

**The City of New York  
Fiscal Years 2002-2011**

**Rudolph W. Giuliani, Mayor**

**Ten-Year Capital Strategy**



**Office of Management and Budget**  
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***Ten-Year  
Capital Strategy  
Summary***

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# Ten Year Capital Strategy Overview

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This Strategy provides a total of \$54.4 billion in capital funding over the next ten years. G.O. funded commitments will total \$36.5 billion through 2011 as compared to \$35.3 billion in the City's 2002 Preliminary Ten-Year Capital Strategy.

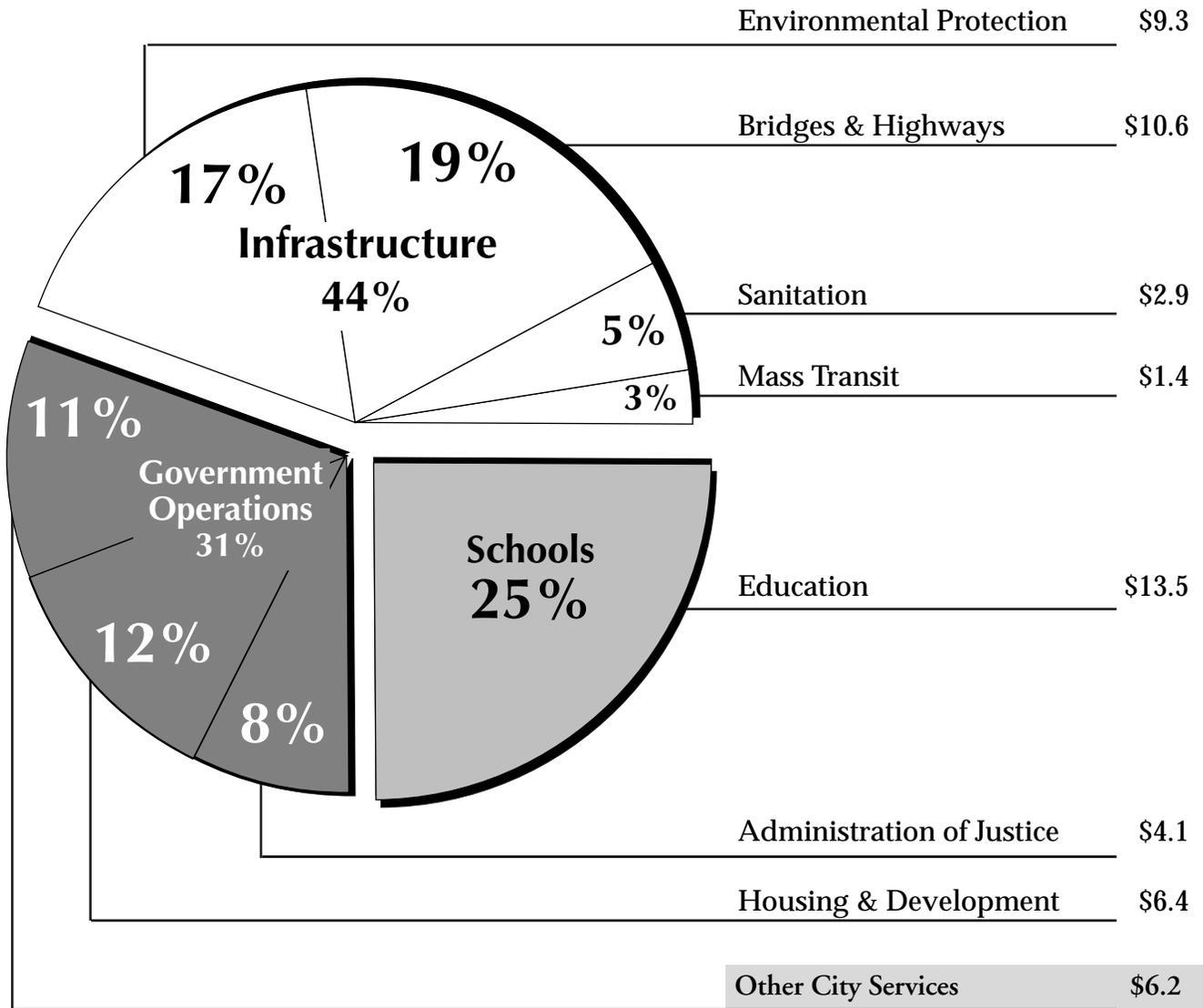
In order to keep the amount of planned general obligation debt within the constitutional debt limit, the capital program will be supported by \$3.7 billion in financing from the New York City Transitional Finance Authority and TSASC, Inc. The City will also use \$2.8 billion financed by the Dormitory Authority of the State of New York and other lease financing sources.

The Ten-Year Capital Strategy provides over \$13.3 billion for the construction, reconstruction, rehabilitation and modernization of the City's schools. In addition, \$12.0 billion is allocated for transportation and transit projects, \$12.2 billion for water and sewer and sanitation systems, and \$7.4 billion is devoted to parks, housing and economic development projects.

# The Ten Year Capital Strategy 2002 - 2011

## Totals \$54.4 Billion in All Funds

(\$ in billions)

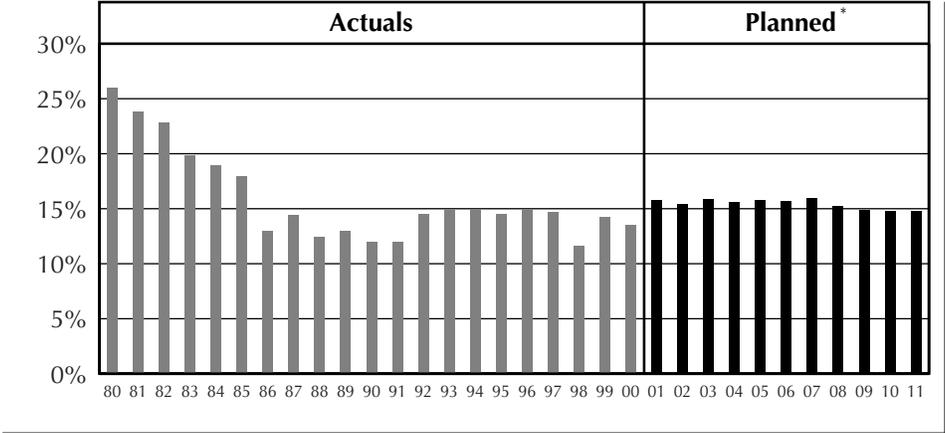


Other City Services	(Billions)	% of Total
DCAS	\$1.4	2.6
Parks	1.0	1.8
Social Services	0.8	1.5
Culturals & Libraries	0.7	1.3
HHC	0.9	1.6
Fire	0.7	1.3
Data Processing	0.7	1.3

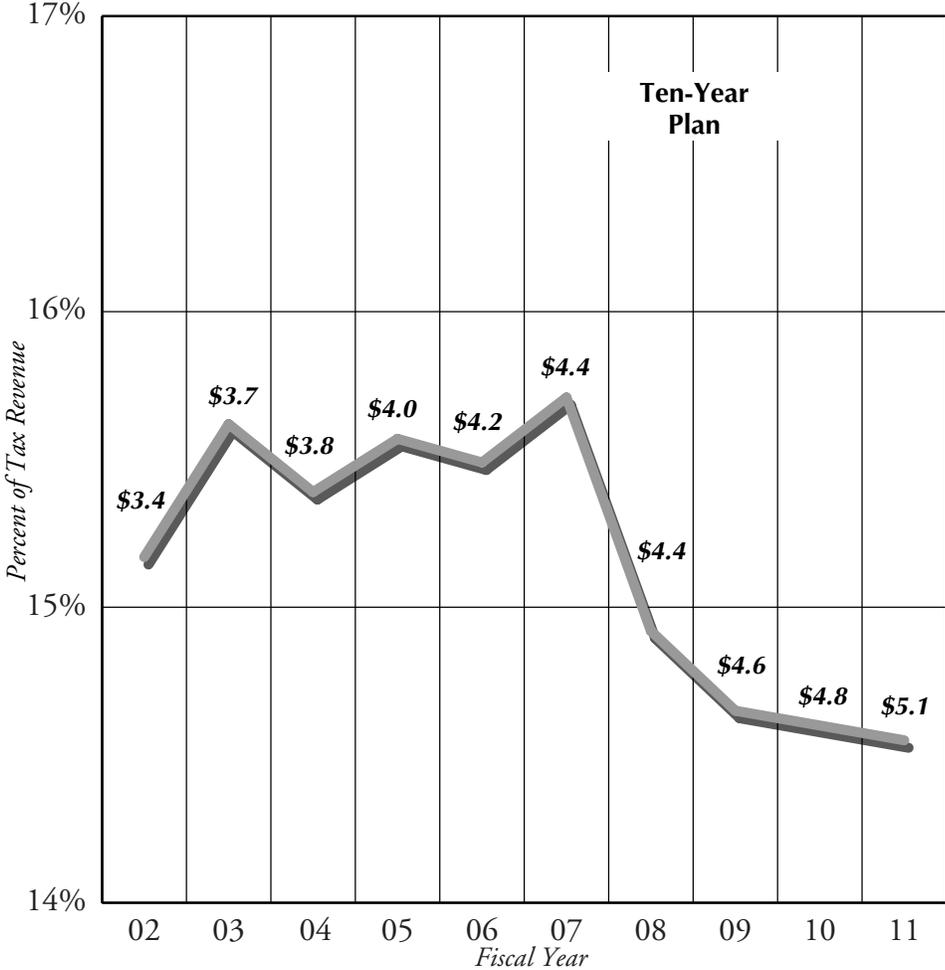
# Sources Financing the Ten-Year Capital Strategy 2002 - 2011

<b>Total City Funds</b>		<b>\$51.9 Billion</b>
	General Obligation	<b>\$36.5 Billion</b>
	New York Water Authority	<b>\$8.9 Billion</b>
	Transitional Finance Authority	<b>\$3.1 Billion</b>
	Dormitory Authority & Other Lease Financing	<b>\$2.8 Billion</b>
	Tobacco Settlement Financing	<b>\$0.6 Billion</b>
<b>Total Non-City Funds</b>		<b>\$2.5 Billion</b>
	Federal	<b>\$1.6 Billion</b>
	State	<b>\$0.5 Billion</b>
	Other Non-City Sources	<b>\$0.4 Billion</b>
<b>Total Ten-Year Capital Strategy</b>		<b>\$54.4 Billion</b>

# Debt Service as a Percent of Tax Revenues

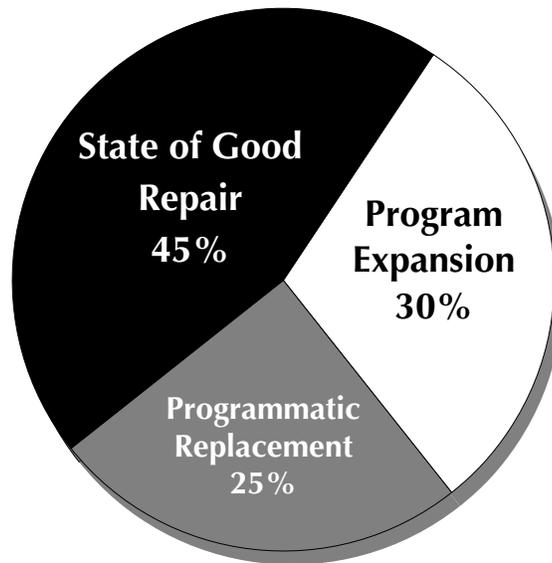


(in billions)



\* Planned figures include General Obligation Bonds, Municipal Assistance Bonds and lease debt service. Amounts shown are net of prepayments and exclude water & sewer debt service.

# Distribution of the All-Funds Capital Strategy for 2002-2011



**Total Program: \$54,406**

*(\$ in Millions)*

<b>State of Good Repair</b>	<b>\$24,380</b>	<b>Program Expansion</b>	<b>\$16,369</b>	<b>Programmatic Replacement</b>	<b>\$13,657</b>
• East River and Other Bridge Reconstruction	\$5,958	• New School Construction	\$7,830	• Water Pollution Plant Component Stabilization	\$1,717
• Reconstruction and Rehabilitation of Schools	5,021	• Assistance to Owners of Private Housing	1,705	• Transit System Rehabilitation	1,406
• Highway Reconstruction & Resurfacing	3,606	• Neighborhood based and Other Housing Initiatives	1,647	• Water Quality Mandates and Preservation	1,391
• Rehabilitation of In-Rem Housing and Other Housing Support Investment	1,646	• Construction of the Third Water Tunnel	852	• Consent Decree Upgrading and Construction	1,160
• Sanitation Garages and Facilities	1,357	• Croton Filter Project	783	• Purchase of Sanitation Equipment	982
• Rehabilitation of Public Buildings and Systems	1,146	• Construction of Court Facilities	682	• Prison Construction for Replacement Capacity	970
• Park Reconstruction	938	• Commercial and Industrial Development	677	• Police Facilities and Equipment	726
• Prison Reconstruction	770	• Sewer Extensions to Accommodate New Development	553	• Reconstruction and Renovation of Court Facilities	699
• Rehabilitation of Libraries and Cultural Institutions	668	• Waterfront and Port Development	363	• Truck and Distribution Main Replacement	641
• Replacement of Failing Sewer Components	522	• Shelters for Homeless Individuals and Families	311	• School Modernization	493
• Hospital Reconstruction	511	• Water Main Construction	204	• Upgrade of Water Pollution Control Plants	440
• Waste Disposal Facilities and Equipment	335	• Solid Waste Management Infrastructure	202	• Citywide Computer Purchases	392
• Other	1,902	• Other	560	• Replacement of Fire Department Vehicles and Equipment	360
				• Reconstruction of Ferry Boats and Terminal Facilities	220
				• Emergency Medical Services Equipment	216
				• Water Main Replacement and DAM Safety Program	205
				• Other	1,639

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

( \$ in 000's)

	FY02-05		FY02-11	
	City Funds	All Funds	City Funds	All Funds
Education	\$4,684,116	\$4,714,116	\$13,313,508	\$13,343,508
Bridges	2,744,647	3,075,821	5,386,891	5,958,065
Housing	1,450,585	1,989,645	4,400,435	4,997,495
Water Pollution	3,428,624	3,534,055	4,269,644	4,525,075
Highways	1,335,481	1,395,638	3,406,251	3,606,408
Sanitation	1,075,192	1,075,192	2,875,638	2,875,638
Water Mains	1,752,176	1,752,176	2,219,840	2,219,840
Correction	589,856	589,856	1,833,998	1,833,998
Transit	769,750	769,750	1,405,750	1,405,750
Courts	956,013	970,677	1,366,121	1,380,785
Public Buildings	493,581	494,450	1,320,965	1,321,834
Economic Development	709,131	927,659	1,064,178	1,282,706
Sewers	654,832	654,832	1,171,832	1,171,832
Parks and Recreation	523,297	538,179	1,009,748	1,024,930
<b><i>Subtotal - Major Agency Programs</i></b>	<b><i>\$21,167,281</i></b>	<b><i>\$22,482,046</i></b>	<b><i>\$45,044,799</i></b>	<b><i>\$46,947,864</i></b>
Water Supply	\$861,571	\$861,571	\$861,571	\$861,571
Police	391,642	391,642	824,286	824,286
Hospitals	612,884	612,884	728,449	728,449
Fire	390,188	390,188	683,048	683,048
Data Processing Equipment	540,588	540,588	643,289	643,289
Cultural Affairs	368,955	379,526	587,880	599,201
DEP Equipment	299,484	390,615	415,578	506,709
Traffic	145,671	243,201	374,231	478,961
Homeless Services	133,921	133,921	322,265	322,265
Franchise Transportation	32,721	242,488	32,721	242,488
Children's Services	106,896	124,691	204,278	237,969
Human Resources	68,775	101,985	156,575	222,147
Ferries	134,721	174,521	181,882	221,682
Health	114,536	114,536	169,536	169,536
Housing Authority	47,958	47,958	141,856	141,856
CUNY	26,198	39,048	64,076	114,414
Transportation Equipment	60,240	60,240	113,808	113,808
Juvenile Justice	70,808	75,289	82,959	87,440
Real Estate	37,709	37,709	82,560	82,560
NY Branch Libraries	49,218	49,218	59,609	59,609
Aging	25,692	25,692	43,919	43,919
Brooklyn Library	27,100	27,100	35,036	35,036
Queens Library	16,403	16,403	24,311	24,311
NY Research Library	9,909	9,909	13,446	13,446
<b><i>Total</i></b>	<b><i>\$25,741,069</i></b>	<b><i>\$27,572,969</i></b>	<b><i>\$51,891,968</i></b>	<b><i>\$54,405,864</i></b>

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# Ten-Year Capital Strategy

## Fiscal Years 2002-2011

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

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# Capital Strategy Framework

New York City's Ten-Year Capital Strategy must take into account the city's economic and demographic situation. Despite economic cycles and enormous structural shifts, the city's overall population and employment are at about the same level as 50 years ago. At the same time suburban areas have experienced rapid growth, while most older urban centers have experienced rapid decline. The city's capital stock experienced a period of disinvestment in the 1970s, and reconstruction in the 1980s, but has had few significant additions since the early 1960s. With few exceptions, therefore, the city's capital plan is not based on quantitative growth in population and employment. It is based on the need to maintain the existing infrastructure, accommodate economic and social change, and improve the quality of life.

## A Mature City

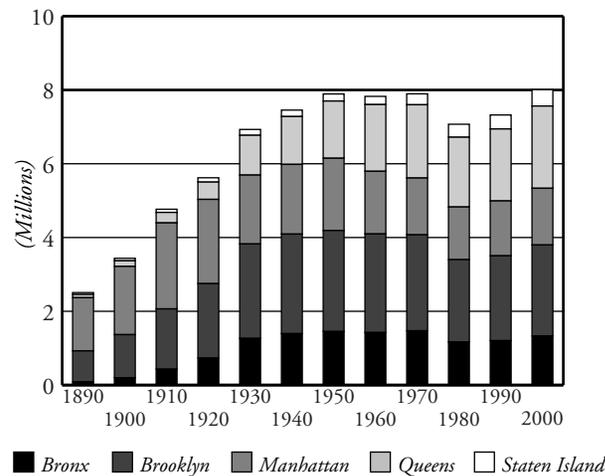
Like most older cities, New York's population essentially stopped growing in 1950 -- New York's record population of 8,008,278 in 2000 exceeded the 1950 population by just over 100,000, or 1.5 percent. (Chart 1 shows population by borough rising through 1950 and then leveling off). The

City's population declined substantially during the 1970s, but then recovered during the 1980s and 1990s. Similarly, the number of private-sector jobs in the city is approaching its 1969 peak (Chart 2 shows employment from 1950 to 2000, fluctuating in a range). In 2000, New York City's average private sector employment was 3,152,600, or about 100,000 below the 1969 peak of 3,250,700.

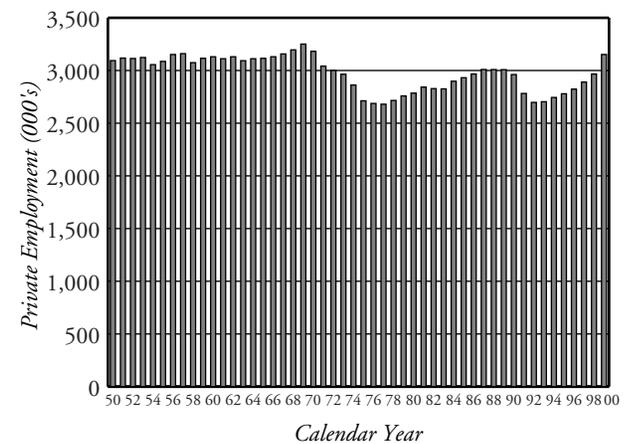
The city's potential for growth is limited by its physical capacity. Its borders are fixed, it is surrounded by other incorporated municipalities, and much of its land is already developed at a high density. New York City's population density, about 25,000 people per square mile, is 50 percent higher than that of the nation's second densest major city, San Francisco, at 16,000 per square mile. New York's scale and density, though typical of other "World Cities" such as London, Tokyo, and Paris, is unique in the United States.

New York City's growth is also constrained by the worldwide trend for urban land uses to become more dispersed. Throughout the world, even as the number of "mega-cities" (metropolitan population over 5 million)

**Chart 1** New York City Population  
1890 to 2000 by Borough



**Chart 2** Private Employment  
New York City: 1950 to 2000



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

## Capital Strategy Framework

increases, average densities in these cities are decreasing, with most population growth occurring on the suburban fringes. In dense areas, the cost of new housing and workplaces is inflated by the scarcity of land, the need to purchase and replace existing buildings, and the need to build surrounded by an active city. Lower costs generally drive development to the periphery, if the availability of infrastructure permit. And the desire to bring urban amenities to rural areas -- paved roads, electric power, telephone service -- provides the infrastructure for suburban spread.

