- Rehabilitation of Non-Waterfront Properties

TOTAL

(in millions)

\$124.5

0.4

\$124.9

Rehabilitation of Waterfront Properties

The Preliminary Ten-Year Capital Strategy includes \$124.5 million for the reconstruction of DCAS-managed waterfront properties.

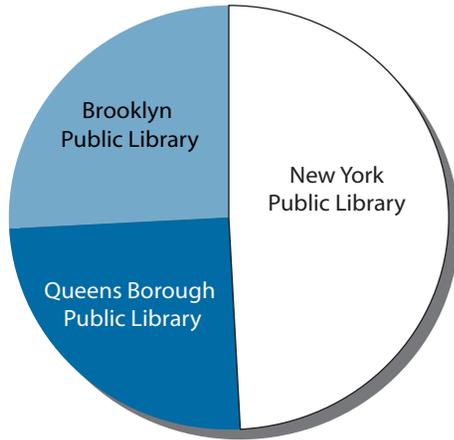
Rehabilitation of Non-Waterfront Properties

The Preliminary Ten-Year Capital Strategy includes \$0.4 million for the reconstruction of DCAS-managed non-waterfront properties.

Department of Citywide Administrative Services - Real Property

Project Type: RE		<i>(\$ in 000's)</i>										
		<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>	<i>2026</i>	<i>2027</i>	<i>Total</i>
<i>Rehabilitation of Non-Waterfront Properties</i>												
City		378	0	0	0	0	0	0	0	0	0	378
<i>Rehabilitation of Waterfront Properties</i>												
City		33,290	33,415	30,769	2,260	3,835	3,921	4,050	4,184	4,314	4,447	124,485
<i>Project Type Total by Source of Funds</i>												
City		33,668	33,415	30,769	2,260	3,835	3,921	4,050	4,184	4,314	4,447	124,863
<i>Project Type Total</i>												
All Funds		33,668	33,415	30,769	2,260	3,835	3,921	4,050	4,184	4,314	4,447	124,863
<i>Citywide Administrative Services Total</i>		<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>	<i>2026</i>	<i>2027</i>	<i>Total</i>
<i>Total by Source of Funds</i>												
City		526,532	270,173	174,839	61,423	89,790	61,209	58,573	59,762	61,615	63,524	1,427,440
Federal		0	0	0	0	0	0	0	0	0	0	0
State		0	0	0	0	0	0	0	0	0	0	0
Private		0	0	459	0	0	0	0	0	0	0	459
All Funds		526,532	270,173	175,298	61,423	89,790	61,209	58,573	59,762	61,615	63,524	1,427,899

Public Libraries



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

The Brooklyn Public Library (BPL) oversees a Central Library and 58 branches, which include five Adult Learning Centers.

The New York Public Library (NYPL) manages libraries in three boroughs: the Bronx, with 35 branches; Manhattan, with 40 branches; and Staten Island, with 13 branches. In addition, the New York Research Library oversees four research libraries: the Stephen A. Schwarzman Building 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 branches, 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 Americans with Disabilities Act (ADA)-compliant access at all sites;

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

Preliminary Ten-Year Capital Strategy

The three library systems strive to increase circulation, develop comprehensive community-oriented outreach programs, and grow attendance at cultural/informational programs. The three library systems will focus on the protection of the growing collection of library materials, reconstruction of branches, increasing accessibility for persons with disabilities, and upgrading the technology infrastructure to improve online and computer access. The Preliminary Ten-Year Capital Plan Strategy provides a total of \$559.4 million, allocated as follows:

Brooklyn Public Library

	(in millions)
• Essential Reconstruction of Facilities	\$136.4
• Reconstruction Necessary to Maintain Facilities	7.0
Subtotal	\$143.4

New York Public Library and Research Libraries

• Essential Reconstruction of Facilities	\$252.2
• Expansion of Construction of Facilities	11.6
• Improvements to Existing Facilities	10.6
• Reconstruction Necessary to Maintain Facilities	0.6
• Access for the Handicapped	0.5
Subtotal	\$275.5

Public Libraries

Queens Borough Public Library

	(in millions)
• Essential Reconstruction of Facilities	\$100.9
• Replacement Branches	22.3
• Reconstruction Necessary to Maintain Facilities	15.1
• Support Services Improvements	2.2
Subtotal	\$140.5
TOTAL	\$559.4

Brooklyn Public Library

The Preliminary Ten-Year Capital Strategy allocates \$143.4 million to the Brooklyn Public Library (BPL) and emphasizes the essential reconstruction of facilities. Specifically, \$98.0 million is allocated for the comprehensive renovation of branches and is distributed among five libraries (Brownsville, Canarsie, Eastern Parkway, New Lots, and New Utrecht) designated as most critical by BPL. Additional funding for other branches focuses on public service enhancements, cyclical replacements of building components (roofs, HVAC systems, and boilers), and Americans with Disabilities Act (ADA) compliance.