New York is one of just a handful of older U.S. cities which have remained vibrant since 1950. In most older cities, the period of growth to 1950 has been followed by a half-century of dramatic economic and population decline. Among the 19 U.S. central cities that were already major population centers at the turn of the century, all but two -- New York and San Francisco -- have lost more than ten percent of their population (Chart 3 -- shows population losses of older central cities). Five of those cities have lost more than 40 percent. Many older urban centers, particularly smaller cities, no longer have the unique attributes of a central place. With the possible exception of government offices, they are now just the oldest, poorest towns in their regions.

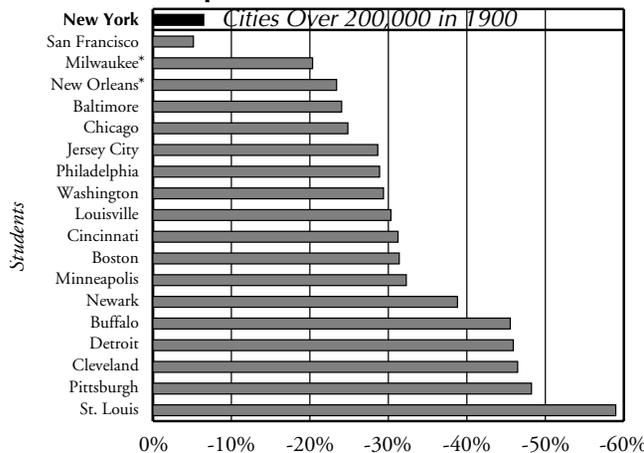
Fortunately, New York City is one of a handful of cities which retain a unique urban vitality which is difficult to replicate. New York City has the Manhattan Central Business District, whose critical mass of highly accomplished people, dynamic global firms, and world class institutions places New York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

### Structural Change

Despite a relatively constant overall population and employment level, New York City experiences constant economic and demographic change. In New York City, as in other cities, many former residents and their descendants have moved out. Unlike less successful cities, however, New York has continued to attract new people to replace the old. (Chart 4 -- population change by race/ethnicity) Young singles and couples continue to move to the city, even as families with children continue to leave, and New York attracts huge numbers of immigrants from abroad. Not coincidentally, San Francisco and New York, the older American cities that have lost the smallest share of their peak populations, are known for their tolerance of diversity, and act as magnets for immigrants, the young, and other people with a wide range of lifestyles and beliefs. In addition, recent changes to the federal tax code may encourage "empty nesters" to sell their suburban homes and return to the city, closer to their jobs and urban amenities, perhaps in combination with the purchase of a vacation home elsewhere.

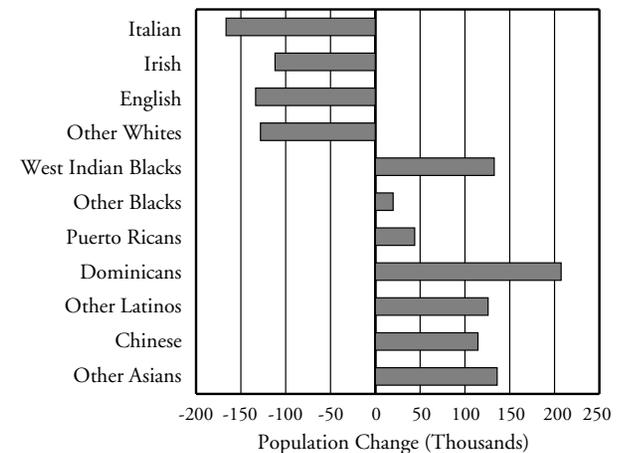
Without the arrival of 2.3 million immigrants from

**Chart 3 Population Decline: Peak to 1990**



\* Peaked in 1960. All other peaked in 1950 (although NYC had a second peak in 1970).  
Source: Census of Population.

**Chart 4 New York City Ethnic Change 1980 to 1990: Race and Ancestry**



Source: Census of Population.

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## Capital Strategy Framework

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1970 to 1996, the city's population would have fallen at a rate typical of most older cities. Immigrants and their children now account for over half of the city's population. In particular, immigrants have been responsible for revitalizing older, formerly blue-collar neighborhoods located between Manhattan and postwar, "suburban" areas of the city. These areas suffered devastating population losses in the 1960s and 1970s, but have since turned around. Even in older cities with relatively successful downtowns, such as Chicago, most similar neighborhoods have suffered severe and ongoing decline.

Like its population, the city's economy has continued to evolve despite a relatively constant overall size. In the 1800s, New York was primarily a trading center, and its manufacturing included many "heavy" industries drawn by access to the seaport. After 1900, these were replaced by light industries, such as apparel, electronics, and toys, which were drawn by New York City's low wage immigrant labor force. Since 1950, while much industrial activity has left

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

A high rate of change prevails not only between industries, but also within them. According to data compiled by New York State, about one out of every eight businesses in New York City closes every year. These include both large businesses and small businesses, and those in both growing and declining industries. Fortunately, the city has been able to attract enough new businesses to balance those which inevitably close or leave. In 1996, one-third of those employed in the city's private, for-profit sector worked for businesses which did not exist in 1992. New York City needs 25,000 new business establishments per year just to break even.

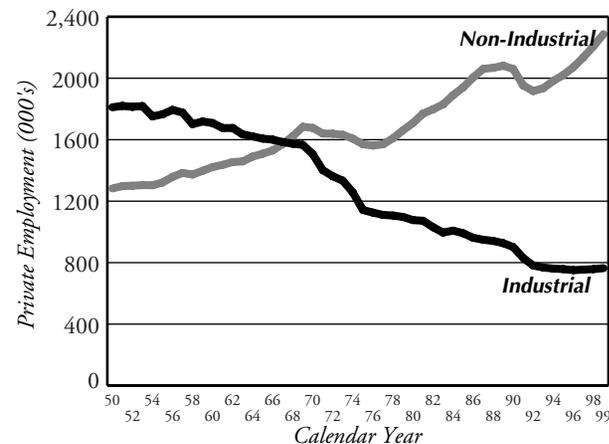
The lesson of the city's history is clear: the past is always receding, and New York City must pursue the future. The only way for New York City to maintain its relative "stability" is to continue to accommodate new people, new businesses, and new types of businesses.

### Qualitative Growth

While not growing in size, New York City has experienced a different type of growth: qualitative growth. New York City residents, like those elsewhere, are more affluent and educated than in the past (Chart 6 per capita income). And though employment has not increased overall, the number of low-wage jobs in low-skill industries has fallen steeply, while the number of high-wage jobs in growing industries has increased. The average earnings per worker employed in New York City was 25 percent higher than the

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**Chart 5** Private Employment  
New York City: 1950 to 1999



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

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## Capital Strategy Framework

national average in 1969. It was 70 percent above the national average in 1996. From 1980 to 1996 the total income earned by New York City residents (adjusted for inflation) rose by 53 percent, exceeding the national 49 percent gain, even though the city's population and employment growth lagged far behind. The benefits from these gains were widespread. From 1979 to 1989, median household income rose faster than the cost-of-living in fifty-six of the city's 59 community districts. Although it is not likely to experience dramatic population or employment growth, New York City can become better and its residents more affluent.

The shift to "qualitative," as opposed to "quantitative", growth has altered the relationship between physical development and public works, on one hand, and population and employment on the other. More than 1.1 million new housing units have been built in New York City since 1940, although its population is about the same. Over 210 million square feet of office space has been built in Manhattan since 1950, sixty percent of the total space now existing in that borough, even though the number of people working in the borough is also about the same. In part, new development is needed to replace deteriorated buildings which are demolished. In part, new development is needed to accommodate the evolution of the city's economy. For example, new office buildings were needed to house additional office workers, even as the demand for a substantial share of the city's industrial buildings fell.

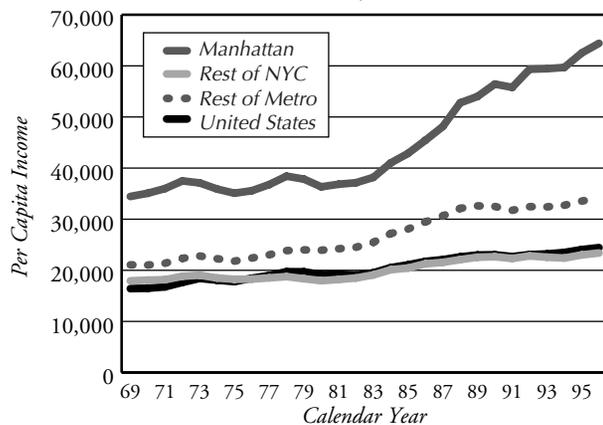
For the most part, however, a high level of new development and redevelopment is necessary to accommodate a better quality of life. As residents become wealthier and businesses become more productive, they come to expect housing units, places of businesses, and public facilities with more space per person and more amenities. While the number of people is not increasing over the long term, New York requires more and better capital facilities per person to remain competitive. From 1950 to 1990, while the city's population fell by 7 percent, the number of rooms in its housing units rose by 25 percent. The average square feet per Manhattan office employee rose from 150 in 1960 to

an estimated 325 today.

However, this qualitative growth remains incomplete, and even as New York City gains, the rest of the nation pushes ahead.

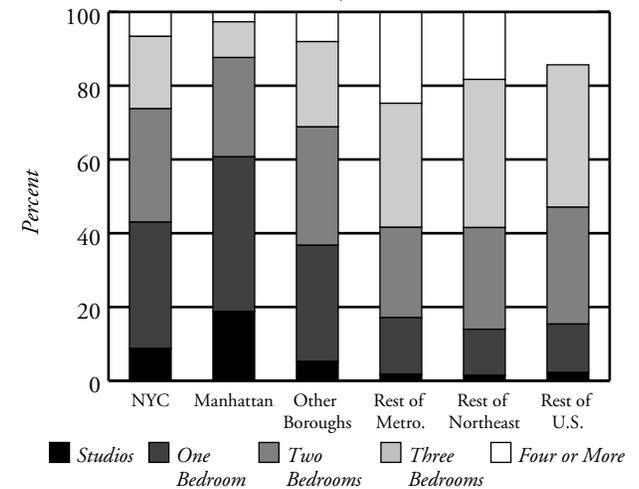
On average, New Yorkers continue to live in smaller, older housing units, and New York businesses use space more intensively than elsewhere. For example, in most of the country nearly 60 percent of all housing units have three or more bedrooms, but in New York City less than 30 percent do (Chart 7 shows percent of units by number of bedrooms, city, region, nation).

**Chart 6** Per Capita Income  
1969 to 1995 Adjusted for Inflation



Source: Bureau of Economic Analysis.

**Chart 7** 1990 Housing Unit Size  
Percent of Units by Number of Bedrooms



Source: Census of Population.

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## Capital Strategy Framework

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### Qualitative Growth and Public Infrastructure

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

## Financing Program

The City's financing program projects \$30.9 billion of long-term borrowing, excluding refunding, for the period of 2001 through 2005 to support the City's current capital program. Over 85 percent of the financing will be implemented through four bond issuing entities: the City, through its general obligation (GO) bonds, the New York City Transitional Finance Authority (TFA), the New York City Municipal Water Finance Authority (NYW) and TSASC, Inc. In addition, the City will utilize the New York State Dormitory Authority (DASNY), the New York City

Industrial Development Agency (IDA) and the Jay Street Development Corp. (JSDC) to fund several capital initiatives. The IDA will finance a portion of the costs for a new New York Stock Exchange (NYSE) building in downtown Manhattan through the issuance of bonds secured by City payments. The JSDC will issue bonds secured by City rental payments to fund the construction of a court building at 330 Jay Street in Brooklyn. Also through financing lease arrangements, DASNY will issue bonds for the City's court facilities program and the expansion and reconstruction

### 2001–2005 Capital Funding Program

(\$ in millions)

	2001	2002	2003	2004	2005	Total
<b>Sources of Funds:</b>						
City General Obligation Bonds <sup>(1)</sup>	\$2,984	\$2,025	\$1,785	\$2,535	\$4,230	\$13,559
Transitional Finance Authority Bonds <sup>(2)</sup>	1,030	1,350	1,500	1,147	0	5,027
TSASC Bonds <sup>(3)</sup>	20	695	695	630	0	2,040
Water Authority Bonds <sup>(4)</sup>	950	1,366	1,816	2,007	1,919	8,058
DASNY and Other Conduit Debt <sup>(5)</sup>	633	1,722	396	290	388	3,429
Other Sources <sup>(6)</sup>	156	(1,295)	50	96	84	(909)
<b>Total</b>	<b>\$5,773</b>	<b>\$5,863</b>	<b>\$6,242</b>	<b>\$6,705</b>	<b>\$6,621</b>	<b>\$31,204</b>
<b>Uses of Funds:</b>						
City Capital Improvements <sup>(7)</sup>	\$4,407	\$5,484	\$5,899	\$6,385	\$6,365	\$28,540
City General Obligation Refinancing	1,139	0	0	0	0	1,139
Water Authority Refinancing	69	0	0	0	0	69
Reserve Funds and Other <sup>(8)</sup>	158	379	343	320	256	1,456
<b>Total</b>	<b>\$5,773</b>	<b>\$5,863</b>	<b>\$6,242</b>	<b>\$6,705</b>	<b>\$6,621</b>	<b>\$31,204</b>

- (1) The City has issued \$2.379 billion of general obligation bonds during fiscal year 2001, of which \$1.139 billion was for refunding purposes. The City expects to issue the remaining \$600 million in May 2001.
- (2) Amounts shown exclude bonds issued to defease bond anticipation notes and include bond anticipation notes and capitalized interest thereon.
- (3) The amounts include a \$150 million TIFIA loan, estimated to be drawn down by \$20 million in FY01 and \$65 million in each of FY2002 and 2003. The size of future TSASC bond issues will be approximately \$630 million each in FY2002, 2003 and 2004. The City expects to derive net proceeds of approximately \$2.4 billion from TSASC for capital purposes, including the \$604 million of proceeds from the November 1999 TSASC financing and the \$150 million TIFIA loan.
- (4) Figures reflect Water Authority commercial paper and certain revenue bonds issued to date and expected to be issued for the water and sewer system's capital program, and include reserve amounts. The figures above do not include bonds which defease commercial paper.
- (5) The financing program includes DASNY financing of the City court capital program, three HHC projects, JSDC financing of the 330 Jay Street project, IDA financing of the New York Stock Exchange project, and other conduit financings. The amounts reflected in fiscal years 2001 through 2005 include a total allocation for reserve funds and other costs of issuance during the period of \$486 million.
- (6) Other Sources includes changes in restricted cash balances, and federal and state grants.
- (7) City Capital Improvements include capital cash expenditures for various City agencies, including the Department of Environmental Protection, the City's court capital program, Lincoln Center capital improvement, and three projects in HHC's hospital reconstruction program.
- (8) Reserve Funds and Other comprises amounts necessary to fund certain reserves, certain costs of securities, and allocation for original issue discounts, capitalized interest, and other uses in connection with the issuance of City, Water Authority, TSASC, and DASNY bonds.

## Financing Program

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of three hospital facilities. A portion of the Lincoln Center capital improvement project and a portion of certain stadium improvement costs may also be funded through the issuance of bonds by a conduit entity, secured by City payments. The annual financing amount during the plan period for each of the bond issuing entities is listed in the table below. As shown, the City will issue approximately \$12 billion of its GO bonds, which represents the largest share, 40 percent, of the total program. NYW's annual bonding amount will increase gradually from \$1.3 billion in 2002 to \$1.9 billion in 2005. The aggregate NYW financing during the plan period will account for approximately 26% of the total program. TSASC, Inc. will have an annual issue of about \$630 million in each of the next three fiscal years. It is also assumed in this financing program that the TFA will fully utilize its bonding authorization of \$11.5 billion by June 30, 2004.

### Transitional Finance Authority

In June 2000, the TFA received an additional \$4 billion of bonding capacity, increasing its overall authorization to \$11.5 billion. In addition, the State legislature increased the TFA and the City variable rate bond limits to 20% of their respective debt capacities, or \$6.1 billion for GO and \$2.3 billion for TFA, doubling the existing variable rate capacity.

The TFA's well-established credit structure and market acceptance continue to provide the least costly source of capital financing for the City. For the twelve TFA bond financings (totaling \$7.5 billion) issued to date, the average interest rates were approximately 10 basis points lower than those for the City GO bonds with comparable maturities.

Since 1998, the TFA has maintained three bond financings a year, averaging \$500 million to \$600 million per issue. In 2001, TFA also implemented three transactions: Series 2001A in October 2000, Series 2001B in February 2001 and Series 2001C in April 2001. The TIC for the three tax-exempt financings ranges between 4.7% for Series 2001C to 5.36% for Series 2001A.

During 2001, the TFA also added \$300 million to its \$750 million floating rate debt portfolio. The bonds have averaged 3.7 percent for the first 10 months of 2001, resulting in at least \$16 million of savings in interest costs on an annual basis compared with fixed-rate debt. The TFA plans to issue \$100 million of variable rate bonds in each of its future financings during the plan period, increasing its adjustable-rate debt to \$1.85 billion. It is expected that by the end of 2004, TFA will exhaust its full bond capacity of \$11.5 billion.

## Financing Program

The TFA Bond Anticipation Note (BAN) program, initiated in November 1999, continues to provide low-cost interim financing for the City. The 2001 Series 1 BANs issued in February 2001 realized a true interest cost (TIC) of 3.1 percent, which was 10 basis points lower than the MIG-1 index. (The MIG-1 index is a short-term index for notes.) This was the most favorable spread achieved to date compared with an average 3 basis point spread in the previous TFA BAN issues.

The City's personal income tax revenues are projected to grow at an average of 1.9 percent between 2001 and 2005 despite the elimination of various surcharges and implementation of tax cuts. Recognizing the resilience of the TFA revenues as well as its strong legal framework and credit structure, two rating agencies raised TFA's rating in October 2000. S&P raised the rating from AA to AA+, Moody's from Aa3 to Aa2. Fitch maintains the rating at AA+.

### **New York City General Obligation Bonds and Cash Flow Financing.**

With the TFA assuming \$5 billion of the City's new money financing needs and TSASC taking up \$1.8 billion, the NYC GO will handle the preponderance of the remaining financing requirement at \$12 billion during the Financial Plan period through FY2005. The amount of annual GO financings will average about \$1.9 billion for new money purposes during the plan period of 2001-2003. Beginning in FY2004, as the TFA approaches its bonding limit and TSASC completes its bonding program, the City will increase its GO financing program to \$2.5 billion and \$4.2 billion in FY2004 and 2005, respectively.

Currently the debt service for the City and its related financing entities (GO, MAC and lease debt) is 8.1 percent of the City's total budgeted revenues in FY 2001. The ratio will rise to 9.6 percent in FY 2005. As a percentage of tax revenues, the debt service ratio is 14.1 percent in FY 2001 and will increase to 15.8 percent in FY 2005.

Taking advantage of a lower interest rate environment, the City issued three GO refundings in this fiscal year, totaling \$1.1 billion. The first refunding issued in October 2000, Series 2001 B&C, generated \$22 million of net debt service savings by the end of 2003, with an equity contribution of \$15 million in 2001. Similarly, the Series 2001 D&E issued in December 2000 utilized a \$31 million cash contribution from the City to defease non-advance-refundable high-coupon debt and generated a net total budget savings of \$30 million by the end of 2002. On a present-value basis, both financings

achieved 5 percent debt service savings with overall TIC of 5.29 percent for Series B&C and 4.91 percent for Series D&E. After the issuance of the Series 2001 D&E bonds, the Federal Reserve lowered the Federal funds rate by 100 basis points in two separate actions before February. These moves created additional budget saving opportunity for the City through refinancing of those GO bonds previously left out for lack of economic benefits. In February 2001 the City took such opportunity and issued \$697.5 million of refunding bonds, (Series 2001F&G) realizing \$44 million of gross budget savings and over 5% of present value savings.

Electronic bidding, first implemented in April 1999 for NYC GO, has become the norm for both the GO and TFA's competitive transactions. In October 2000, the City employed the same electronic bidding system for its Revenue Anticipation Notes (RANs) for the first time. A total of 28 bids were submitted through the Internet, in an amount of \$4 billion. The 9-month note was sold with a TIC of 4.22 percent. The City will continue to utilize this technology for its bond and note financings where appropriate.

The City has also increased its use of electronic media to communicate with its investors in the last year. The City, TFA, TSASC and NYW have all posted their preliminary official statements on the web. In addition, the City made available an "electronic road-show" in conjunction with the provision of the preliminary official statement on a related web site, password restricted for institutional investors only, during the sale of GO Series 2001B&C. Marketing the City's bonds through the "virtual" world which can be accessed by a greater number of investors and viewed anytime and anywhere with a computer connection, provides an additional service to institutional investors in City debt.

Since the first conversion of \$140 million of floating-rate bonds (VRDBs) into auction-based floating-rate securities in April 1999, the City has continued to monitor their performance relative to other variable-rate bonds. The all-in cost of the auction program, inclusive of credit enhancement and auction agent fees, has been nearly 10 basis points lower than traditionally remarketed variable-rate paper. In addition, the new product broadens the City's investor base, reaching high-net-worth individuals. The City added \$100 million of tax-exempt auction rate bonds and implemented the first \$100 million of taxable auction-rate bonds in its recent new money issue, the GO Series 2001H. These new series employ a modified auction procedure, allowing three broker-dealers to participate in the same auction bidding process. It is expected that the competition among the dealers will further reduce the yields on the auction-rate debt.

## Financing Program

In 2001 to date, short-term interest costs as reflected in the GO \$2.9 billion of VRDBs have been 3.7 percent on average for tax-exempt debt and 6.4 percent for the taxable floating rate debt. These VRDBs, which have been traded on average at rates that are at least 150 basis points lower than those for the fixed-rate debt are expected to generate an annual debt service savings of over \$40 million.

The City's seasonal borrowing has declined considerably in recent years. From a high of \$3.65 billion of RANs and TANs issued in 1991, the City issued only \$500 million of RANs in 1999 and \$750 million of RANs in 2000 and 2001. The City currently projects issuance of \$1.4 billion of RANs in 2002.

### Lease Appropriation Debt

On various occasions the City issues debt through a conduit to be repaid by a subject-to-appropriation lease obligation. This has been done through the New York State Housing Finance Agency, the New York State Urban Development Corporation, the New York City Educational Construction Fund and DASNY. The most visible recent projects the City has financed in this manner include Health and Hospitals Corporation projects under the Municipal Health Facilities program, and the City's courts capital program.

Since December 1993, DASNY has completed two bond issues for the City's court capital program, totaling \$707 million. These bonds are supported by rental payments from the City, (which are subject to appropriation) and enhanced by a State aid intercept. The intercept is triggered if the City fails to make the rental payment to DASNY. The City plans to raise up to another \$300 million of capital funds for courts through DASNY, utilizing the same lease appropriation structure in late 2001. The total court facilities capital program is expected to amount to about \$2.3 billion over the next decade as shown in the City's Ten-Year Capital Strategy.

While lease appropriation debt is generally rated at a notch below G.O., on the strength of the State aid intercept, all three rating agencies (Moody's, Fitch and S&P) rated the program at the same level as that of GO in DASNY's 1999 financing for courts. Subsequent to the December 1999 financing, the City's G.O. ratings were increased in the fall of 2000 to A by S&P, A2 by Moody's and A+ by Fitch. However, the court program did not receive a ratings adjustment from Moody's or Fitch. The City intends to seek rating upgrades from all three rating agencies to bring the court program more in line with the City GO ratings and

other State appropriation credits.

The City also plans to issue in 2001 lease appropriation bonds through the newly established Jay Street Development Corp. (JSDC) to finance the construction of a large multi-court facility at 330 Jay Street in Brooklyn. The size of the initial issue is expected to be approximately \$275 million, with the remaining construction costs to be financed by JSDC over the next four years. It is expected that the first issue, to be priced in May 2001, will be all variable rate debt, with both VRDBs and auction rate securities in order to achieve flexibility and the cheapest cost of debt.

Through DASNY, the City plans to finance three hospital projects in early 2002 totaling approximately \$600 million. The projects include a new DNA lab, ambulatory service facilities at Bellevue hospital and the phase-two reconstruction of Kings County Hospital. Through the IDA with a similar lease appropriation structure, approximately \$600 million of capital funds will also be raised in early 2002 for the site purchase and a portion of the construction costs for the new New York Stock Exchange facility. Both programs are expected to pursue floating-rate exposure for a portion of the financing. Other lease appropriation debt issuance planned for the coming fiscal years includes \$150 million for the renovation of Lincoln Center and \$600 million for stadium improvements.

### The New York City Municipal Water Finance Authority

NYW was created in 1985 to finance capital improvements to New York City's water and sewer system. Since its first bond sale in November 1985, the Authority has sold \$14.88 billion in General and Second Resolution bonds, including \$4.48 billion of refunding bonds. Of this aggregate bond par amount, \$9.865 billion is outstanding, \$4.04 billion was refinanced with lower cost debt, and \$1.03 billion was retired with Authority revenues as it matured. In addition to this long-term debt, NYW utilizes a tax-exempt \$600 million commercial paper program as a source of flexible short-term financing.

In February, NYW's General Resolution bonds were upgraded to "Aa2" from "Aa3" by Moody's Investors Service, recognizing as key factors the extraordinary legal protections similar to operating company securitizations, and a well-managed capital program. This rating upgrade brings the views of the three major rating agencies more closely in line. NYW is rated "AA" by Standard and Poor's and "AA" by Fitch.

To date in 2001, the Authority has completed three financing

## Financing Program

transactions. The First Resolution Series A and B issuances consisted of bond sales directly to the public. The Second Resolution Series 1 bonds were issued to the New York State Environmental Facilities Corporation (EFC) and secure a temporary direct loan from EFC to the Authority. The projected financing activity for the remainder of 2001 will consist of a bond sale by the Authority directly to the public for approximately \$200 million and approximately \$200 million in bonds issued to EFC. Additionally, the Authority expects to take advantage of potential refunding opportunities during the year if the interest rate environment is favorable. These financings are discussed in more detail below.

On November 20, 2000, the FY2001 Series A bonds were offered for sale with a par amount of \$328 million. The transaction structure consisted of a single term bond with a maturity of 2033. The fixed-rate, uninsured bonds sold at a 5.66 percent yield, with a TIC of 5.7 percent. This yield was only 13 basis points over the Municipal Market Data (MMD) triple-A scale, representing one of the best (lowest) relative yields ever achieved by NYW. The bond sale was oversubscribed by approximately two times. Proceeds from this sale defeased a portion of the Authority's Series One and Five commercial paper, funded the debt service reserve fund, and paid certain costs of issuance.

Taking advantage of an improvement in interest rates, the Authority's second issuance followed shortly thereafter on December 8, 2000, with an advance refunding of \$60 million of FY 2000 Series B bonds. These FY 2001 Series B bonds were offered for sale with a par amount of \$68.7 million and resulted in net present value savings of \$3.9 million. The transaction structure included serial bonds from 2002 through 2020 and a single term bond maturing in 2031. The term bond sold at a 5.41 percent yield, a very favorable 7 basis points over the MMD triple-A scale. The TIC cost of the issue was approximately 5.4 percent.

On December 14, 2001 the Authority received a direct loan from EFC. EFC offered this \$99.5 million bridge loan in anticipation of the restructuring of bond amortizations from 20 years to 30 years — the longer amortizations which are now allowed in New York State by the United States Environmental Protection Agency (EPA). Proceeds from EFC bond sales assist in the financing of federally mandated clean water and safe drinking water projects for municipalities like New York City. NYW used the direct loan proceeds to defease commercial paper previously issued to fund clean water improvements to the system. The subsidized interest cost of this direct loan was a very favorable 2.74 percent.

Going forward, NYW expects to issue 30-year Second Resolution bonds to EFC with EFC issuing its 30-year bonds directly to the public.

In the spring of 2001, the Authority expects to sell an additional \$200 million of tax-exempt bonds as well as approximately \$200 million of bonds to EFC. Additionally, the interest rate environment may allow for refunding opportunities during 2001 and 2002, resulting in net present value savings on the Authority's debt service.

During the period of 2002 and 2005, the Authority expects to sell an average of approximately \$1.8 billion of new debt per year. Of this amount, NYW plans to issue a minimum of \$300 million per year through EFC, taking advantage of the 33 to 50 percent interest rate subsidy available for qualifying projects, and minimizing the overall costs of its financing program.

### TSASC, Inc.

TSASC, Inc., a special purpose corporation, was created by the City in November 1999 to issue bonds secured with the City's share of the Tobacco Settlement Revenues (TSRs) pursuant to a nationwide Master Settlement Agreement (MSA). TSASC issued the first of four series of Tobacco Flexible Amortization Bonds (Tobacco Bonds) in 1999 to finance a portion of the City's capital program. Those bonds were the highest-rated bonds secured by TSRs issued to date by various other governmental entities. The pricing for the TSASC bonds with longer maturities also compares favorably to those in other tobacco transactions with comparable flexible-payment structures or with super-sinker term structures. The only feature of subsequent tobacco bond financings which compared well with TSASC was traditional serial bonds in the early maturities.

TSASC postponed its second financing from April 2001 to April 2002 and will delay the third and fourth series of bonds to be issued by a year from the original schedule as well. In addition, TSASC is currently negotiating a \$150 million federal government loan, which will be made to TSASC under the Transportation Infrastructure Financing and Innovation Act (TIFIA). This is being reflected as a \$50 million reduction in net proceeds in each of the remaining three financings. With additional reductions of bonded amounts otherwise required for liquidity reserves and capitalized interest, the size of the remaining three TSASC public bond issues will be approximately \$630 million each. TSASC expects to complete the \$150 million TIFIA loan agreement with the Federal

## Financing Program

Department of Transportation in the next few months. The loan will be secured with TSRs, on a parity with other TSASC senior program bonds, and will have an interest rate comparable to that borne by Treasury obligations. Proceeds from the TIFIA loan will be used to fund a portion of the reconstruction of Whitehall and St. George Ferry Terminals and the purchase of three ferryboats.

TSASC has acquired the City's 3.4% share of the national total TSRs payable under the Master Settlement Agreement (MSA) entered into between 46 States and the manufacturers of over 97 percent of cigarettes sold in the US. After TSASC retains sufficient TSRs to pay for its debt service and operating expenses, the excess TSRs flow to the City through ownership of a residual certificate. The MSA provides for an upfront payment, four Initial Payments payable on each January 10, beginning in 2000 and continuing through 2003 and an Annual Payment payable on every April 15, beginning in 2000. TSASC received the upfront payment of \$84 million in December 1999. The first two Initial Payments in amounts of \$73 million and \$66 million were also deposited into the Collection Account on January 6, 2000 and January 8, 2001, respectively. The 2001 Initial Payment was about \$10 million less than what was originally forecasted. This is largely due to an \$8 million adjustment for an overpayment of the Annual Payment made in April 2000. The remaining \$2 million shortfall is attributable to lower than anticipated cigarette shipments in the US in calendar year 2000 by the four largest cigarette manufacturers, referred to in the MSA as the Original Participating Manufacturers (OPMs). The Initial Payments are based solely on cigarette shipments by the OPMs.

In addition, TSASC also received the first two Annual Payments of \$118 million and \$136.5 million in April 15, 2000 and April 16, 2001, respectively. All planned debt service due in 2001 and 2002 was fully funded by January of each fiscal year upon receipt of the Initial Payment. The 2000 Annual Payment was about \$4 million less than originally forecast in TSASC's 1999 Official Statement due to a Non Participating Manufacturer adjustment. The 2001 Annual Payment received to date was about \$1 million less than projected, largely due to delayed payments by some Participating Manufacturers. In general, the Annual Payments vary according to an inflation factor and the annual amount of cigarettes shipped in the US by tobacco manufacturers participating in the MSA, among other factors. Also, the amounts of TSRs received to date are subject to modification as the Independent Auditor receives updated cigarette shipment information from various sources. The adjustments were and will be made against

subsequent TSRs.

Recognizing the lower-than-expected receipt from the actual January 2001 Initial Payment and the April 2001 Annual Payment, the City is revising downward its estimate of residual from the 2001 TSRs by \$13 million. However, at this time, the City is not adjusting the original TSASC forecast for future TSRs assuming the average annual cigarette consumption decline of approximately 2 percent contained in the original forecast will be the longterm trend. In addition, with the postponement of the TSASC 2001 series, the City expects to realize additional residual revenue, resulting from reduced debt service retention.

### Mayor's New Annual Statement of Debt Policy

Mayor Rudolph Giuliani has established a procedure, set forth in an Executive Order, by which in each fiscal year, at the time of submission of the Executive Budget in April, the Mayor shall review the City's Debt Policies. The first statement of debt policy is included herein. The City's Debt Policy shall include at a minimum the following:

- The maximum debt burden and debt affordability levels deemed desirable as a matter of policy, considering the City's capital investment needs and the cost for financing that investment; Recommended changes in Local Finance Law constraints on issuance by the City and its public financing authorities and recommended changes in the limitations on the issuance of short-term debt as contained in state law;
- The form and structure of borrowing by the City whether directly, through its financing authorities, or by means of subject-to-appropriation borrowings. Such policies should deal at a minimum with the use of competitive versus negotiated sales, fixed versus floating rate debt and the extent of use of swaps or other derivative instruments.

*The following policies shall collectively be deemed the Mayor's Debt Policy for the City of New York.*

#### **1. Affordable levels of Debt Burden:**

*The Mayor's Office of Management and Budget shall monitor trends in the City's capital program in order to ensure that aggregate debt service of the sum of City General Obligation, lease and MAC debt does not exceed 15 percent of total City revenues and does not exceed 20 percent of City Tax revenues. Use of statutorily limited debt Authority, such as the TFA, will also be noted.*

## Financing Program

The capital budgeting process of the City, managed by the Office of Management and Budget (“OMB”) on behalf of and with the active oversight of the Mayor, must balance the large infrastructure and other capital investment needs of the City against the cost of the debt used to finance the City’s capital program. In addition to reviewing the Capital Commitment Plan quarterly, OMB every two years coordinates a comprehensive review of agency requests and existing capital program culminating in the publication of a new Ten-Year Capital Strategy, in Preliminary form in January and in final form in April. Also taken into account are the results of the Comprehensive Asset Condition and Maintenance Report also compiled annually. The capital planning process weighs the impact of debt service costs against the costs of delaying or not implementing needed capital improvements on a ten-year horizon.

Constitutional and statutory debt limits are too blunt an instrument to be used as a mechanism for fine-tuning the affordability of City debt issuance. The City also requires limits on amounts of affordable debt established as a matter of policy, not law. Most commonly used yardsticks of debt burden overstate the relative burden of New York City’s debt relative to other large cities. This is because New York City funds a total capital program which in other cities is funded not only by the municipality, but shared among one or more counties, one or more school districts and various special districts. New York City has a large population base and a strong and diverse economy; its resources easily sustain its debt burden. However, measures such as per capita debt or debt as a percent of personal income make New York City’s debt burden look disproportionately high. This is because in other cities the amount of debt incurred by the municipality is small relative to other “overlapping debt” of counties, school districts and special districts and relative to their population size and economic base. Data gathering to add such overlapping debt into the debt burden of other large cities is difficult, time-consuming and subject to error and interpretation.

On the other hand, debt service as a percentage of either the total budget or in proportion to local taxes more accurately measures debt burden relative to the resources and responsibilities of each particular city. On these measures, the debt burden of New York City is not high. New York’s debt service is 8.1 percent of total budgeted revenues in 2001 rising to 9.6 percent in 2005 compared to a mean of 13 percent for the 15 largest cities excluding New York City. As a percent of local tax revenues, New York City’s debt service is 14.1 percent in FY2001 and will rise to

approximately 15.8 percent in 2005, compared to a mean for the 14 largest cities of 17.4 percent.

These ratios appropriately exclude debt service on TFA bonds, which have their own statutory and covenanted maximums on debt and debt service, debt service on TSASC bonds, which are self-supporting from non-City revenues, and debt service on Water Authority bonds which are fee-supported revenue bonds of the type excluded from the ratios for the other large cities. In addition, in calculating the debt ratio, the general obligation (GO) bond debt service is reduced by the amount of rental payments from the Water System to the extent equal to debt service on GO bonds issued for water and sewer purposes prior to the creation of the Water Authority. Pre-payments of debt service from prior or current year surplus, which has an effect of artificially reducing or increasing the annual debt service costs, are also excluded from the calculation. This methodology is consistent with the format historically used by the Mayor’s Office of Management and Budget.

New York City’s debt ratios are particularly favorable compared to the largest cities when unfunded pension liabilities are taken into account. Many analysts view unfunded pension liabilities, which are accounted for as long-term liabilities, as an add-on to bonds in calculating debt ratios. For New York City, there is no significant unfunded liability in the aggregate for the major pension systems, a circumstance dramatically different from that of many large cities.

TFA bonds, which also have a statutory cap of \$11.5 billion of debt issuance, have a covenant with bondholders preventing additional debt issuance if it would result in TFA debt service in excess of \$330 million per quarter. This has the practical effect of limiting the issuance of TFA debt to approximately \$12 billion, depending on interest rates at the time of issuance.

### 2. Limitations on Cash Flow Financings:

*Provisions of the Financial Emergency Act requiring that City note financings for cash flow purposes be secured by clearly identified revenues or taxes and prohibiting cash flow borrowing over fiscal year end should be incorporated permanently into the State Local Finance Law to ensure that these guidelines will continue to exist after the sunset of the Financial Emergency Act in 2008. Bond Anticipation Notes can be a useful way to access the short-term capital market as an alternative to variable rate bonds or as a construction period financing device and should not be limited to maturity to the fiscal year in which issued.*

## Financing Program

### 3. Limitations on Debt Issuance in Local Finance Law:

*The Local Finance Law as it applies to debt issued to finance the capital program of New York City must be reviewed annually to advise the State Legislature of recommended amendments and modernization to permit the City to incorporate in its borrowings the latest prudent cost saving financial techniques.*

The Local Finance Law contains a long list of restrictions and compliance rules for the issuance of New York City GO and TFA debt. These include:

- limitations on the amount of variable rate indebtedness.
- requirements that amortization of debt be in relation to statutorily specified periods of probable usefulness (“PPUs”) of assets financed.
- formulations which have the effect of requiring roughly level or declining annual debt service.
- limitations on capital purposes for which the proceeds of indebtedness may be used.
- the requirement that advance refunding must either result in present value savings or produce the defeasance of certain state covenants contained in bonds to be refunded.
- the requirement that bonds issued for advance refunding purposes be amortized separately from bonds amortized to fund the City’s ongoing capital program.
- limitations on the use of negotiated or private sale of bonds as alternatives to advertised bids and making such sales subject to approvals by the State Comptroller.

The legislative proposals of the City for calendar year 2001 contain several technical but important amendments to the Local Finance Law which would afford the opportunity for significant cost savings for taxpayers without relaxing or foregoing the City’s conservative and prudent approach to debt issuance. These include the proposal that refundings and new money be permitted to be structured together to meet amortization requirements when new money issues are combined with bonds issued to refinance previously issued debt. This change would apply to both general obligation and TFA financings. In addition, the City is proposing that it be expressly authorized to utilize interest rate swaps (as is currently the case for at least one State financing authority), to issue bonds with detachable call provisions, and to issue debt payable in foreign currencies for sale in international markets for debt not qualifying for tax-exempt status. Foreign borrowings would be

required to be entirely hedged so that the liability of the City for debt repayment would be paid in dollars at a known cost.

### 4. Variable Rate Debt Issuance:

*Variable rate indebtedness up to a level of 20 percent of overall indebtedness represents a prudent and balanced approach to liability management for the City.*

In calendar 2000, the State Legislature responded to the City’s request that statutory limits on variable rate indebtedness for GO and TFA bonds be raised to 20 percent. The City is currently utilizing the 20 percent variable rate debt target as a guideline for all of its sources of financing including the Water Authority and for the City’s overall debt service budget including subject-to-appropriation lease financings.