New York Public Library and Research Libraries

The Preliminary Ten-Year Capital Strategy allocates \$275.5 million for the New York Public Library (NYPL) and focuses on the essential reconstruction, expansion, and improvements to existing facilities. Specifically, \$90.0 million is allocated for the comprehensive renovation of branches and is distributed among five libraries (125th Street, Fort Washington, Hunt's Point, Melrose, and Port Richmond) designated as most critical by NYPL. In addition, \$133.3 million is allocated to the Midtown Campus Project for complete renovation of the Mid-Manhattan Library and related upgrades to the Stephen A. Schwarzman Building. Additional funding for other branches focuses on maintaining and upgrading facilities, including roof, window, and door replacements, and Americans with Disabilities Act (ADA) compliance.

Queens Borough Public Library

The Preliminary Ten-Year Capital Strategy allocates \$140.5 million for the Queens Borough Public Library (QBPL) and reflects a commitment to maintain and upgrade existing facilities and continued construction of new branches. Specifically, \$90.0 million is allocated to QBPL for comprehensive renovations, new construction, and expansion of branches. \$8.8 million is also allocated for an interior renovation at the South Hollis branch. Additional funding for other branches focuses on renovations and rehabilitations, systems upgrades, and cyclical replacements of building components (roofs, windows, and doors).

Brooklyn Public Library

Project Type: LB		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
<i>Essential Reconstruction of Facilities</i>												
City		54,167	22,375	24,685	15,684	15,698	712	735	760	784	808	136,408
<i>Reconstruction Necessary to Maintain Facilities</i>												
City		0	695	0	0	0	0	0	0	0	0	695
Federal		0	6,258	0	0	0	0	0	0	0	0	6,258
<i>Project Type Total by Source of Funds</i>												
City		54,167	23,070	24,685	15,684	15,698	712	735	760	784	808	137,103
Federal		0	6,258	0	0	0	0	0	0	0	0	6,258
<i>Project Type Total</i>												
All Funds		54,167	29,328	24,685	15,684	15,698	712	735	760	784	808	143,361

New York Public Library

Project Type: LN		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
<i>Access for the Handicapped</i> City		500	0	0	0	0	0	0	0	0	0	500
<i>Expansion and Construction of Facilities</i> City		10,524	0	0	0	0	0	0	0	0	0	10,524
<i>Improvements to Existing Facilities</i> City		10,614	0	0	0	0	0	0	0	0	0	10,614
<i>Essential Reconstruction of Facilities</i> City		172,485	20,862	20,878	15,895	15,913	931	962	993	1,024	1,056	250,999
<i>Reconstruction Necessary to Maintain Facilities</i> City		600	0	0	0	0	0	0	0	0	0	600
<i>Project Type Total by Source of Funds</i> City		194,723	20,862	20,878	15,895	15,913	931	962	993	1,024	1,056	273,237
<i>Project Type Total</i> All Funds		194,723	20,862	20,878	15,895	15,913	931	962	993	1,024	1,056	273,237