### 5. Competitive Versus Negotiated Bond and Note Sales:

- *Issuance of bonds in amounts of less than \$250 Million per issue and notes in amounts of less than \$2 Billion should be sold by competitive sale (Advertised bids) unless market conditions are sufficiently unsettled or the particular credit being marketed is so complicated as to warrant negotiated sale.*
- *Negotiated financings as small as \$100 Million in size are also appropriate 1) when a smaller “emerging” securities firm among several lead firms in a larger financing program has earned a book running position but is not experienced in running deals of \$250 Million or larger and 2) when a securities firm has structured and earned the right to lead a financing which for various reasons, technical or market, ends up smaller than \$250 Million in size.*
- *Financings larger than these amounts should be marketed by negotiated sale in order to mobilize optimal underwriter support and to make possible the use of retail pre-sale order periods necessary to ensure the lowest interest cost on the borrowing.*
- *At least once every four years underwriters for negotiated sales should be reviewed and selected in a competitive process by means of a formal request for proposals process. The Mayor’s underwriter’s selection committee consisting of the Director of Management and Budget, the corporation Counsel, the Deputy Mayor for Finance and the Commissioner of Finance ensures that this process is fair and equitable.*

The City together with its financing authorities is a recognized leader in the development of the technique of presale retail order periods which have significantly broadened the market for New

## Financing Program

York City bonds and contributed to the reduction in relative interest rates on City-related financings. Retail order periods are particularly helpful for the large financings which are common for New York City. Such presale retail marketing can only be accomplished as part of a negotiated bond sale.

### 6. Interest Rate Swaps and Other Derivative Instruments:

*Any use of these techniques should only be upon express approval of the budget director on the Mayor's behalf, and pursuant to the standards on the use of swaps and derivatives instruments enumerated below.*

The City has not utilized interest rate swaps and other derivatives in recent years. There is a good case to be made that utilization of such financial products, in limited amount, and as a prudent hedge (for example against foreign exchange risk on international borrowings) or as a means to achieve a balanced liability structure (for example fixed-to-floating swaps used as an alternative to variable rate debt) can be useful tools in the City's overall debt management. To ensure that they are used prudently, swaps and derivative instruments should be used only upon express approval of the Mayor or his designated representative and pursuant to the following guidelines dealing with the extent and criteria for the use:

- risks (including counterparty risk, interest rate risk, renewal risk, basis risk and leveraging) should be carefully identified and compared to benefits obtained.
- the City should seek to obtain at least a 10 basis point benefit and should obtain a greater benefit if the derivative product is leveraged or if the product is long-dated (greater than 10 years in duration).
- counterparties used should have long-term bond ratings in the double-A rating category or higher and, where possible, should be required to collateralize their obligations if their ratings are down-graded below the double-A rating category.
- the City should seek to diversify its counterparties.
- products should be favored which have well-established and liquid markets to facilitate termination of the contract where desirable or necessary.

### 7. Investment of Bond Proceeds and Debt Service Funds:

*The City and its financing Authorities will invest bond proceeds and monies set aside to pay debt service subject to written investment guidelines or statutory or bond indenture criteria. All Investments*

*including investments of open market securities for escrows on advance refundings will be obtained by competitive bidding where possible.*

In the case of the Water Authority and TFA, the Boards of those respective authorities have formally adopted Investment Guidelines. TSASC and the Jay Street Development Corporation investments are pursuant to their respective bond indentures. Proceeds of City GO bonds and notes are invested by the City Comptroller pursuant to formal investment guidelines approved by the Comptroller. The State Comptroller invests City property taxes set aside to pay debt service on City GO bonds and on City revenue and tax anticipation notes pursuant to statutory guidelines.

Providers of advice and other services relating to the investment of proceeds of bonds and of assets of the City's pension systems must be precluded from making political contributions to City elected officials or candidates for elected office, a prohibition similar to existing prohibitions on political contributions by underwriters to candidates for City offices.

The City and its financing authorities do not engage in leveraged investment transactions of the type which resulted in the bankruptcy in Orange County, California. The City's consistent policy of requiring competitive bidding for escrows on advance refundings kept City financings from any shadow of suspicion during the investigations of "yield burning" over the past five years.

### 8. Pay-As-You-Go-Capital:

*The City's conservative practice of paying for assets with lives of three and four years out of the operating budget rather than borrowing to pay for such assets amounts to a significant \$150-to-\$200 Million pay-as-you-go policy. This amount should continue to be presented separately as Pay-Go in the City budget and debt reports.*

Most local governments across the country borrow for at least a large portion of assets with lives of three years or longer. The fact that New York City pays for assets with lives under five years out of the operating budget is a significant and conservative budgeting and debt management practice which deserves greater attention by the public, the rating agencies and investors.

As a matter of principle and policy, the average life of the financing sources of the City's capital program should be long and roughly match the long average life of the assets being financed. This ensures intergenerational equity among the taxpayers using bond financed assets over the approximate twenty-year average life of those assets. For this reason, pay-as-you-go-capital, paid only by today's taxpayers, should appropriately be limited in amount.

## Financing Program

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### 9. Advance Refundings (Refinancings of Existing Debt):

*The City will continue its conservative practice of requiring that advance refundings produce savings at least equal to 5 percent.*

Current federal government regulations for the use of tax-exempt municipal financing limit state and local governments to one advance refunding of previously issued debt (if issued after 1987, otherwise to two refundings). The 5 percent savings target utilized by the City on advance refundings ensures that should interest rates decline further in the future the City will be able to capture additional debt service savings for taxpayers. This savings threshold also ensures that the savings obtained for taxpayers is in excess of five times the fees paid to underwriters to execute the transaction.

### 10. Investor Relations:

*The City will continue to commit resources and utilize the latest technologies to ensure that the borrowings to fund its capital program will continue to be viewed by investors as representing state of the art investor relations techniques.*

This will be a crucial factor in ensuring that the City's borrowing costs are the lowest possible in the marketplace.

### 11. Other Sources of Information for the Public and for Investors on New York City Debt Management:

New York City has the most extensive and transparent reporting on financial management including debt management in the country. In January and April of each calendar year, the City publishes an extensive textual discussion as a part of the release of its Preliminary Budget (in January) and Executive Budget (in April), with a time horizon of four fiscal years. This text includes a lengthy textual presentation and review of both the City's Capital Program and its Financing Program. Biennially, the City publishes in January and April respectively its Preliminary Ten Year Capital Strategy and then its Ten Year Capital Strategy. The City also annually publishes its Asset Condition and Maintenance Schedules for Major Portions of the City's Capital Plant. At the time of publication of the Ten Year Capital Strategy, the City publishes an additional report comparing the recommended levels of funding in the Asset Condition and Maintenance Report with actual proposed budgeted funding levels. Annually in April, the Mayor publishes his Annual Statement of Debt Affordability and his Annual Capital Program Affordability Certificate. In June, after budget adoption, the Mayor publishes his Annual Declaration of Need and Proposed Transitional Capital Plan. In addition, the City Comptroller publishes in December of each calendar year his Annual Report on Capital Debt and Obligations.

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# **Program Detail by Agency**

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# Department of Transportation

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

Although future demands on the transportation network will depend on a host of economic, demographic, and social trends that are difficult to predict, all indicators point to increased transportation demand. Regional employment is expected to rise approximately 28% by 2020, with the central business district growth rate nearly twice that of the region. The number of motor vehicles is expected to increase by approximately 20% regionwide. Increasing congestion on the region's highways will further exacerbate the difficulties of goods movement, as more than 78% of all goods are shipped into the City via trucks. The challenge, in the face of these trends, will be to channel as much of this rising demand into mass transit as possible, while still maintaining a viable local street system. At the same time, the City must maintain its aging bridge and arterial network so that vital transportation links do not become either structurally deficient or congested, pollution causing bottlenecks, impeding the City's economic growth.

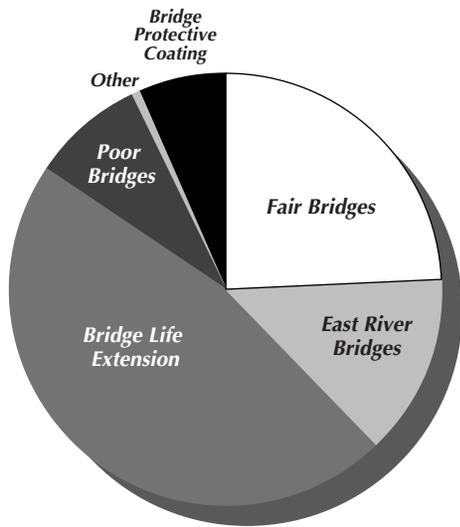
## Capital Program Goals

- Provide safe and efficient travel throughout the City by rehabilitating deficient bridges;
- Provide streets in good repair;
- Improve the flow of traffic and minimize congestion;
- Maintain and improve safety on City streets by offering reliable mass transit alternatives, providing adequate lighting, upgrading intersection signalization, and installing lane markings;
- Protect the public from excessive amounts of motor vehicle pollution;
- Provide public transportation that is accessible, reliable, and clean; and
- Ensure the safe and efficient operation of ferries and ferry terminals;

## Ten-Year Capital Strategy

The Strategy provides over \$10.6 billion to the Department, with Bridges and Highways receiving the bulk of funding, totaling over \$9.6 billion (91%).

## Department of Transportation - Bridges



### Bridges

	(in millions)
• East River Bridges	\$802.6
• Poor Bridges	498.5
• Fair Bridges	1,446.2
• Bridge Life Extension	2,781.0
• Bridge Facilities	20.3
• Bridge Vehicles/Equipment	18.6
• Bridge Protective Coating	390.9
<b>TOTAL</b>	<b>\$5,958.1</b>

The Ten-Year Capital Strategy provides \$6.0 billion to reconstruct the four East River Bridges and 337 other bridge structures. The first four years of this Ten-Year Capital Strategy allocates almost \$3.08 billion to the Bridge Program, of which \$653.4 million is projected to be committed in 2002. The total commitment reflects the high priority accorded to restoring and maintaining these essential links in the City's transportation system.

**East River Bridges:** All remaining East River Bridge construction contracts will be registered by the year 2007. By this time, the reconstruction of the Queensboro, Brooklyn, and Williamsburg Bridges will be complete, and the reconstruction of the Manhattan Bridge will be in the final stages of reconstruction. The Ten-Year Capital Strategy provides \$802.6 million for this program.

**Poor Bridges:** Twelve structures currently rated "poor" will be committed for reconstruction by 2004, at a total cost of \$498.5 million. In addition, the Ten-Year Capital Strategy includes the seismic retrofit of two bridges currently rated "poor," which are both presently under reconstruction. By 2004, all bridges currently rated "poor" will either be reconstructed or committed for reconstruction, demolished, or under reconstruction.

**Fair Bridges:** The Ten-Year Capital Strategy provides \$1.45 billion to reconstruct 93 bridge structures currently rated "fair." By the year 2006, all "fair" bridge structures will either be reconstructed or committed for reconstruction.

**Bridge Life Extension:** The Ten-Year Capital Strategy provides for rehabilitative work on the better "fair" bridge structures to upgrade their current condition. A total of 232 bridge structures, all rated "fair," are slated for major rehabilitative work under this program through 2011. A total of \$2.78 billion will be spent on all programs in this category.

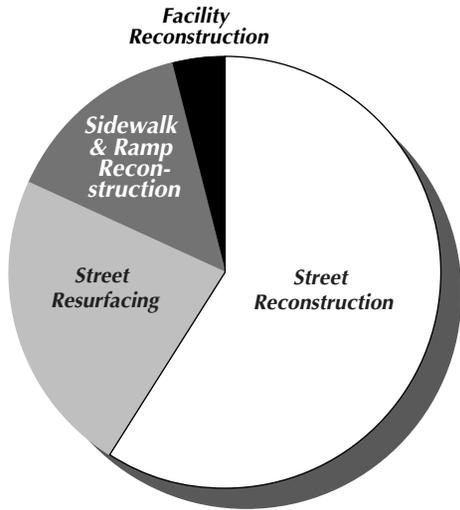
**Bridge Facilities and Equipment:** \$38.9 million will be allocated for the reconstruction of bridge facilities, and the purchasing of equipment and vehicles for field forces.

**Bridge Protective Coating:** Funding in the amount of \$390.9 million has been provided for bridge protective coating treatments excluding the painting costs for the four East River Bridges.

# Department of Transportation - Bridges

Project Type: HB	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>East River Bridges</i>											
City	89,859	146,036	160,812	129,934	0	180,991	0	0	0	0	707,632
Federal	45,000	10,000	0	40,000	0	0	0	0	0	0	95,000
<i>Fair Bridges</i>											
City	166,308	326,296	537,918	124,390	158,142	0	0	0	0	0	1,313,054
Federal	0	40,000	10,000	0	80,000	0	0	0	0	0	130,000
State	1,350	500	0	0	0	0	0	0	0	0	1,850
Private	1,343	0	0	0	0	0	0	0	0	0	1,343
<i>Useful Life Extension and Miscellaneous Work</i>											
City	790	0	2,000	0	0	0	0	0	0	0	2,790
<i>Useful Life Extension</i>											
City	97,902	147,830	200,286	119,083	375,719	342,603	326,074	334,612	333,058	341,045	2,618,212
Federal	0	0	0	0	40,000	40,000	40,000	40,000	0	0	160,000
<i>Converted Ten Year Plan Category</i>											
City	20,775	49,976	40,153	40,000	40,000	40,000	40,000	40,000	40,000	40,000	390,904
<i>Poor Bridges</i>											
City	109,287	148,626	57,563	0	0	0	0	0	0	0	315,476
Federal	97,600	75,010	10,000	0	0	0	0	0	0	0	182,610
Private	371	0	0	0	0	0	0	0	0	0	371
<i>Equipment for Bridge Maintenance</i>											
City	11,562	0	0	3,000	2,000	2,000	0	0	0	0	18,562
<i>Bridge Facilities</i>											
City	11,261	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	20,261
<i>Project Type Total by Source of Funds</i>											
City	507,744	819,764	999,732	417,407	576,861	566,594	367,074	375,612	374,058	382,045	5,386,891
Federal	142,600	125,010	20,000	40,000	120,000	40,000	40,000	40,000	0	0	567,610
State	1,350	500	0	0	0	0	0	0	0	0	1,850
Private	1,714	0	0	0	0	0	0	0	0	0	1,714
<i>Project Type Total All Funds</i>											
All Funds	653,408	945,274	1,019,732	457,407	696,861	606,594	407,074	415,612	374,058	382,045	5,958,065

# Department of Transportation - Highways



## Highways

	(in millions)
• Street Reconstruction	\$2,127.0
• Street Resurfacing	824.0
• Sidewalk & Ramp Reconstruction	511.9
• Facility Reconstruction	143.5
<b>TOTAL</b>	<b>\$3,606.4</b>

The Ten-Year Capital Strategy for Highways of \$3.6 billion will provide for the rehabilitation of over 2,455.0 linear miles (8,163.7) of City streets.

**Street Reconstruction:** Total funding in the Ten-Year Capital Strategy for street reconstruction is \$2.13 billion, which provides for the reconstruction of 346.6 linear miles (1,134.2 lane miles) of streets, Citywide.

**Street Resurfacing:** The Ten-Year Capital Strategy calls for the resurfacing and milling of 2,108.4 linear miles (7,029.5 lane miles) of streets and arterial highways, by both in-house and contract forces, at a ten-year cost of \$824.0 million.

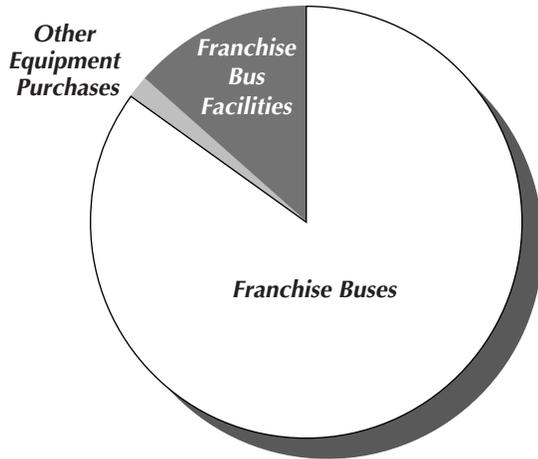
**Sidewalk and Ramp Reconstruction:** For the ten-year period, approximately 44.6 million square feet of sidewalks will be reconstructed throughout the City, at a cost of \$311.9 million. Additionally, pedestrian ramps will be installed at over 58,621 corners throughout the City, at a cost of \$200.0 million.

**Facility Reconstruction:** A ten-year total of \$143.5 million is allocated for the redesign and reconstruction of highway maintenance and repair yards, other Department facilities, and miscellaneous renovations and upgrades.

# Department of Transportation - Highways

Project Type: HW	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Facility Reconstruction</i>											
City	22,535	15,000	1,000	15,329	27,460	29,000	18,200	5,000	5,000	5,000	143,524
<i>Local Street Reconstruction</i>											
City	27,068	56,844	58,530	47,058	44,649	35,154	0	0	0	0	269,303
Federal	690	0	8,690	0	20,000	0	0	0	0	0	29,380
State	0	0	1,000	0	0	0	0	0	0	0	1,000
<i>Local Street Resurfacing</i>											
City	391	0	0	0	0	0	0	0	0	0	391
<i>Pedestrian Ramp Construction</i>											
City	18,040	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	198,040
State	2,000	0	0	0	0	0	0	0	0	0	2,000
<i>Primary Street Reconstruction</i>											
City	144,172	119,289	69,259	112,170	130,055	150,315	191,877	201,410	203,186	221,502	1,543,235
Federal	8,163	8,000	13,411	0	20,000	20,000	20,000	20,000	20,000	20,000	149,574
State	8,621	1,709	2,131	0	0	0	0	0	0	0	12,461
Private	92	0	0	0	0	0	0	0	0	0	92
<i>Primary Street Resurfacing</i>											
City	77,934	76,367	77,651	78,937	81,115	82,512	83,935	85,384	86,860	88,264	818,959
State	4,650	0	0	0	0	0	0	0	0	0	4,650
<i>Sidewalk Reconstruction</i>											
City	36,423	38,736	30,325	46,653	40,939	26,867	27,939	21,000	21,000	21,000	310,882
Federal	0	0	1,000	0	0	0	0	0	0	0	1,000
<i>Secondary Street Reconstruction</i>											
City	14,919	20,744	26,251	38,926	2,147	0	14,000	0	0	0	116,987
<i>Reconstruction of Step Streets</i>											
City	1,930	1,000	1,000	1,000	0	0	0	0	0	0	4,930
<i>Project Type Total by Source of Funds</i>											
City	343,412	347,980	284,016	360,073	346,365	343,848	355,951	332,794	336,046	355,766	3,406,251
Federal	8,853	8,000	23,101	0	40,000	20,000	20,000	20,000	20,000	20,000	179,954
State	15,271	1,709	3,131	0	0	0	0	0	0	0	20,111
Private	92	0	0	0	0	0	0	0	0	0	92
<i>Project Type Total All Funds</i>											
All Funds	367,628	357,689	310,248	360,073	386,365	363,848	375,951	352,794	356,046	375,766	3,606,408

# Department of Transportation - Franchise Transportation



## Franchise Transportation

(in millions)

- Franchise Buses \$205.9
- Other Equipment Purchases 4.0
- Franchise Bus Facilities 32.6
- TOTAL \$242.5**

In an effort to bring quality bus service to certain areas of the City that are not adequately served by the Transit Authority network, a Franchise Transportation program is operated with the support of City subsidies. The Ten-Year Capital Strategy provides a total of \$242.5 million (87% non-City funds) for the purchase of buses, equipment, and facility upgrades.

**Buses and Equipment:** The Ten-Year Capital Strategy provides a total of \$205.9 million (\$182.4 million in non-City funds) for the purchase of approximately 530 Compressed Natural Gas (CNG) buses in FY02-05.

**Equipment Other than Buses:** The Ten-Year Capital Strategy provides a total of \$4.0 million for the purchase of equipment other than buses, including \$2.2 million for a mobility enhancement study and \$1.2 million for bus stop signs.

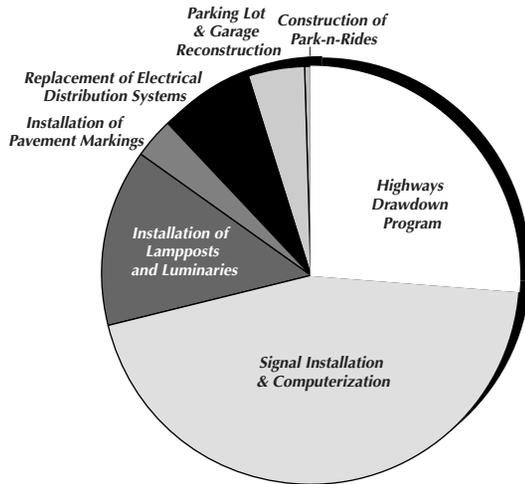
**Bus Facilities:** The Ten-Year Capital Strategy provides a total of \$32.6 million for the construction and improvement of bus facilities. Projects funded under this program include \$24.0 million for the construction of three CNG fueling facilities and \$8.6 million for other improvements to bus facilities.

# Department of Transportation - Franchise Transportation

Project Type: FT

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Franchise Buses and Equipment</i>											
City	14,771	2,875	2,875	2,875	0	0	0	0	0	0	23,396
Federal	93,176	23,000	23,000	23,000	0	0	0	0	0	0	162,176
State	11,647	2,875	2,875	2,875	0	0	0	0	0	0	20,272
<i>Other Equipment Purchases</i>											
City	2,011	0	0	0	0	0	0	0	0	0	2,011
Federal	1,771	0	0	0	0	0	0	0	0	0	1,771
State	221	0	0	0	0	0	0	0	0	0	221
<i>Franchise Bus Facilities</i>											
City	3,999	3,315	0	0	0	0	0	0	0	0	7,314
Federal	15,992	6,520	0	0	0	0	0	0	0	0	22,512
State	1,999	816	0	0	0	0	0	0	0	0	2,815
<i>Project Type Total by Source of Funds</i>											
City	20,781	6,190	2,875	2,875	0	0	0	0	0	0	32,721
Federal	110,939	29,520	23,000	23,000	0	0	0	0	0	0	186,459
State	13,867	3,691	2,875	2,875	0	0	0	0	0	0	23,308
<i>Project Type Total All Funds</i>	145,587	39,401	28,750	28,750	0	0	0	0	0	0	242,488

# Department of Transportation - Traffic



## Traffic

	(in millions)
• Signal Installation and Computerization	\$ 215.1
• Installation of Lampposts and Luminaries	65.6
• Highway Drawdown Program	125.8
• Replacement of Electrical Distribution Systems	34.4
• Parking Lot and Garage Reconstruction	20.9
• Installation of Pavement Markings	15.0
• Construction of Park-n-Rides	2.2
<b>TOTAL</b>	<b>\$479.0</b>

The Ten-Year Capital Strategy provides \$479.0 million for Traffic programs.

**Signal Installation and Computerization:** The Ten-Year Capital Strategy provides \$215.1 million for signal installation and computerization over the ten-year period. Of this amount, over \$120.1 million will be allocated to the installation of over 1,500 new and replacement traffic signals, Citywide, with the remaining \$95.0 million spent on signal system modernization, computerization and signal painting.

**Installation of Lampposts and Luminaries:** The Ten-Year Capital Strategy provides for the installation and replacement of over 10,000 new lampposts and luminaries, as well as streetlight maintenance, at a cost of \$65.6 million.

**Highway Drawdown Program:** A total of \$125.8 million will be used for the installation of signals, streetlights, and lane markings associated with the Highway Reconstruction Program. A total of 346.6 linear miles of highways will be reconstructed during this period.

**Replacement of Electrical Distribution Systems:** In order to reduce lighting outages, the Ten-Year Capital Strategy provides for the replacement of over 1,000,000 linear feet of conduits, cable boxes, and control cabinets for the City's roadway and park lighting systems, at a total cost of \$34.4 million.

**Parking Lot and Garage Reconstruction:** The Ten-Year Capital Strategy provides \$20.9 million over the ten years for the rehabilitation and repair of fifteen DOT off-street parking facilities.

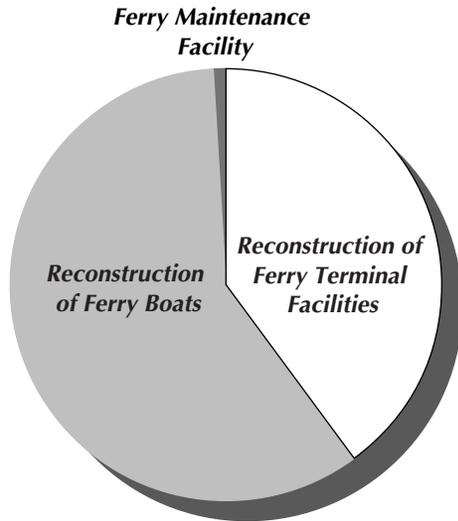
**Installation of Pavement Markings:** Funding of \$15.0 million for the installation of over 86,000 linear feet of reflective markings and over 29.8 million linear feet of thermoplastic markings, to be done in conjunction with the Department's in-house resurfacing program.

**Construction of Park-n-Rides:** The Ten-Year Capital Strategy provides \$2.2 million for the construction of two park-n-ride projects.

# Department of Transportation - Traffic

Project Type: TF	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Highway Drawdown Program</i>											
City	6,867	8,620	8,901	16,704	18,118	18,169	12,255	10,540	12,724	12,075	124,973
Federal	0	0	541	53	0	0	0	0	0	0	594
State	0	0	101	0	0	0	0	0	0	0	101
<i>Installation of Lampposts and Luminaires</i>											
City	16,928	3,500	4,600	3,000	13,300	3,639	3,639	3,639	3,639	3,639	59,523
State	6,100	0	0	0	0	0	0	0	0	0	6,100
<i>Parking Lot and Garage Reconstruction</i>											
City	8,162	2,455	637	0	535	465	535	0	535	0	13,324
State	7,600	0	0	0	0	0	0	0	0	0	7,600
<i>Installation of Pavement Markings</i>											
City	3,598	0	2,928	0	2,500	0	3,140	0	2,768	0	14,934
<i>Traffic Work in Conjunction with Highway Reconstruction</i>											
City	2,200	0	0	0	0	0	0	0	0	0	2,200
<i>Replacement of Electrical Distribution Systems</i>											
City	0	1,500	3,235	3,365	3,499	3,639	3,900	4,200	4,000	4,000	31,338
State	0	1,500	1,500	0	0	0	0	0	0	0	3,000
<i>Signal Installation and Computerization</i>											
City	14,428	12,857	9,107	11,954	12,320	11,274	13,016	13,637	14,000	15,221	127,814
Federal	21,165	3,600	1,200	13,200	1,200	1,200	1,200	1,200	1,200	1,200	46,365
State	31,970	9,000	0	0	0	0	0	0	0	0	40,970
<i>Signal Work in Conjunction with Highway Reconstruction Project</i>											
City	125	0	0	0	0	0	0	0	0	0	125
<i>Project Type Total by Source of Funds</i>											
City	52,308	28,932	29,408	35,023	50,272	37,186	36,485	32,016	37,666	34,935	374,231
Federal	21,165	3,600	1,741	13,253	1,200	1,200	1,200	1,200	1,200	1,200	46,959
State	45,670	10,500	1,601	0	0	0	0	0	0	0	57,771
<i>Project Type Total All Funds</i>											
All Funds	119,143	43,032	32,750	48,276	51,472	38,386	37,685	33,216	38,866	36,135	478,961

## Department of Transportation - Ferries



### Ferries

(in millions)

- Reconstruction of Ferry Terminal Facilities \$88.4
- Reconstruction of Ferry Boats 131.2
- Ferry Maintenance Facility 2.1
- TOTAL \$221.7**

**Reconstruction of Ferry Terminal Facilities:** The Ten-Year Capital Strategy includes \$88.4 million for the Department's portion of the rehabilitation and repair work to the Ferry Terminal Buildings, ferry slips, and racks. Of this amount \$9.7 million is provided for the advancement of the St. George Ferry Terminal reconstruction, \$7.3 million for the reconstruction of the ferry fueling facility at the St. George Ferry Terminal, \$4.6 million for the St. George south viaduct, and \$4.6 million is provided for the rehabilitation of the Battery Maritime Building. Along with this, the plan provides \$17.6 million for the reconstruction of ferry racks, \$8.8 million for Private Ferry slips, \$15.2 million for miscellaneous terminal work, and \$22 million is provided for other anticipated ferry needs.

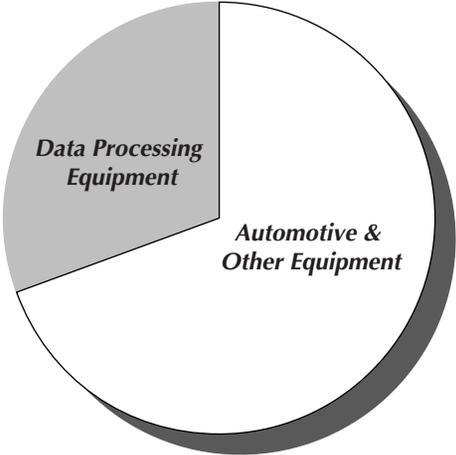
**Reconstruction of Ferry Boats:** The Ten-Year Capital Strategy provides \$131.2 million for various projects associated with the seven boats operated by the Department of Transportation that carry passengers and vehicles. Of this amount, \$89.5 million is allocated for the construction of two new vessels to replace two of the three existing Kennedy Class boats which have reached the end of their 30-year useful lives. Funding for the replacement of the other vessel is provided in FY01. The remaining \$41.7 million is for miscellaneous upgrades to the entire fleet.

**Reconstruction of Ferry Maintenance Facility:** Funding of \$2.1 million in the later part of the Ten-Year Capital Strategy is included for anticipated repairs to the ferry maintenance facilities.

# Department of Transportation - Ferries

Project Type: FA	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Reconstruction of Ferry Boats</i>											
City	65,020	300	1,000	3,100	3,720	5,530	2,451	7,000	8,602	2,506	99,229
Federal	32,000	0	0	0	0	0	0	0	0	0	32,000
<i>Ferry Maintenance Facility Construction</i>											
City	0	0	0	1,000	0	0	1,100	0	0	0	2,100
<i>Reconstruction of Ferry Terminal Facilities</i>											
City	55,208	2,293	3,300	3,500	2,500	3,500	5,252	500	500	4,000	80,553
Federal	7,800	0	0	0	0	0	0	0	0	0	7,800
<i>Project Type Total by Source of Funds</i>											
City	120,228	2,593	4,300	7,600	6,220	9,030	8,803	7,500	9,102	6,506	181,882
Federal	39,800	0	0	0	0	0	0	0	0	0	39,800
<i>Project Type Total All Funds</i>	160,028	2,593	4,300	7,600	6,220	9,030	8,803	7,500	9,102	6,506	221,682

# Department of Transportation - Equipment



### Equipment

	(in millions)
• Automotive and Other Equipment	\$79.0
• Data Processing Equipment	34.8
<b>TOTAL</b>	<b>\$113.8</b>

The Ten-Year Capital Strategy provides \$113.8 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											
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Data Processing Equipment</i> City	12,954	2,255	5,200	0	1,250	1,050	770	445	4,172	6,674	34,770
<i>Automotive and Other Equipment</i> City	25,654	2,540	5,213	6,424	5,831	6,679	9,435	9,762	4,900	2,600	79,038
<i>Project Type Total by Source of Funds</i> City	38,608	4,795	10,413	6,424	7,081	7,729	10,205	10,207	9,072	9,274	113,808
<i>Project Type Total</i> All Funds	38,608	4,795	10,413	6,424	7,081	7,729	10,205	10,207	9,072	9,274	113,808
<b>Transportation Total</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<i>Total by Source of Funds</i> City	1,083,081	1,210,254	1,330,744	829,402	986,799	964,387	778,518	758,129	765,944	788,526	9,495,784
Federal	323,357	166,130	67,842	76,253	161,200	61,200	61,200	61,200	21,200	21,200	1,020,782
State	76,158	16,400	7,607	2,875	0	0	0	0	0	0	103,040
Private	1,806	0	0	0	0	0	0	0	0	0	1,806
All Funds	1,484,402	1,392,784	1,406,193	908,530	1,147,999	1,025,587	839,718	819,329	787,144	809,726	10,621,412

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# Transit Authority

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New York City Transit (NYC Transit) operates the most extensive public transportation system in the country, serving close to 2.1 billion subway and bus passengers in calendar year 2000. Each weekday, almost seven million transit rides are taken throughout the five boroughs. At least four out of every ten transit trips nationwide are estimated to take place in New York City. NYC Transit has experienced an increase in ridership of over 24% since June 1997, resulting, in part, from the introduction of free intermodal transfers in July 1997, the 10% bonus program in January 1998, the reduction in express bus fares in March 1998 and the introduction of the unlimited ride program in July 1998.

NYC Transit maintains almost 6,000 subway cars serving 468 stations in four boroughs, a 22-station system on Staten Island, and over 4,300 buses serving over 14,000 bus stops throughout the City. NYC Transit's Department of Subways maintains more than 722 miles of subway, at-grade, and elevated track in Brooklyn, Manhattan, Queens, and the Bronx. The Staten Island Railroad (SIR) operates nearly 29 miles of track. The Department of Buses operates bus service on over 1,700 route miles in the five boroughs. NYC Transit rail-car and bus maintenance is accomplished at two major car overhaul facilities, 13 car maintenance shops, 22 storage yards, and 19 bus depots.

Since 1982, NYC Transit has implemented five multi-year capital reconstruction programs, including the current 2000-2004 Capital Program. These plans have committed an average of over \$1 billion per year, to restore the system to a state of good repair and normal replacement, with an emphasis on service and a well-maintained fleet. The transit system currently benefits from a twelve-month average subway car reliability of over 115,000 miles between failures, and there has been a noticeable reduction in crime within the transit system.

## **Capital Program Goals**

The current Capital Program includes improvements targeting subway station rehabilitation as well as the subway's signal, communications, and fare collection systems. It also includes several network expansion initiatives. More specifically, the improvements will ensure safety, reliability and performance by improving infrastructure and facilities. The Capital Program includes the purchase of 1,130 new subway cars, which will replace 927 aging cars. The additional 203 cars will be used to expand the fleet in order to support the expanded capacity of the system following the completion of the 63rd Street connection and to help meet the recent increase in the demand for service. Additionally the Capital Program includes the purchase of 1,137 new buses, including 550 alternative fuel buses. These buses will be used as part of NYCT's normal replacement cycle and will be used to expand bus capacity by more than 27% over the 1996 level to support ridership increases resulting from the MTA's fare initiatives.

## **Ten-Year Capital Strategy**

In the 2002-2011 Ten-Year Capital Strategy, the City will contribute \$1.40 billion to NYC Transit, including \$345 million pursuant to the Memorandum of Agreement between the City and the MTA regarding the proceeds from the sale of the New York Coliseum. Most of the City's contribution to the MTA Capital Program will be targeted towards extending the #7 subway line to the West Side of Manhattan or constructing a new rail link to LaGuardia Airport.

# Transit Authority

<b>Project Type: ST</b>											
	<i>2002</i>	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>Total</i>
Staten Island Rapid Transit Operating Authority City	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000
Project Type Total by Source of Funds City	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000
Project Type Total All Funds	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000
<b>Project Type: T</b>											
	<i>2002</i>	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>Total</i>
Miscellaneous Transit Improvement Projects City	410,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	995,000
Miscellaneous Programs (Non-City) City	250	250	250	0	0	0	0	0	0	0	750
Miscellaneous Projects for New York City Transit City	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
IFA Trackwork Project for New York City Transit City	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	350,000
Project Type Total by Source of Funds City	450,250	105,250	105,250	105,000	105,000	105,000	105,000	105,000	105,000	105,000	1,395,750
Project Type Total All Funds	450,250	105,250	105,250	105,000	105,000	105,000	105,000	105,000	105,000	105,000	1,395,750

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# Department of Environmental Protection

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

DEP manages over 2,000 square miles of watershed in upstate New York from which the City and nine upstate counties draw their supply of drinking water. In addition to a system of dams, reservoirs, aqueducts, and water tunnels, DEP maintains 6,181 miles of water mains which distribute water throughout the five boroughs, and 6,437 miles of sewers which collect waste and storm water and transport it to 14 wastewater plants. The Department also operates facilities and equipment to maintain and support these systems.

## Capital Program Goals

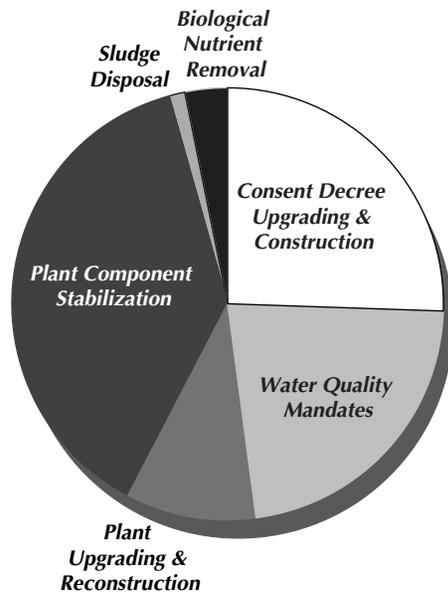
- To maintain the quality of water in the City's watersheds and, where necessary, treat the supply to ensure that supplies continue to be of high quality;
- To maintain and improve the transmission and distribution capacity of the City's water supply system;
- To improve the quality of the surrounding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

## Ten-Year Capital Strategy

DEP's capital program, relating to the City's water and sewer systems, is financed by the New York City Municipal Water Finance Authority. The Ten-Year Capital Strategy allocates \$9.2 billion to DEP programs, of which \$8.9 billion is City funded.

This program represents an extraordinary commitment to the protection of the City's environment when more stringent Federal and State standards are being imposed on water and sewage treatment programs. The Ten-Year Capital Strategy reflects new and changing priorities made necessary, for the most part, by new Federal mandates. The Ten-Year Capital Strategy forecasts approximately \$346.6 million in Federal and State aid. The Department's program is divided into five project types. Each is discussed separately below.

## Department of Environmental Protection - Water Pollution Control



### Water Pollution Control

To improve the quality of the City's estuaries and to comply with the mandates imposed by the Clean Water Act, the Ten-Year Capital Strategy allocates \$4.5 billion, of which \$250.0 million is State funded, towards wastewater treatment programs.

	(in millions)
• Consent Decree Upgrading & Const.	\$1,159.6
• Water Quality Mandates	1,010.8
• Plant Upgrading and Reconstruction	440.3
• Plant Component Stabilization	1,716.8
• Sludge Disposal	53.4
• Biological Nutrient Removal	144.2
<b>TOTAL</b>	<b>\$4,525.1</b>

**Water Quality Mandates:** Combined Sewer Overflows (CSOs) are currently a source of pollution in New York City waters. CSO events occur during and after rainstorms, when the flow of wastewater and stormwater in the sewers exceeds the treatment capacity of a wastewater treatment plant and therefore enters surrounding waterways untreated. DEP's Ten-Year Capital Strategy includes \$1,010.8 million, of which \$760.8 is City funded, for the reduction of CSOs. The Department is exploring a Total Water Quality Approach in water bodies that are impacted by the discharge of CSOs, which will study alternatives to constructing costly retention tanks.

**Sludge Disposal:** The \$53.4 million in this category will be used for the construction of docking facilities to transport sludge to the dewatering plants and for the design and construction of a new sludge transport vessel.

**Plant Component Stabilization:** \$1.7 billion to stabilize in-City wastewater treatment facilities that are in need of system-wide reconstruction to ensure their continued compliance with State permit requirements.

**Consent Decree Upgrading and Reconstruction:** \$1,159.6 million is allocated to upgrade the Newtown Creek Wastewater Treatment Plant (WWTP) to provide secondary treatment, address odor control concerns at the North River WWTP, and complete the upgrade of the Coney Island and Owl's Head WWTPs.

**Plant Upgrading and Reconstruction:** The Ten-Year Capital Strategy provides \$440.3 million for the reconstruction or replacement of individual components at in-City wastewater treatment facilities or related-conveyance infrastructure to ensure their continuous and reliable operations.

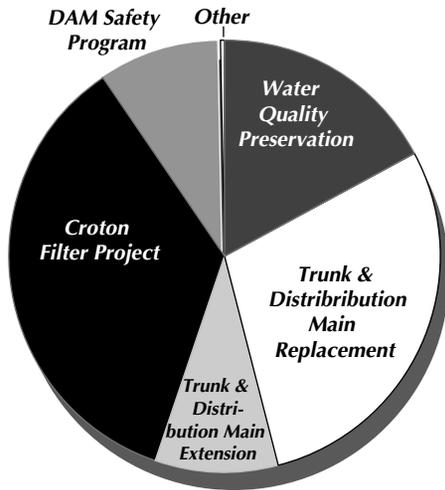
**Biological Nutrient Removal:** The Ten-Year Capital Strategy provides \$144.2 million for the retrofitting of WWTPs and related projects to reduce the amount of nitrogen discharged into New York Harbor, Jamaica Bay, and the Long Island Sound.