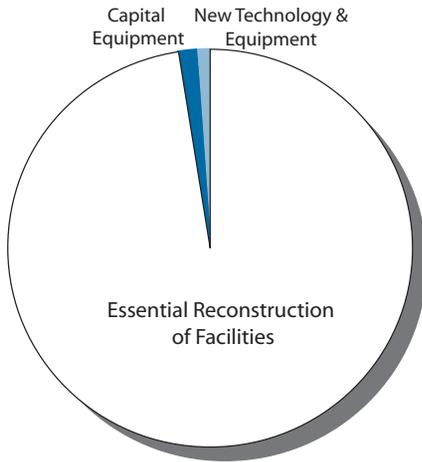
New York Research Libraries

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

Queens Public Library

Project Type: LQ		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Replacement Branches												
City		22,350	0	0	0	0	0	0	0	0	0	22,350
Essential Reconstruction of Facilities												
City		24,186	20,690	20,579	15,717	15,731	746	771	796	821	846	100,883
Reconstruction Necessary to Maintain Facilities												
City		14,514	500	125	0	0	0	0	0	0	0	15,139
Support Services Improvements												
City		2,155	0	0	0	0	0	0	0	0	0	2,155
Project Type Total by Source of Funds												
City		63,205	21,190	20,704	15,717	15,731	746	771	796	821	846	140,527
Project Type Total												
All Funds		63,205	21,190	20,704	15,717	15,731	746	771	796	821	846	140,527
Public Libraries Total												
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Total by Source of Funds												
City		312,309	65,343	66,488	47,517	47,563	2,610	2,689	2,770	2,857	2,945	553,091
Federal		0	6,258	0	0	0	0	0	0	0	0	6,258
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		312,309	71,601	66,488	47,517	47,563	2,610	2,689	2,770	2,857	2,945	559,349

Department of Cultural Affairs



The Department of Cultural Affairs (DCLA) is the largest local funder of arts and culture 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 \$411.3 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 includes programming grants for over 900 cultural organizations through the Cultural Development Fund. In addition, DCLA provides annual operating and energy support for the 33 members of the Cultural Institutions Group (CIG), which operate on City-owned property as well as case-by-case support to non-CIG organizations. DCLA commissions public artworks through the Percent for Art program, and provides resources to more than 1,900 nonprofit organizations, government agencies, 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 provides funding towards 562 capital projects at 239 cultural 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 \$2.0 billion of City funds were committed from 2007 through 2016 for the reconstruction, modernization, and expansion of these facilities, in addition to \$421.1 million planned in 2017. 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 \$411.3 million allocated as follows:

	(in millions)
• Essential Reconstruction of Facilities	\$401.9
• Capital Equipment	5.0
• New Technology and Equipment	4.4
TOTAL	\$411.3

Department of Cultural Affairs

Highlights of the Preliminary Ten-Year Capital Strategy include:

- American Museum of Natural History: \$62.1 million for the construction of the new Gilder Center for Science, Education, and Innovation, in addition to \$8.0 million in 2017.
- Studio Museum in Harlem: \$40.6 million for the construction and expansion of a new facility.
- Irish Arts Center: \$36.9 million for the construction of a new cultural center.
- Queens Museum: \$15.0 million for the second phase of the museum expansion, in addition to \$0.7 million in 2017.
- Snug Harbor Cultural Center & Botanical Garden: \$12.9 million for various upgrades and improvements, in addition to \$17.9 million in 2017.
- Queens Botanical Garden: \$9.3 million for various upgrades and improvements, in addition to \$5.3 million in 2017.
- Dance Theater of Harlem: \$9.1 million for various improvements, in addition to \$0.5 million in 2017.
- Nuyorican Poets Café: \$8.2 million for renovation and expansion of the facility, in addition to \$1.5 million in 2017.
- Bronx Zoo: \$7.6 million for various upgrades and improvements, in addition to \$8.1 million in 2017.
- Lincoln Center for the Performing Arts: \$5.6 million for various digital and technological upgrades, in addition to \$2.8 million in 2017.
- Staten Island Museum: \$5.3 million for facility restoration and upgrades, in addition to \$3.0 million in 2017.
- Bronx Museum of the Arts: \$5.0 million for improvements to the South Wing Atrium, in addition to \$2.6 million in 2017.
- Brooklyn Botanic Garden: \$4.0 million for site-wide improvements, in addition to \$14.0 million in 2017.
- Wave Hill: \$3.0 million for various upgrades and improvements, in addition to \$1.4 million in 2017.
- Weeksville Heritage Center: \$2.6 million for facility renovation, in addition to \$1.3 million in 2017.
- Bedford Stuyvesant Restoration Corporation: \$2.2 million for fire safety improvements, in addition to \$1.4 million in 2017.