# Department of Environmental Protection - Water Pollution Control

Project Type: WP	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Biological Nutrient Removal</i>											
City	18,240	26,000	25,000	25,000	25,000	25,000	0	0	0	0	144,240
<i>Consent Decree Upgrading and Construction</i>											
City	331,946	489,384	115,801	0	217,000	0	0	0	0	0	1,154,131
Federal	5,431	0	0	0	0	0	0	0	0	0	5,431
<i>Plant Upgrading and Reconstruction</i>											
City	189,156	59,040	28,130	43,421	30,130	30,130	30,130	30,130	0	0	440,267
<i>Sludge Disposal</i>											
City	26,876	0	26,500	0	0	0	0	0	0	0	53,376
<i>Plant Component Stabilization</i>											
City	455,598	228,000	315,703	340,000	62,500	150,000	165,000	0	0	0	1,716,801
<i>Water Quality Mandates</i>											
City	150,165	316,775	144,076	73,813	96,000	80,000	(25,000)	(25,000)	(25,000)	(25,000)	760,829
State	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
<i>Project Type Total by Source of Funds</i>											
City	1,171,981	1,119,199	655,210	482,234	430,630	285,130	170,130	5,130	(25,000)	(25,000)	4,269,644
Federal	5,431	0	0	0	0	0	0	0	0	0	5,431
State	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
<i>Project Type Total All Funds</i>	1,202,412	1,144,199	680,210	507,234	455,630	310,130	195,130	30,130	0	0	4,525,075

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## Department of Environmental Protection - Water Mains



### Water Mains

The Ten-Year Capital Strategy provides approximately \$2.1 billion for the protection and upkeep of the City's source water supply and water distribution systems. New York City's drinking water is rated among the best in the country. To ensure its continuing quality, and to comply with the Environmental Protection Agency's Filtration Avoidance Waiver, DEP is pursuing a comprehensive program to halt further environmental deterioration in the still relatively pristine Catskill and Delaware watersheds. The Ten-Year Capital Strategy provides funds for the continued construction of a full-scale filtration plant for the Croton watershed at a cost of \$782.8 million.

	(in millions)
• Water Quality Preservation	\$379.8
• Trunk and Distribution Main Replacement	641.2
• Trunk and Distribution Main Extension	204.4
• Croton Filter Project	782.8
• Dam Safety Program	204.8
• Corrosion Protection System	2.3
• Mapping & Telemetry	2.8
• Augmentation of Water Supply Systems	1.7
<b>TOTAL</b>	<b>\$2,219.8</b>

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## Department of Environmental Protection - Water Mains

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**Water Quality Preservation:** The Ten-Year Capital Strategy calls for improvements to the watershed upstate. The continuation of the program to acquire environmentally sensitive property in the Catskill and Delaware watersheds (\$87.7 million); and the repair of the leak(s) in the Delaware Aqueduct (\$110.0 million).

**Trunk and Distribution Main Replacement:** Approximately 740 miles of distribution and trunk mains will be replaced at a cost of \$641.2 million.

**Trunk and Distribution Main Extension:** This category includes the extension of approximately 76.8 miles of distribution and trunk mains at a total cost of \$204.4 million.

**Croton Filter Project:** Construction of the Croton Filtration Plant at the Mosholu Golf Course in the Bronx has been delayed due to the February 2001, New York State Court of Appeals ruling stating that the City must receive New York State Legislative approval before construction can begin on the parkland. DEP is currently seeking legislative approval and weighing alternative options. The total commitment of this project is \$782.8 million during this Plan.

**Dam Safety Program:** The Ten-Year Capital Strategy will continue the reconstruction of dams in the Croton watershed and the initiation of design and reconstruction of the dams in the Catskill and Delaware watersheds. Work in the Croton watershed will continue through 2005 and will cost \$204.8 million.

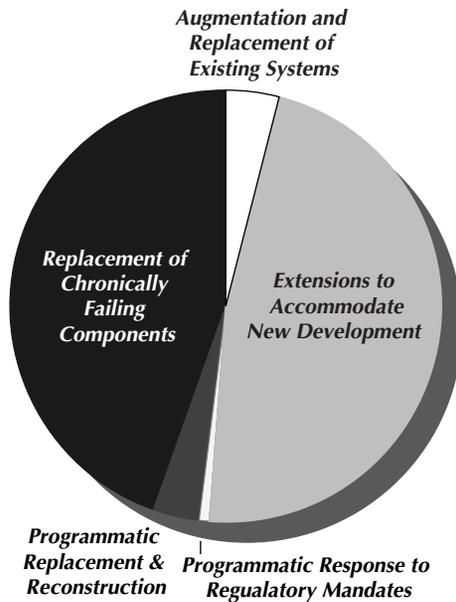
**Corrosion Protection System:** \$2.3 million to investigate methods to protect the water distribution system from corrosion.

**Mapping and Telemetry:** \$2.8 million for improvements to DEP's water distribution telemetry system.

# Department of Environmental Protection - Water Mains

Project Type: WM	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Augmentation of Water Supply Systems</i> City	1,710	0	0	0	0	0	0	0	0	0	1,710
<i>Croton Filter Project</i> City	143,790	639,000	0	0	0	0	0	0	0	0	782,790
<i>Corrosion Protection System</i> City	0	0	0	0	2,300	0	0	0	0	0	2,300
<i>Dam Safety Program</i> City	35,957	69,276	66,600	11,000	0	0	11,000	0	11,000	0	204,833
<i>Mapping and Telemetry</i> City	0	0	0	0	2,800	0	0	0	0	0	2,800
<i>Trunk and Distribution Main Extension</i> City	30,840	44,248	57,945	37,772	16,000	3,500	14,100	0	0	0	204,405
<i>Trunk and Distribution Main Replacement</i> City	76,326	98,753	57,816	48,567	54,199	65,500	60,000	60,000	60,000	60,000	641,161
<i>Water Quality Preservation</i> City	113,891	151,885	56,800	10,000	27,265	10,000	5,000	0	5,000	0	379,841
<i>Project Type Total by Source of Funds</i> City	402,514	1,003,162	239,161	107,339	102,564	79,000	90,100	60,000	76,000	60,000	2,219,840
<i>Project Type Total</i> All Funds	402,514	1,003,162	239,161	107,339	102,564	79,000	90,100	60,000	76,000	60,000	2,219,840

## Department of Environmental Protection - Sewers



### Sewers

Approximately \$1.2 billion will be committed over the next ten years to replace existing sewers in areas requiring increased capacity, to extend sewers to unserved or underserved areas, and to replace failing, flawed, or collapsed sewer mains. In total, approximately 615.0 miles of sewers will be built or reconstructed.

	(in millions)
• Augmentation and Replacement of Existing Systems	\$46.7
• Extensions to Accommodate New Development	553.4
• Programmatic Response to Regulatory Mandates	9.0
• Programmatic Replacement and Reconstruction	40.4
• Replacement of Chronically Failing Components	522.3
<b>TOTAL</b>	<b>\$ 1,171.8</b>

**Augmentation and Replacement of Existing Systems:** The Ten-Year Capital Strategy provides \$46.7 million to increase capacity of the existing system by 31.7 miles.

**Extensions to Accommodate New Development:** Work in this category continues the program to construct additional segments or extensions of the City's sewer system into underserved areas, primarily in Queens and Staten Island. Priority is given to areas that are presently served only by septic systems and sanitary drains, and to areas that are experiencing flooding problems because no storm sewers exist. The \$553.4 million provided will fund the construction of approximately 200.2 miles of new sewers over the next ten years including the continued construction of storm sewers to alleviate flooding in Southeastern Queens.

**Programmatic Response to Regulatory Mandates:** Approximately 4.8 miles of sewers must be constructed to separate the existing combined sewer system in order to meet the requirements of State Pollution Discharge Elimination System (SPDES) permits which require the City to reduce sewage discharge into surrounding waters during storms. This program will cost \$9.0 million.

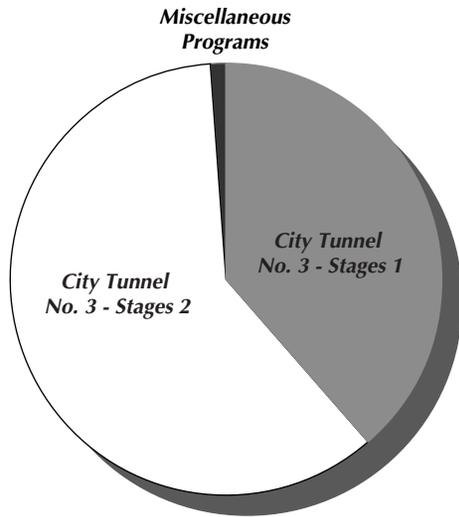
**Programmatic Replacement and Reconstruction:** This category funds the systematic replacement and reconstruction of sewers. The \$40.4 million allocated provides for the systematic replacement of 25.9 miles of chronically failing cement pipe sewers and replacement of brick sewers in Manhattan.

**Replacement of Chronically Failing Components:** The Ten-Year Capital Strategy provides \$522.3 million for the replacement of 352.4 miles of malfunctioning or collapsed cement pipe combined sewers.

# Department of Environmental Protection - Sewers

Project Type: SE	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Replacement or Augmentation of Existing Systems</i> City	13,567	13,891	8,200	0	11,000	0	0	0	0	0	46,658
<i>Extensions to Accommodate New Development</i> City	99,270	115,676	59,272	52,295	27,800	37,800	37,800	37,800	42,800	42,800	553,313
<i>Programmatic Response to Regulatory Mandates</i> City	0	9,000	0	0	0	0	0	0	0	0	9,000
<i>Programmatic Replacement and Reconstruction</i> City	2,790	8,000	5,200	5,200	3,200	3,200	3,200	3,200	3,200	3,200	40,390
<i>Replacement of Chronically Failing Components</i> City	131,426	54,058	35,531	41,317	35,000	45,000	45,000	45,000	45,000	45,000	522,332
<i>Trunk and Distribution Main Replacement</i> City	139	0	0	0	0	0	0	0	0	0	139
<i>Project Type Total by Source of Funds</i> City	247,192	200,625	108,203	98,812	77,000	86,000	86,000	86,000	91,000	91,000	1,171,832
<i>Project Type Total</i> All Funds	247,192	200,625	108,203	98,812	77,000	86,000	86,000	86,000	91,000	91,000	1,171,832

## Department of Environmental Protection - Water Supply



### Water Supply

Approximately \$519.3 million will be spent to complete work on Stage Two of City Water Tunnel No.3 and on renovations to Hillview reservoir including the construction of a cover. Construction of City Tunnel No.3 is divided into four stages, with the completion of Stage Two forecast in this Ten-Year Capital Strategy. Stage One went into operation during 1998 and extends south from the Hillview Reservoir in Yonkers to the Central Park Reservoir where it turns east to Long Island City. Funds for Stage Two will be fully committed by 2004; one segment will connect Stage One in Queens, running underground through Brooklyn where it will connect with the Richmond Tunnel bringing water to Staten Island, and the other segment will extend from Central Park into Lower Manhattan.

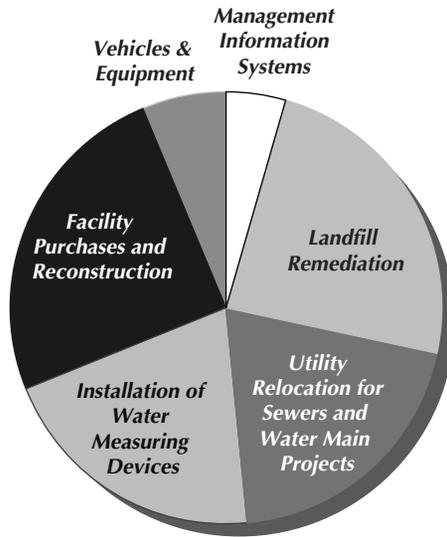
**City Tunnel No. 3 - Stages 1 and 2:** To complete the construction of Stage Two, DEP will commit \$519.3 million in this Ten-Year Capital Strategy for the construction of Shaft sites 24B through 30B on the west side of Manhattan, Shaft sites 27B and 32B in lower Manhattan, and the restoration of Shaft sites 19B through 23B along the Brooklyn-Queens leg of the tunnel.

	(in millions)
• City Tunnel No. 3 - Stage 1	\$332.3
• City Tunnel No. 3 - Stage 2	519.3
• Miscellaneous Programs	10.0
<b>TOTAL</b>	<b>\$861.6</b>

# Department of Environmental Protection - Water Supply

Project Type: W	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Miscellaneous Programs</i> City	10,000	0	0	0	0	0	0	0	0	0	10,000
<i>City Tunnel No. 3, Stage 1</i> City	14,000	236,000	73,000	9,300	0	0	0	0	0	0	332,300
<i>City Tunnel No. 3, Stage 2</i> City	88,771	36,000	357,000	37,500	0	0	0	0	0	0	519,271
<i>Project Type Total by Source of Funds</i> City	112,771	272,000	430,000	46,800	0	0	0	0	0	0	861,571
<i>Project Type Total</i> All Funds	112,771	272,000	430,000	46,800	0	0	0	0	0	0	861,571

## Department of Environmental Protection - Equipment



### Equipment & Miscellaneous Programs

A total of \$506.7 million, including \$91.1 million in State funds, is allocated for the water meter installation program; landfill remediation; facility purchases and reconstruction; payments for utility line relocation related to sewer and water main construction and reconstruction; and for equipment purchases, including laboratory instruments, vehicles, and computers.

	(in millions)
• Landfill Remediation	\$121.2
• Utility Relocation for Sewer and Water Main Projects	101.6
• Installation of Water Measuring Devices	103.6
• Facility Purchases and Reconstruction	125.8
• Vehicles and Equipment	31.9
• Management Information Systems	22.6
<b>TOTAL</b>	<b>\$506.7</b>

**Vehicles and Equipment:** Funding in this category is allocated to the systematic replacement of vehicles and equipment used for water and sewer field operations, plant maintenance, upstate maintenance, and motor maintenance.

**Facility Purchases and Reconstruction:** The Ten-Year Capital Strategy funds the reconstruction and rehabilitation of various water and sewer field operations facilities and DEP administrative offices.

**Management Information Systems:** This category allocates \$22.6 million for improvements to the MIS system.

### Utility Relocation for Sewer and Water Main Projects:

This category funds work associated with the City's cost sharing agreement with Brooklyn Union Gas, Con Edison, and LIPA. The City is required to pay 51% of gas utility work caused by water and sewer construction projects.

**Installation of Water Measuring Devices:** This category funds the installation of water meters in residential properties for \$67.6 million. DEP will programmatically replace meters that were installed prior to the beginning of the Agency's Universal Metering Program. An additional \$36 million is allocated for plumbing retrofit rebates for participants in the multiple dwelling conservation program, which is expected to begin in 2002.

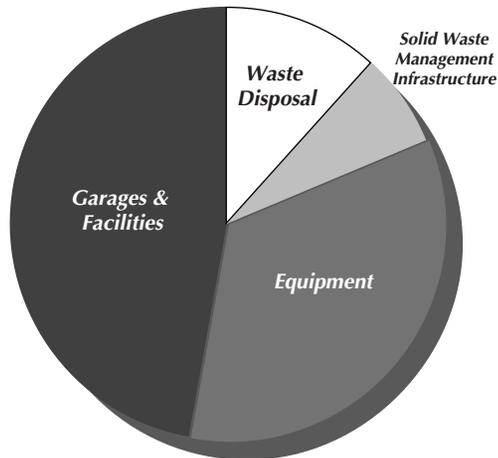
**Landfill Remediation:** This Ten-Year Capital Strategy funds the remediation of the City's inactive landfills at Brookfield Avenue and Pennsylvania Avenue. The projects qualify for reimbursement from the State under the Environmental Quality Bond Act. This program will be funded with City General Obligation bonds rather than bonds supported by Water and Sewer rates.

# Department of Environmental Protection - Equipment

Project Type: EP											
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Conservation for Water Meter Replacements</i> City	25,606	26,223	22,223	4,223	4,223	4,223	4,223	4,223	4,223	4,223	103,613
<i>Management Information Systems</i> City	18,134	1,464	1,500	1,500	0	0	0	0	0	0	22,598
<i>Landfill Remediation</i> City	9,119	0	21,000	0	0	0	0	0	0	0	30,119
State	46,131	0	45,000	0	0	0	0	0	0	0	91,131
<i>Facility Purchases and Reconstruction</i> City	63,820	1,953	0	30,000	0	30,000	0	0	0	0	125,773
<i>Utility Relocation for SE and WM Projects</i> City	10,796	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,250	10,506	101,552
<i>Vehicles and Equipment</i> City	27,723	2,200	1,000	1,000	0	0	0	0	0	0	31,923
<i>Project Type Total by Source of Funds</i> City	155,198	41,840	55,723	46,723	14,223	44,223	14,223	14,223	14,473	14,729	415,578
State	46,131	0	45,000	0	0	0	0	0	0	0	91,131
<i>Project Type Total All Funds</i>	201,329	41,840	100,723	46,723	14,223	44,223	14,223	14,223	14,473	14,729	506,709
<b>DEP Total</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
<i>Total by Source of Funds</i> City	2,089,656	2,636,826	1,488,297	781,908	624,417	494,353	360,453	165,353	156,473	140,729	8,938,465
Federal	5,431	0	0	0	0	0	0	0	0	0	5,431
State	71,131	25,000	70,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	341,131
All Funds	2,166,218	2,661,826	1,558,297	806,908	649,417	519,353	385,453	190,353	181,473	165,729	9,285,027

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# Department of Sanitation



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

The Department currently handles over 6,800 tons per day of recyclables and disposes through export over 11,600 tons per day of the City's refuse. Sanitation requires the use of almost 5,600 vehicles for its operations. DOS also operates 61 local sanitation garages from which it dispatches all community collection, cleaning, and recycling services. For over 50 years, the City has employed landfills to dispose of substantial amounts of its solid waste. The one remaining landfill, Fresh Kills in Staten Island, stopped receiving refuse in March 2001.

## Capital Program Goals

- To upgrade the capital plant and replace antiquated and leased facilities; and
- To replace overage vehicles and follow vehicle replacement cycles to maintain an adequate and reliable fleet.

## 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 strategy responds to projected needs in four primary areas:

	(in millions)
• Waste Disposal	\$335.4
• Solid Waste Management Infrastructure (including recycling)	201.9
• Equipment	981.8
• Garages and Facilities	1,356.6
<b>TOTAL</b>	<b>\$2,875.7</b>

DOS's strategy reflects priorities intended to preserve options for the City's long-term waste management system. Additionally, the strategy provides for a continued commitment to upgrade those capital elements necessary to perform daily operations effectively.

## Waste Disposal

Approximately 12 percent of DOS's total strategy is dedicated to upgrading marine infrastructure. Since the marine transfer system is the backbone of the City's waste transport system and will continue to be during the long-term waste export plan, continual capital investment is required to uphold its integrity.

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## Department of Sanitation

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### **Solid Waste Management Infrastructure**

Approximately 7 percent of DOS's total strategy is dedicated to Solid Waste Management Infrastructure. Funding is provided for composting facilities and Fresh Kills Landfill End Use Development.

DOS completed the final phase of refuse diversion from the Fresh Kills landfill (Phase 5) in March 2001, resulting in total refuse diversion from the Fresh Kills landfill.

### **Equipment**

Approximately 34 percent of DOS's total strategy is dedicated to equipment acquisition. To perform its day-to-day operations effectively, DOS must maintain an adequate and reliable fleet of vehicles. The Department's goal is to replace all overage vehicles and then continue to follow a vehicle replacement program based on the expected useful life of each type of equipment. In addition, fleet has been expanded or established, where necessary, to implement mandated programs such as recycling.

### **Garages**

Approximately 47 percent of DOS's total strategy is dedicated to the construction and reconstruction of garages. Funding is provided for site acquisition and construction of new garages required to replace existing facilities that may be undersized, sited outside their service district, or require relocating as part of other large-scale City initiatives. The strategy includes funding for the rehabilitation of existing facilities necessary to address safety issues and provides funding for the construction of salt sheds to cover exposed salt.

# Department of Sanitation

Project Type: S

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Garages and Facilities</i>											
City	179,489	16,913	224,200	213,568	168,350	114,907	107,200	106,450	111,500	114,000	1,356,577
Equipment											
City	77,189	80,082	82,096	87,996	98,269	100,399	108,696	111,982	116,189	118,863	981,761
<i>Solid Waste Management Infrastructure</i>											
City	5,525	0	0	12,500	10,000	44,000	55,247	54,661	20,000	0	201,933
<i>Waste Disposal</i>											
City	30,607	39,709	10,000	15,318	29,709	42,024	50,000	53,000	25,000	40,000	335,367
<i>Project Type Total by Source of Funds</i>											
City	292,810	136,704	316,296	329,382	306,328	301,330	321,143	326,093	272,689	272,863	2,875,638
<i>Project Type Total All Funds</i>	292,810	136,704	316,296	329,382	306,328	301,330	321,143	326,093	272,689	272,863	2,875,638

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# Department of Correction

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

DOC operates 16 jails, including 10 Rikers Island facilities and 6 borough facilities. It also manages court detention facilities in each borough, and prison wards in four City hospitals. Cumulatively, the Department's jails have a maximum physical capacity of 22,786 beds. In FY 2000, the average daily population was 15,530.

## Capital Program Goals

- To ensure that sufficient capacity is available to meet the security, programmatic, health, and safety needs of the existing and expected 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 the appropriate replacement cycles of vehicles, security equipment, fencing, and communication equipment
- To maintain existing infrastructure and building systems to ensure the preservation of the physical plant

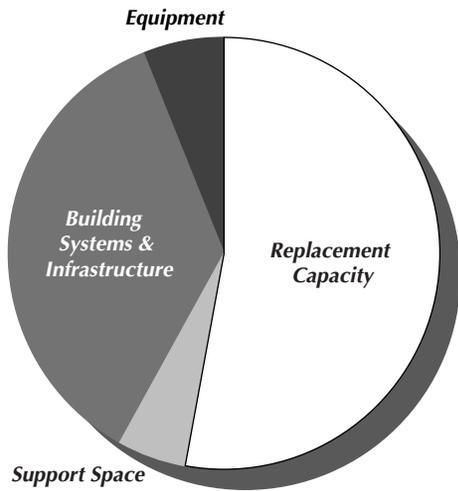
## Ten-Year Capital Strategy

Over the past several years the Department has implemented population management strategies that have effectively reduced the inmate population to its lowest level in more than ten years. This has enabled the Department to concentrate on upgrading rather than adding capacity. The low population has given the Department the flexibility to close entire or significant portions of jails and, if necessary, transfer inmates to different jails. This allows DOC to conduct major reconstruction and capital improvement projects with little disruption to its operation. It also saves the City operating and capital costs and enhances safety and security.

During the late 1980's and early 1990's, the Department expanded its capacity by adding modular units and sprung. These housing areas were built as temporary structures to accommodate the rapid increase in inmate population during that period. Many of these housing areas are now reaching the end of their useful lives. Therefore, over the next ten years, the Department will replace these temporary structures with permanent facilities that will provide operational and security advantages as well as a safe and healthy environment for staff and inmates.

As the Department begins its modular replacement program, it will complete two long-term health and safety programs: Cook-Serve and Fire/Life Safety. The final commitments for the reconstruction and expansion of facility kitchens are planned in 2002, while the last commitments for the upgrade of fire safety systems are planned in 2005.

# Department of Correction



The improvement of Rikers Island infrastructure continues to be a major component of DOC's capital program. The strategy includes funding to replace perimeter fencing, to rehabilitate the water and steam distribution systems, and to complete the permanent power project at Rikers Island. In addition, information systems, telecommunication equipment, and security apparatus will be upgraded.

	(in millions)
• Replacement Capacity	\$969.9
• Support Space	94.4
• Building Systems and Infrastructure	658
• Equipment	111.7
<b>TOTAL</b>	<b>\$ 1,834.0</b>

## Replacement Capacity

Fifty percent of DOC's ten-year allocation will be spent on nine new facilities that will replace existing modular units and sprung. A total of 5,366 beds will be replaced over the ten-year period. During the first four years, 1,672 beds will be replaced. The new capacity will include a 448-cell Central Punitive Segregation Unit at the George R. Verno Center, an 800-bed dormitory addition to the Rose M. Singer Center, a 200-bed dormitory addition to the Adolescent Reception Detention Center, and a 224-cell addition to the Eric M. Taylor Center (EMTC).

## Support Space

The Department will devote \$94.4 million to improve and construct support facilities. New construction includes a visit house at EMTC, an Administration Building, and a Maintenance Building.

## Building Systems and Infrastructure

Of the \$658 million for Building Systems and Infrastructure, \$22.1 million will be for the reconstruction of the Bronx Detention Complex. The remaining funds will be used for general infrastructure projects including the reconstruction of roofs, ceilings, showers, and dayrooms; and the upgrade of plumbing, HVAC, and electrical and mechanical systems.

## Equipment

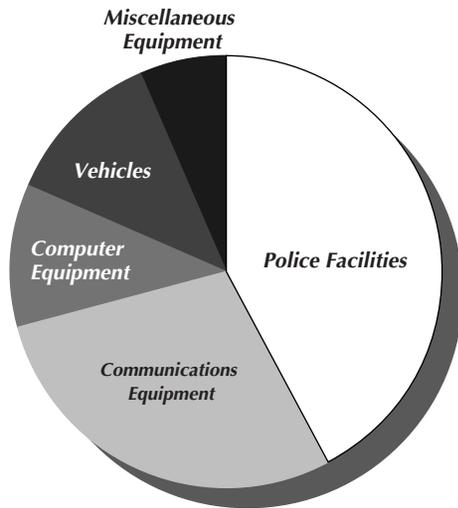
The Department plans to commit \$111.7 million during the Ten-Year Strategy to upgrade and replace vehicles, computers, security equipment, and communication systems.

# Department of Correction

Project Type: C	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Support Space</i> City	8,515	9,700	3,380	11,359	8,016	53,439	0	0	0	0	94,409
<i>Equipment</i> City	11,897	12,521	12,372	16,736	13,433	6,585	14,608	15,541	5,873	2,104	111,670
<i>Replacement Capacity</i> City	100,372	15,544	117,438	52,864	79,304	131,579	164,073	198,380	0	110,379	969,933
<i>Building Systems and Infrastructure</i> City	66,842	36,743	22,773	90,800	33,484	1,376	86,218	168,371	36,084	115,295	657,986
<i>Project Type Total</i> <i>by Source of Funds</i> City	187,626	74,508	155,963	171,759	134,237	192,979	264,899	382,292	41,957	227,778	1,833,998
<i>Project Type Total</i> All Funds	187,626	74,508	155,963	171,759	134,237	192,979	264,899	382,292	41,957	227,778	1,833,998

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# Police Department



The Police Department occupies a total of 252 facilities of which 113 are owned by the city. The remaining 139 are either leased or authorized by permit or agreement. The Department's facilities can be categorized into the following areas; Precincts, Housing Districts, Public Service Areas, Highway Units, Anti-Crime Units, Mounted Troops, Aviation Unit, Administrative buildings, Training facilities and storage facilities.

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.

### Capital Program Goals

- To maintain safe and proper replacement cycles for all equipment necessary for policing activities (vehicles, communications, and computers);
- To bring all facilities and building systems up to a state of good repair and to ensure the continued usefulness of Department facilities;
- To enhance policing efforts by upgrading and purchasing new equipment.

### Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides funding to maintain building and equipment replacement cycles, and upgrades of systems necessary to sustain a proper level of policing. The five categories in this Strategy focus on the replacement and upgrading of existing facilities and equipment:

	(in millions)
• Police Facilities	\$ 347.7
• Communications Equipment	236.4
• Computer Equipment	88.1
• Vehicles	98.6
• Miscellaneous Equipment	53.5
<b>TOTAL</b>	<b>\$ 824.3</b>

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## Police Department

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### **Police Facilities**

This category provides funding for the rehabilitation of 6 precincts and the construction of 10 new precincts. In addition, funding has been provided for the rehabilitation of building components such as roofs, boilers, and windows.

### **Communications**

The Department will focus on maintaining life cycle replacements for all communications equipment to permit efficient operations. Equipment in this category includes the radio system, portable radios and mobile radios.

### **Computer Equipment**

As with the other categories, the Department has concentrated its effort on maintaining life cycles of its computer equipment, which includes parking ticket device system, arrest processing equipment and high-speed printers.

### **Vehicles**

This allocation will permit the maintenance of life cycle replacement of operational and support vehicles.

### **Miscellaneous Equipment**

The Ten-Year Capital Strategy also allocates funding for a diverse range of support equipment, such as mobile data computers, diesel marine engines, forensic imaging equipment and other supplies.

# Police Department

Project Type: PO

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Communications Equipment</i> City	48,880	15,657	20,441	27,968	18,635	19,676	20,543	21,571	21,036	21,972	236,379
<i>Computer Equipment</i> City	22,001	2,143	7,775	22,650	6,902	18,409	2,075	5,075	0	1,098	88,128
<i>Miscellaneous Equipment</i> City	24,586	2,891	2,959	2,850	2,855	3,152	4,768	5,655	2,109	1,737	53,562
<i>Police Facilities</i> City	48,521	35,080	19,240	48,209	100,043	31,125	28,525	21,309	7,589	8,014	347,655
<i>Vehicles</i> City	11,410	8,190	12,861	7,330	4,634	13,219	8,599	18,774	9,973	3,572	98,562
<i>Project Type Total by Source of Funds</i> City	155,398	63,961	63,276	109,007	133,069	85,581	64,510	72,384	40,707	36,393	824,286
<i>Project Type Total</i> All Funds	155,398	63,961	63,276	109,007	133,069	85,581	64,510	72,384	40,707	36,393	824,286

# Courts

Pursuant to Chapter 825 of the State laws of 1987, the City is mandated to assess the conditions of court facilities within its jurisdiction, identify current and projected court space needs, and submit a plan to the State Court Facilities Capital Review Board (CFCRB) for approval. To comply with this obligation, the City commissioned a consultant to examine not only the needs of the courts, but also those of City agencies essential to court operations. This resulted in the Court Facilities Master Plan of 1989 and its subsequent amendments adopted by the CFCRB. In 1993, the City and the State Office of Court Administration agreed to have the Dormitory Authority of the State of New York issue bonds on behalf of the City to finance the Court Facilities Capital Plan.

## Capital Program Goals

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

## Ten -Year Capital Strategy

The current total funding for court facilities is \$1.4 billion.

## New construction projects include

- |   |               |
|---|---------------|
|   | (in millions) |
| • Bronx Criminal Court Complex Phase II | \$154.2       |

## Renovation projects include

- |  |               |
|--|---------------|
|  | (in millions) |
| • Expansion of Supreme Civil Court and Civil Court at 821 Grand Concourse in the Bronx                 | \$89.2        |
| • Expansion of Family Court at 215 East 161 Street in the Bronx  | \$45.9        |
| • Consolidation of Supreme Civil Court and Civil Court at 360 Adams St. in Brooklyn                    | \$90.5        |
| • Renovation and conversion of the Family Court building at 283 Adams St. in Brooklyn to Housing Court | \$40.9        |

# Courts

Project Type: CO											
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Construction of New Court Facilities</i> City	196,064	107,079	17,740	8,938	112,563	14,633	14,644	0	0	0	471,661
<i>Improvement and Expansion of Court Facilities</i> City	0	0	0	0	0	851	9,756	66,473	68,135	65,088	210,303
<i>Reconstruction and Renovation of Court Facilities</i> City	168,623	122,999	271,883	62,687	33,165	24,800	0	0	0	0	684,157
State	14,069	595	0	0	0	0	0	0	0	0	14,664
<i>Project Type Total by Source of Funds</i> City	364,687	230,078	289,623	71,625	145,728	40,284	24,400	66,473	68,135	65,088	1,366,121
State	14,069	595	0	0	0	0	0	0	0	0	14,664
<i>Project Type Total All Funds</i>	378,756	230,673	289,623	71,625	145,728	40,284	24,400	66,473	68,135	65,088	1,380,785

# Department of Juvenile Justice

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The Department of Juvenile Justice operates secure detention facilities in Brooklyn and the Bronx; provides non-secure detention services at agency-operated and contracted group homes; transports detainees from detention facilities to the Family, Criminal, and Supreme Courts; supervises detainees held in Family Court detention rooms; and provides community-based aftercare services.

The Ten-Year Capital Strategy includes funding for the construction of the expansion of Crossroads and Horizon juvenile detention centers to increase bed capacity at each facility. In addition to City funds, this Facilities Expansion Project also assumes Federal funds from the Juvenile Accountability Incentive Block Grant.

## Capital Program Goals

Expansion of secure detention facilities.

## Ten-Year Capital Strategy

Funding for expansion and reconstruction of secure detention facilities totaling \$87.4 million.

## New construction projects include

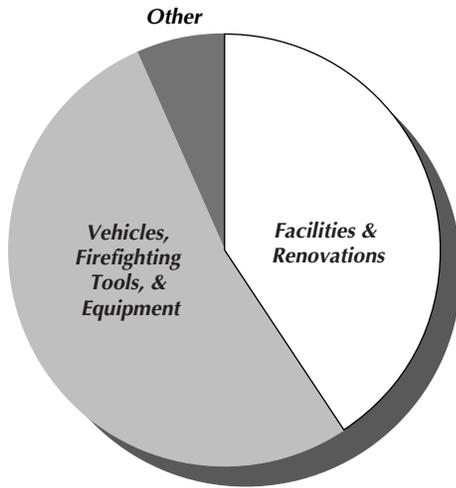
- Expansion to secure detention facilities in Brooklyn and the Bronx. (in millions) \$69.0 million

# Department of Juvenile Justice

Project Type: JJ	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Construction of Secure Detention Facilities</i>											
City	64,808	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,050	2,101	82,959
Federal	4,481	0	0	0	0	0	0	0	0	0	4,481
<i>Project Type Total by Source of Funds</i>											
City	64,808	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,050	2,101	82,959
Federal	4,481	0	0	0	0	0	0	0	0	0	4,481
<i>Project Type Total All Funds</i>	69,289	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,050	2,101	87,440

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# Fire Department



The Fire Department is responsible for protecting the lives and the property of the citizens of New York City from fire, medical and other emergencies, and from building hazards. The Fire Department extinguishes fires, promotes fire prevention awareness, investigates suspicious fires, provides ambulance and pre-hospital emergency medical services, and inspects for building safety. The 362 Fire Companies, including 203 Engine Companies, 143 Ladder Companies, seven Squads, five Rescue Units, three Marine Companies, and one Hazardous Materials Unit, provide fire and rescue services, while public outreach and enforcement of New York City's fire codes promote fire prevention. The Department's Fire Marshals investigate arson cases and apprehend perpetrators. The Bureau of Emergency Medical Services (EMS), assisted by the Certified First Responder - Defibrillation (CFR-D) trained personnel responding from Engine Companies, provide ambulance transport and pre-hospital emergency medical care. Building inspectors enforce the various building code regulations. To support these activities, the Department's facilities include 221 firehouses, three marine stations, and ancillary facilities such as administration, training, repair operations, communications offices, and fire investigation bases.

### Capital Program Goals

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

### Ten-Year Capital Strategy

The Department's Ten-Year Capital Strategy provides for the acquisition of equipment and facilities, as well as of communications and computers systems to maintain fire-fighting capability and to provide emergency medical assistance.

	(in millions)
• Facilities Renovation	\$ 277.8
• Vehicles, Fire-fighting Tools, and Equipment	359.9
• Communications	28.1
• Electronics and Data Processing	17.2
<b>TOTAL</b>	<b>\$ 683.0</b>

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## Fire Department

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The Ten-Year Capital Strategy allocates \$683.0 million to the Department.

### **Facilities Renovation**

Many of the 221 firehouses located throughout the five boroughs were built before the turn of the century and are in need of renovations. The Ten-Year Capital Strategy provides \$123.3 million to replace building components within individual firehouses. Another \$42.0 million is included for the complete rehabilitation of nine firehouses. A total of \$17.9 million is provided for the renovation, acquisition, and construction of EMS ambulance stations. The Department has also committed \$50.5 million for the training facilities at Fort Totten. The Ten-Year Capital Strategy funds \$26.2 million for the complete rehabilitation of the Department's five dispatch communications offices.

### **Vehicles, Fire-fighting Tools, and Equipment**

The Department's mandate to procure front-line vehicles on a predetermined replacement cycle, usually 11 years, requires that the Ten-Year Capital Strategy provide for the scheduled replacement of these vehicles. The Ten-Year Capital Strategy provides \$349.5 million for both mandated and support vehicle replacement and necessary fire-fighting tools and equipment. The Ten-Year Capital Strategy also provides for the purchase of new fireboats (\$10.4 million).

### **Communications and Electronic Data Processing**

Funding has been allocated to the Department's programs relating to the development and implementation of emergency dispatch systems. These programs include the Computer Aided Dispatch (CAD) system (\$12.0 million) and a new vehicular radio system compatible with other emergency service providers (\$15.0 million). Funding for the upgrade and maintenance of the alarm box network is also provided (\$4.6 million).

# Fire Department

Project Type: F

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Communications</i> City	24,583	686	713	724	748	622	0	0	0	0	28,076
<i>Electronics and Data Processing</i> City	16,887	151	0	200	0	0	0	0	0	0	17,238
<i>New Facilities and Renovations</i> City	143,700	18,193	19,573	14,166	14,176	11,156	15,974	11,503	25,457	3,939	277,837
<i>Vehicles, Firefighting Tools and Equipment</i> City	61,138	35,457	33,105	20,912	20,000	27,715	46,804	39,967	23,146	51,653	359,897
<i>Project Type Total</i> <i>by Source of Funds</i> City	246,308	54,487	53,391	36,002	34,924	39,493	62,778	51,470	48,603	55,592	683,048
<i>Project Type Total</i> All Funds	246,308	54,487	53,391	36,002	34,924	39,493	62,778	51,470	48,603	55,592	683,048

# Board of Education

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The New York City public school system, with approximately 1,500 school buildings and support facilities (including transportables and leased facilities) served over a million pupils in the 2000-2001 school year in pre-kindergarten through grade 12. This vast operation has a complex mandate: to impart basic educational skills and vocational training; to provide pupils with meals, health services and recreation; to provide special educational services to students with limited mobility and proficiency; and to function as a focal point in the City's neighborhoods. The public school system is organized into 32 community school districts, which administer elementary and middle schools. The high schools and schools for students with special needs are under the jurisdiction of the central Board of Education (BOE).

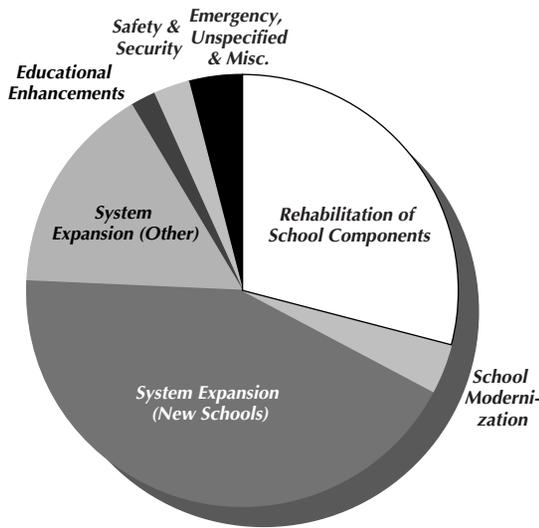
In recent years, the school system's physical plant has experienced problems associated with deferred maintenance and overcrowding in some communities. Since July 1989, the School Construction Authority (SCA) has been responsible for acquiring new school sites, and for the design and construction of capital projects. In 1997, the Department of Design and Construction (DDC) began participating in the rehabilitation of school buildings. Each year, BOE allocates funding to DDC and SCA. The legislation that established the SCA exempted the BOE 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 BOE determines how the funds will actually be used, subject to scope approval by the City. The Ten-Year Capital Strategy determines the funding levels available to the Board. The first three years of the Strategy (FY02 - FY04) are part of the Board of Education's approved, current Five-Year Capital Plan.

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

## Capital Program Goals

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

# Board of Education



## Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides the Board with a lump-sum allocation of \$13.3 billion to spend at its discretion on school-related capital projects. Funding is distributed across seven broad categories of capital work in the following manner:

	(in millions)
• Rehabilitation of School Components	\$3,876.5
• Major Modernization of Schools	493.3
• System Expansion (New Schools)	5,731.4
• System Expansion (Other)	2,098.2
• Educational Enhancements	245.0
• Safety and Security	362.4
• Emergency, Unspecified and Miscellaneous	536.7
<b>TOTAL</b>	<b>\$13,343.5</b>

## Major Modernizations of Schools

In order to meet high standards for entire school buildings, it is essential that existing school facilities undergo major modernizations. The Ten-Year Capital Strategy provides \$493.3 million for this purpose. Projects include major replacements of electrical, plumbing and heating systems.

## Rehabilitation of School Components

The Ten-Year Capital Strategy provides \$3.9 billion to rehabilitate, replace and upgrade building components. The Board will use funds to maintain roofs and parapets, resurface floors, install new windows and lighting fixtures, and re-develop playgrounds. High priority projects include removing asbestos and lead paint from buildings, converting coal burning furnaces to dual fuel gas and oil, and installing air conditioners in schools providing summer classes.