Department of Cultural Affairs

Project Type: PV		<i>(\$ in 000's)</i>										
		<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>	<i>2026</i>	<i>2027</i>	<i>Total</i>
Capital Equipment												
City		3,535	738	758	0	0	0	0	0	0	0	5,031
Essential Reconstruction of Facilities												
City		346,563	20,585	9,602	3,500	3,500	3,500	3,500	3,500	3,609	3,720	401,579
Federal		297	0	0	0	0	0	0	0	0	0	297
State		31	0	0	0	0	0	0	0	0	0	31
New Technology and Construction												
City		100	0	4,312	0	0	0	0	0	0	0	4,412
Project Type Total by Source of Funds												
City		350,198	21,323	14,672	3,500	3,500	3,500	3,500	3,500	3,609	3,720	411,022
Federal		297	0	0	0	0	0	0	0	0	0	297
State		31	0	0	0	0	0	0	0	0	0	31
Project Type Total												
All Funds		350,526	21,323	14,672	3,500	3,500	3,500	3,500	3,500	3,609	3,720	411,350

Department of Parks & Recreation

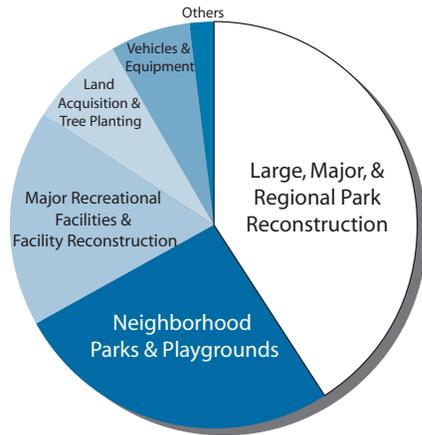
The Department of Parks and Recreation (DPR) is the steward of over 30,000 acres of land made up of 4,000 individual properties ranging from Coney Island and Central Park to community gardens and Greenstreets. The Department maintains and operates approximately 800 athletic fields, 1,000 playgrounds, and 768 tennis courts. It also maintains and operates 67 pools, 52 recreational facilities, 17 nature centers, 14 miles of beaches, 156 miles of waterfront parkland, and 14 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.

The Preliminary Ten-Year Capital Strategy provides \$3.3 billion for capital construction and reconstruction projects. This capital program includes \$376.7 million for the Parks Department's signature equity initiatives: the Community Parks Initiative, the Anchor Parks Initiative, Walk to a Park, and the Parks Without Borders program, with an additional \$178.2 million in 2017. There is also \$266.7 million associated with work to repair and reconstruct Parks damaged by Hurricane Sandy in 2018 and 2019; an additional \$118.0 million for storm reconstruction is included in 2017.

Capital Program Goals

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

Department of Parks & Recreation



Preliminary Ten-Year Capital Strategy

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

	(in millions)
• Large, Major, and Regional Park Reconstruction	\$ 1,351.4
• Neighborhood Parks and Playgrounds	865.5
• Major Recreational Facilities and Facility Reconstruction	571.9
• Land Acquisition and Tree Planting	249.2
• Vehicles and Equipment	208.7
• Beaches and Boardwalks	33.3
• Zoos	26.8
TOTAL	\$3,306.8

Neighborhood Parks and Playgrounds

The Preliminary Ten-Year Capital Strategy provides funding of \$865.5 million for the reconstruction of neighborhood parks and playgrounds.

Large, Major, and Regional Park Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$1,351.4 million for work at numerous sites, Citywide. This allocation includes \$780.6 million for the reconstruction of Parks bridges, Citywide; \$70.2 million for various projects located at Flushing Meadows-Corona Park in Queens; \$33.9 million for reconstruction of pools, Citywide; \$28.3 million for the reconstruction of Astoria Park in Queens; \$29.1 million for the reconstruction of Betsy Head Park in Brooklyn; \$26.4 million for the reconstruction of play equipment and safety surfaces, Citywide; \$19.0 million for Bayside Fuel Depot demolition in Brooklyn; \$15.3 million for the reconstruction of Synthetic Turf Fields, Citywide; \$8.4 million for capital improvements at Alley Pond Park in Queens; \$6.9 million for capital improvements at Van Cortlandt Park in the Bronx; \$3.6 million for the reconstruction of Fairview Park in Staten Island; and \$329.7 million for other large, major and regional park reconstruction projects, Citywide.

Department of Parks & Recreation

Major Recreational Facilities & Facility Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$571.9 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 \$113.2 million for the rehabilitation of recreation/nature centers, Citywide; \$92.9 million for the remediation and reconstruction of Red Hook Recreation Area; \$57.2 million for the reconstruction of boilers, Citywide; \$22.3 million for the reconstruction of comfort stations, Citywide; \$19.0 million for roofing reconstruction projects, Citywide; \$16.5 million for building reconstruction, Citywide; and \$250.8 million for other major recreational facilities and facility reconstruction projects, Citywide.

Beaches and Boardwalks

The Preliminary Ten-Year Capital Strategy provides \$33.3 million for continued reconstruction of boardwalks and beaches, Citywide. This allocation includes \$20.1 million for the reconstruction of the Orchard Beach pavilion in the Bronx; and \$13.2 million for other boardwalks and beaches reconstruction projects. Reconstruction of boardwalks damaged by Hurricane Sandy is included in the Major Recreational Facilities category.

Zoos

The Preliminary Ten-Year Capital Strategy provides \$26.8 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 \$208.7 million to support infrastructure improvements and equipment purchases. Major highlights include \$119.0 million for the replacement of vehicles; \$47.9 million for improvements to computer and communications systems; and \$41.8 million for other infrastructure improvements and equipment purchases, Citywide.

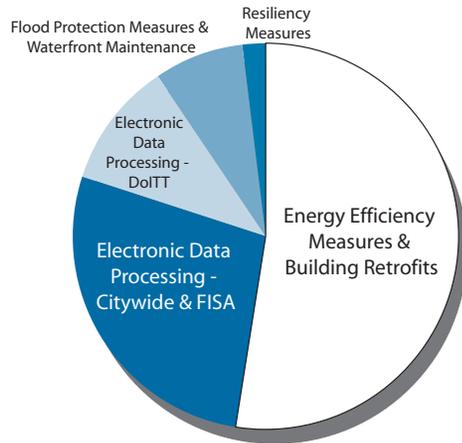
Land Acquisition and Tree Planting

The Preliminary Ten-Year Capital Strategy provides \$249.2 million for tree planting, reforestation, land acquisition, and related projects.

Department of Parks & Recreation

Project Type: P		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Beaches and Boardwalks												
	City	6,348	0	18,100	2,901	848	865	894	923	952	981	32,812
	Federal	507	0	0	0	0	0	0	0	0	0	507
Land Acquisition and Tree Planting												
	City	88,360	79,040	28,255	6,645	6,778	6,913	7,141	7,377	7,606	7,842	245,957
	Federal	3,272	0	0	0	0	0	0	0	0	0	3,272
Major Recreational Facilities												
	City	187,525	172,547	64,175	8,372	13,553	9,324	8,989	14,615	10,984	10,651	500,735
	Federal	13,952	52,178	0	0	0	0	0	0	0	0	66,130
	Private	5,000	0	0	0	0	0	0	0	0	0	5,000
Neighborhood Parks and Playgrounds												
	City	381,177	146,885	47,073	42,607	12,284	8,208	8,479	8,759	9,030	9,310	673,812
	Federal	174,871	5,395	0	0	0	0	0	0	0	0	180,266
	State	2,542	1,000	0	0	0	0	0	0	0	0	3,542
	Private	7,895	0	0	0	0	0	0	0	0	0	7,895
Vehicles, Equipment and Facility Reconstruction												
	City	30,793	21,069	22,447	23,677	24,825	23,579	24,647	10,981	12,834	13,838	208,690
Large, Major and Regional Park Reconstruction												
	City	383,145	302,281	529,589	49,412	7,906	7,945	8,009	8,075	8,139	8,206	1,312,707
	Federal	7,975	1,512	0	0	0	0	0	0	0	0	9,487
	State	4,261	0	0	0	0	0	0	0	0	0	4,261
	Private	20,340	4,567	0	0	0	0	0	0	0	0	24,907
Zoos												
	City	12,717	6,542	2,803	1,106	799	573	872	462	476	491	26,841
Project Type Total by Source of Funds												
	City	1,090,065	728,364	712,442	134,720	66,993	57,407	59,031	51,192	50,021	51,319	3,001,554
	Federal	200,577	59,085	0	0	0	0	0	0	0	0	259,662
	State	6,803	1,000	0	0	0	0	0	0	0	0	7,803
	Private	33,235	4,567	0	0	0	0	0	0	0	0	37,802
Project Type Total												
	All Funds	1,330,680	793,016	712,442	134,720	66,993	57,407	59,031	51,192	50,021	51,319	3,306,821

Energy Efficiency and Citywide Equipment



Energy Efficiency & Sustainability

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

Electronic Data Processing

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

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

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

data communication network.

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

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

	(in millions)
• Energy Efficiency Measures & Building Retrofits	\$2,638.7
• Electronic Data Processing - Citywide & FISA	1,373.6
• Electronic Data Processing - DoITT	522.2
• Flood Protection Measures & Waterfront Maintenance	382.3
• Resiliency Measures	86.7
TOTAL	\$5,003.5

Energy Efficiency and Citywide Equipment

Energy Efficiency & Sustainability

The Preliminary Ten-Year Capital Strategy provides \$2.6 billion over the ten-year period to fund energy efficiency projects and \$86.7 million for measures to ensure resiliency throughout the City.

Electronic Data Processing - Citywide & FISA

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

Electronic Data Processing - DoITT

The Preliminary Ten-Year Capital Strategy provides \$522.2 million for Electronic Data Processing - DoITT.

Flood Protection & Waterfront Maintenance

The Preliminary Ten-Year Capital Strategy provides \$382.3 million over the ten-year period to fund flood protection measures and waterfront maintenance. The Preliminary Ten-Year Capital Strategy provides \$230.3 million for rehabilitation projects across the City's portfolio of coastal and waterfront assets, including \$55.7 million for the rehabilitation of the substructure of Battery Wharf and \$74.6 million for the rehabilitation of the substructure of Harlem River Drive between 155th Street and Dyckman Street. Funding is also provided for flood protection measures, including \$102.0 million to construct additional bulkheads, revetments, and living shorelines to protect against sea level rise through the Raised Shorelines program, and \$50.0 million to protect the Red Hook neighborhood from coastal flooding and projected sea level rise through construction of an integrated flood protection system.

Energy Efficiency and Citywide Equipment

Project Type: DP		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
<i>Electronic Data Processing Equipment for DoITT, Citynet</i>												
City		133,785	102,802	46,670	35,788	21,392	53,430	43,788	20,738	46,366	17,433	522,192
<i>Project Type Total by Source of Funds</i>												
City		133,785	102,802	46,670	35,788	21,392	53,430	43,788	20,738	46,366	17,433	522,192
<i>Project Type Total</i>												
All Funds		133,785	102,802	46,670	35,788	21,392	53,430	43,788	20,738	46,366	17,433	522,192

Energy Efficiency and Citywide Equipment

Project Type: PU		(\$ in 000's)										
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
<i>Building Construction, Reconstruction or Retrofit</i>	City	259,869	261,486	371,914	304,649	306,713	242,713	217,713	217,713	224,462	231,420	2,638,652
<i>Electronic Data Processing Equipment - FISA</i>	City	29,506	29,383	11,050	3,000	3,000	3,000	3,000	3,000	0	0	84,939
<i>Electronic Data Processing Equipment - City-Wide</i>	City	287,687	152,256	266,952	62,600	32,000	93,600	105,600	191,000	62,991	34,016	1,288,702
<i>Miscellaneous Energy Efficiency and Sustainability</i>	City	241,708	175,150	17,636	0	0	2,582	29,164	2,718	0	0	468,958
<i>Project Type Total by Source of Funds</i>												
	City	818,770	618,275	667,552	370,249	341,713	341,895	355,477	414,431	287,453	265,436	4,481,251
<i>Project Type Total</i>												
	All Funds	818,770	618,275	667,552	370,249	341,713	341,895	355,477	414,431	287,453	265,436	4,481,251
<i>Citywide Equipment Total</i>												
	City	952,555	721,077	714,222	406,037	363,105	395,325	399,265	435,169	333,819	282,869	5,003,443
	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	952,555	721,077	714,222	406,037	363,105	395,325	399,265	435,169	333,819	282,869	5,003,443

Citywide Summary

Project Type: CW

(\$ in 000's)

2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 Total

Citywide Total by Source of Funds

City	15,756,026	12,386,524	12,093,105	7,848,272	8,152,572	6,508,190	5,588,642	4,919,732	4,997,492	5,010,703	83,261,258
Federal	1,353,611	720,398	526,755	377,994	71,319	75,530	161,117	161,305	35,710	35,824	3,519,563
State	778,095	272,848	50,607	801,880	27,541	38,189	589,765	39,043	26,654	38,022	2,662,644
Private	49,968	15,798	14,873	4,500	4,500	4,500	4,500	4,500	4,639	4,783	112,561

All Funds	17,937,700	13,395,568	12,685,340	9,032,646	8,255,932	6,626,409	6,344,024	5,124,580	5,064,495	5,089,332	89,556,026
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Printed on paper containing 30% post-consumer material.