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## Board of Education

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### **System Expansion**

To address the shortage of seating in public schools, the Ten-Year Capital Strategy provides \$5.7 billion for the construction of new schools. An additional \$2.1 billion is allocated for leases, building additions, transportables, modular classrooms, and new athletic fields and playgrounds. These funds will enable the Board to build 55 new schools and create over 59,000 new seats by 2005.

### **Educational Enhancements**

The Board will designate \$245.0 million to capital improvements associated with recent programmatic needs. The Board will provide desktop and laptop computers for teachers and students. Funds will also be used to purchase educational software, upgrade networks, and re-wire schools for internet access. To further its science education program, the Board will upgrade and replace science labs citywide.

### **Other Funding**

Other miscellaneous capital improvements make up the balance of funding. A total of \$362.4 million is for security systems, emergency lighting and code compliance. Finally, \$536.7 million covers emergency projects, research and development, and prior plan completion costs.

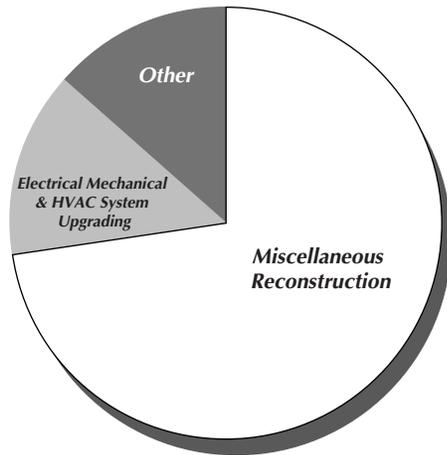
# Board of Education

Project Type: E

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Emergency, Inspection and Miscellaneous</i>											
City	40,906	35,032	45,038	49,551	51,533	53,595	55,310	57,135	58,563	60,027	506,690
Private	10,000	10,000	10,000	0	0	0	0	0	0	0	30,000
<i>Educational Enhancements</i>											
City	19,691	17,243	22,360	23,853	24,807	25,799	26,625	27,503	28,191	28,895	244,967
<i>Major Modernization of Schools</i>											
City	38,213	51,208	43,600	46,289	48,141	50,066	51,668	53,374	54,707	56,076	493,342
<i>Rehabilitation of School Components</i>											
City	407,462	146,969	368,465	379,434	394,611	410,396	423,528	437,505	448,443	459,654	3,876,467
<i>Safety and Security</i>											
City	28,914	27,615	33,229	35,025	36,426	37,883	39,095	40,385	41,395	42,430	362,397
<i>System Expansion (New Schools)</i>											
City	444,630	774,813	430,252	524,371	545,346	567,160	585,309	604,624	619,740	635,233	5,731,478
<i>System Expansion (Other)</i>											
City	183,726	59,780	192,977	213,470	222,009	230,889	238,278	246,141	252,295	258,602	2,098,167
<i>Project Type Total by Source of Funds</i>											
City	1,163,542	1,112,660	1,135,921	1,271,993	1,322,873	1,375,788	1,419,813	1,466,667	1,503,334	1,540,917	13,313,508
Private	10,000	10,000	10,000	0	0	0	0	0	0	0	30,000
<i>Project Type Total All Funds</i>	1,173,542	1,122,660	1,145,921	1,271,993	1,322,873	1,375,788	1,419,813	1,466,667	1,503,334	1,540,917	13,343,508

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# 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 2001 registration of approximately 195,000 students, primarily serves City residents; however, it also attracts students from all over the world. Divided into colleges and graduate schools, CUNY facilities are distributed throughout the five boroughs and range in curricula from liberal arts to law and medicine. CUNY maintains 21 campuses in the City, including senior colleges, community colleges, and graduate and professional schools.

Changes in enrollment patterns may have a significant impact on future plant use and capital needs. From Fiscal Year 1996 to 2000, enrollment at the City's colleges and universities grew from 407,000 to 413,000. During this period the enrollment at the CUNY system went down from 206,000 to 194,000. Thus, while total enrollment at City colleges increased by 1.4%; CUNY's total enrollment declined by 5.8%; undergraduate enrollment at CUNY schools decreased by 6.9% while graduate and professional degree programs enrollment increased by 0.8%.

### Capital Program Goals

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

### Ten-Year Capital Strategy

The University's large construction projects are funded by the City and State through the Dormitory Authority, and thus are not included in this Strategy. All work associated with the senior colleges is funded by the State. The community college projects are funded jointly by the City and the State. In some cases the City also independently funds some senior and community college related work. For this Strategy, CUNY emphasizes the rehabilitation of electrical, mechanical, heating, ventilating and air-conditioning systems; interiors and exteriors of buildings, roofs and windows; security systems; and access for the disabled. Work is also required for early childhood and day care centers, athletic fields and capital equipment.

The Ten-Year Capital Strategy provides funding for:

	(in millions)
• Miscellaneous Reconstruction	\$79.2
• Electrical, Mechanical, and HVAC System Upgrading	15.1
• Data Processing, New Construction, Athletic Fields and Other Equipment	9.7
• Security Systems	8.4
• Federal, State, and Local Mandates	2.0
<b>TOTAL</b>	<b>\$114.4</b>

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## City University

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

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

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

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

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

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

### **Security Systems**

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

# City University

Project Type: HN											
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
Data Processing and Other Equipment City	7,076	400	0	0	0	0	0	0	0	0	7,476
<i>Athletic Fields, Gymnasiums and Equipment</i>											
City	531	105	0	382	0	0	0	0	0	0	1,018
State	0	0	0	382	0	0	0	0	0	0	382
<i>Federal, State and Local Mandates</i>											
City	100	300	509	193	0	0	0	0	0	0	1,102
State	100	300	509	10	0	0	0	0	0	0	919
<i>Electrical, Mechanical and HVAC System Upgrading</i>											
City	409	415	1,197	968	2,311	1,034	390	497	613	276	8,110
State	87	415	1,197	568	1,921	1,034	390	497	613	276	6,998
<i>New School Construction</i>											
City	31	0	0	0	0	0	0	230	119	0	380
State	31	0	0	0	0	0	0	230	119	0	380
<i>Miscellaneous Reconstruction</i>											
City	5,101	1,114	2,151	4,040	2,711	4,955	4,267	5,082	5,867	6,488	41,776
State	770	1,114	2,151	4,040	2,711	4,955	4,267	5,082	5,867	6,488	37,445
<i>Security Systems</i>											
City	675	430	71	0	784	50	1,575	629	0	0	4,214
State	675	430	71	0	784	50	1,575	629	0	0	4,214
<i>Project Type Total by Source of Funds</i>											
City	13,923	2,764	3,928	5,583	5,806	6,039	6,232	6,438	6,599	6,764	64,076
State	1,663	2,259	3,928	5,000	5,416	6,039	6,232	6,438	6,599	6,764	50,338
<i>Project Type Total All Funds</i>											
All Funds	15,586	5,023	7,856	10,583	11,222	12,078	12,464	12,876	13,198	13,528	114,414

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# Department of Health

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The Department of Health (DOH) promotes and protects the health and quality of life of New York City residents by enforcing compliance with the City Health Code and administering a broad range of public health programs and services. The Department of Health monitors and controls tuberculosis, sexually transmitted diseases (STD), and other communicable diseases; investigates and eliminates environmental health hazards; and inspects restaurants and other facilities. The Department also works aggressively to prevent AIDS and HIV-related illnesses.

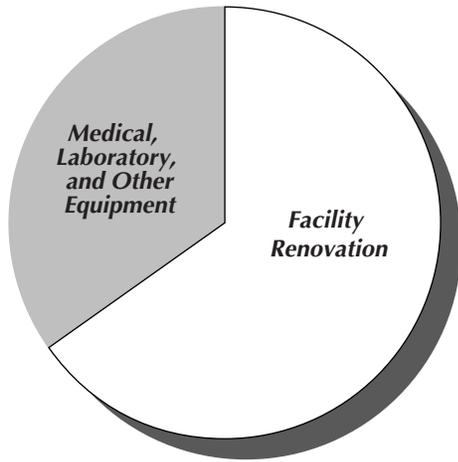
The Department operates public health clinics, laboratories, and district health centers in the five boroughs which house a variety of programs: immunization clinics, STD and tuberculosis clinics, dental clinics, maternity services, HIV counseling, testing, and referral, and gay and lesbian health programs.

**The Ten-Year Capital Strategy reflects a strong commitment to these public health activities:**

- The renovation and upgrade of the public health infrastructure (health centers, laboratories, and TB clinics) are top priorities for the Department. In order to protect the health of all New Yorkers, these facilities must be maintained and improved. The Department's Ten-Year Capital Strategy seeks to identify buildings for renovation and to improve entire sites rather than a piecemeal approach of upgrading only specific portions of a building.

- Other top priorities for the Department include upgrading the heating, ventilation, and air conditioning (HVAC) and fire alarm systems, electrical service, plumbing and general conditions at the New York City Health Department Laboratory facility located at 455 First Avenue and construction of a free-standing mortuary building at Kings County Hospital for the Office of the Chief Medical Examiner (OCME).
- To improve its animal control efforts, the Department plans to renovate the animal shelter in Manhattan. In addition, funds have been allocated for the acquisition and construction of a shelter in Queens County.

# Department of Health



### Capital Program Goals

- To ensure that Department of Health facilities are in compliance with applicable codes, rules, and regulations;
- To renovate those facilities requiring immediate repair and to maintain quality conditions in these facilities;
- To enhance the Department's automation systems for more efficient management of information;
- To renovate laboratories requiring immediate repairs;
- To identify new technology that can assist the Department in performing critical public health and safety functions; and
- To improve the process of inventory assessment at Department facilities and to replace all critical Department equipment on a regular basis.

### Ten-Year Capital Strategy

	(in millions)
• Facility Renovation	\$110.5
• Medical, Laboratory, and Other Equipment	59.0
<b>TOTAL</b>	<b>\$169.5</b>

The Ten-Year Capital Strategy places priority on rebuilding the public health infrastructure, upgrading the Department's clinics, and reengineering/automating the Department's internal and external functions.

### Facility Renovation

Approximately \$110.5 million will be devoted to the renovation of various facilities. Highlights of projects include: upgrade of the HVAC system at the Public Health Laboratory (\$35.7 million); construction of a mortuary at Kings County Hospital (\$10.1 million); renovation of the Jamaica Health Center and construction of a new tuberculosis clinic (\$7.6 million); renovation of the Manhattanville Health Center (\$6.3 million); renovation of the Manhattan Animal Shelter and acquisition of a Queens shelter (\$5.6 million); the renovation of STD clinics (\$5.5 million); and the continued renovation of the OCME First Avenue building (\$4.3 million).

### Medical, Laboratory, and Other Equipment

A total of \$59.0 million will be spent on medical, laboratory, and other equipment. Highlights of the Department's proposal include DOH and OCME laboratory equipment replacement (\$31.8 million); computer replacement (\$7.6 million), vehicle replacement (\$3.9 million), and a human surveillance system for vector control (\$3.0 million).

# Department of Health

Project Type: HL											
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Medical, Laboratory, and Other Equipment</i> City	5,242	990	1,262	7,449	4,010	10,000	10,000	7,000	7,000	6,000	58,953
<i>Facility Renovation</i> City	31,821	21,952	22,726	23,094	5,990	0	0	2,000	1,500	1,500	110,583
<i>Project Type Total</i> <i>by Source of Funds</i> City	37,063	22,942	23,988	30,543	10,000	10,000	10,000	9,000	8,500	7,500	169,536
<i>Project Type Total</i> All Funds	37,063	22,942	23,988	30,543	10,000	10,000	10,000	9,000	8,500	7,500	169,536

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# Health and Hospitals Corporation

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The Health and Hospitals Corporation (HHC) was established in 1969 as the successor to the former Department of Hospitals to provide greater flexibility in the operation of the municipal hospital system. It continues to be the major care provider for the City's poor and uninsured population. At the end of January 2001, of the 7,455 inpatient beds that HHC operates, approximately 4,629 were acute care beds.

HHC plays a vital role in ambulatory care in medically underserved communities. Through its vast network of family health centers, child health clinics, Communicare sites, hospital-based clinics and diagnostic & treatment centers, the Corporation accommodated nearly 5 million visits in FY 2000. In FY 2000, HHC also experienced 993,989 emergency room visits.

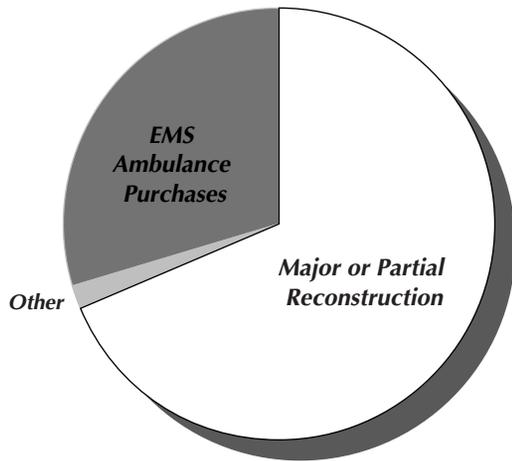
HHC operates eleven acute care general hospitals, two of which (Kings County and Queens General) were built in the 1930s and are slated for major reconstruction in the current capital plan. Another four - Bronx Municipal, Coney Island, Elmhurst, and Metropolitan - were built approximately 40 years ago. The Corporation also operates four chronic hospital/skilled nursing facilities with a total of 2,826 beds.

## Capital Program Goals

- To upgrade, modernize and bring HHC facilities to regulatory compliance through renovation or reconstruction;
- To establish and maintain equipment replacement cycles;
- To establish and maintain the City's Emergency Medical Services ambulance fleet; and
- To expand and improve ambulatory care services.

As a result of the Financial Restructuring Agreement with the City granting HHC fiscal autonomy, the Corporation secured \$550 million worth of debt in 1993 to finance its own capital plan. Another \$320 million of health system bonds were issued in 1997.

## Health and Hospitals Corporation



### Ten-Year Capital Strategy

The Ten-Year Capital Strategy for the Health and Hospitals Corporation focuses on Phase Two of the major reconstruction of the Kings County Hospital Center, as well as the modernization of Bellevue Hospital Center and the construction of a state-of-the-art DNA building on the Bellevue campus. The cost of ambulance purchases by EMS is also included.

	(in millions)
• Major/Partial Hospital Reconstruction	\$499.7
• Routine Reconstruction	11.5
• Equipment Replacement	1.3
• EMS Ambulance Purchases	215.9
<b>TOTAL</b>	<b>\$728.4</b>

### Major or Partial Hospital Reconstruction

In FY 2000, the City funded Phase Two of Kings County Hospital Center's Comprehensive Redevelopment Plan, which includes the construction of a new facility to provide modern diagnostic, emergency and treatment services on the campus. Construction of the \$131.4 million building in FY02-11 will begin in the fall of 2001, and its projected completion date is the fall of 2004.

The City is also funding the modernization of Bellevue Hospital Center. The \$157.5 million project in FY02-11 includes the construction of a new ambulatory care building that will provide general care, mental health/substance abuse, ambulatory surgery, dental, and dialysis services. The project also includes the renovation of 3-4 inpatient floors and a critical care floor. The scheduled completion date is the summer of 2005.

In addition, the City is funding \$210.5 million project in FY02-11 for the construction of a new DNA facility on the Bellevue Hospital campus to be operated by the Office of Chief Medical Examiner (OCME). This facility will increase the analytic capabilities of the OCME's DNA program to assist the Police Department and the courts in identifying perpetrators. Construction of this building will begin in the fall of 2001, and its projected completion date is the fall of 2004.

### Emergency Medical Services Ambulance Purchases

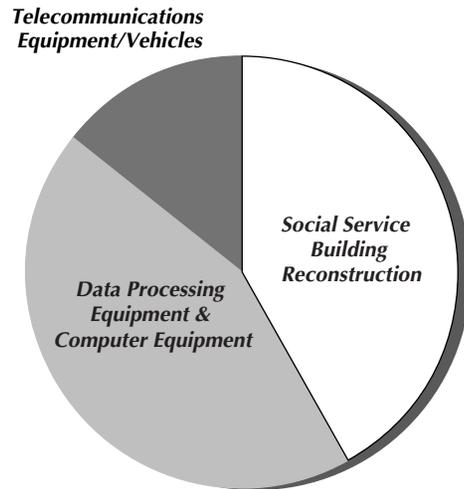
Approximately \$216 million will be provided for the purchase of EMS ambulances through FY 2011.

# Health and Hospitals Corporation

Project Type: HO

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Emergency Medical Services Equipment</i> City	44,457	21,380	16,832	17,673	18,557	19,485	19,021	19,021	19,497	19,984	215,907
Major Medical Equipment City	1,300	0	0	0	0	0	0	0	0	0	1,300
<i>Major or Partial Hospital Reconstruction</i> City	179,333	249,476	70,267	618	0	0	0	0	0	0	499,694
<i>Routine Reconstruction</i> City	5,548	3,000	3,000	0	0	0	0	0	0	0	11,548
<i>Project Type Total</i> <i>by Source of Funds</i> City	230,638	273,856	90,099	18,291	18,557	19,485	19,021	19,021	19,497	19,984	728,449
<i>Project Type Total</i> All Funds	230,638	273,856	90,099	18,291	18,557	19,485	19,021	19,021	19,497	19,984	728,449

# Human Resources Administration



The Department of Social Services provides a range of programs and services that assist individuals and families achieve self-sufficiency. Eligible participants receive employment and support services, Public Assistance, Medical Assistance, and Food Stamps. The Department also provides shelter, housing, and support services to victims of domestic violence, people with AIDS and HIV-illness, and frail and elderly adults.

### Capital Program Goals

- Maintain, repair and improve social service facilities throughout the City.
- Install local area computer networks for the continued development of connectivity with Agency and contractor locations.
- Upgrade, maintain, and acquire telecommunication and data processing equipment to improve Department operations.

### Ten-Year Capital Strategy

The primary focus of the Department's Ten-Year Capital Strategy is to improve client services and worker productivity through renovations and upgrades to Job Centers and other Department sites; acquisitions and upgrade of computer technology, including Wide and Local Area Networks; and information systems development to meet the needs of the Department's many programs and services.

	(in millions)
• Building Reconstruction	\$92.9
• Data Processing Equipment	97.4
• Telecommunications Equipment/ Vehicles	31.8
<b>TOTAL</b>	<b>\$222.1</b>

### Building Reconstruction

The Ten-Year Capital Strategy provides funding to complete the renovation and upgrade of Job Centers as well as necessary improvements to maintain the structural stability of various Department facilities. Improvements include HVAC, masonry, roofing, electrical, plumbing and office renovations.

### Data Processing Equipment

The Agency will continue to implement imaging technology to store documents electronically and reduce reliance on paper records. Other projects include the maintenance and upgrade of computer equipment and software for greater efficiency in caseload tracking, reporting, and intra and inter-agency communication.

### Telecommunications

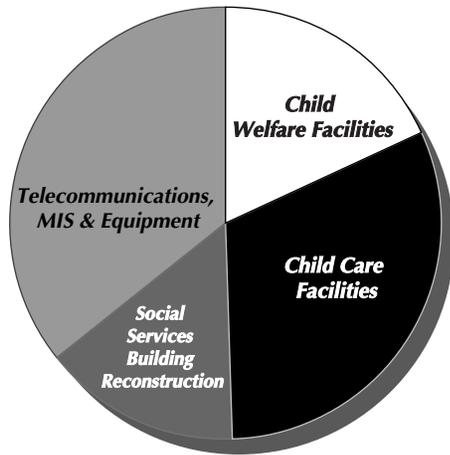
The Agency has allocated \$30.1 million to enhance productivity and create a Wide Area Network system to provide greater connectivity among Department personnel and contract service providers.

# Human Resources Administration

Project Type: HR

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Telecommunications Equipment</i>											
City	928	721	1,000	3,555	1,997	1,259	2,200	2,000	2,200	2,200	18,060
Federal	619	480	667	2,370	1,331	839	1,486	1,353	1,486	1,486	12,117
<i>Data Processing Equipment</i>											
City	2,928	4,931	5,249	11,458	7,896	1,967	2,214	1,229	14,453	2,731	55,056
Federal	2,434	3,538	3,499	8,066	5,918	1,570	1,579	819	4,929	2,812	35,164
State	707	374	0	1,675	982	392	153	0	858	2,044	7,185
<i>Equipment</i>											
City	5,932	774	0	0	0	2,700	0	0	0	0	9,406
Federal	3,952	516	0	0	0	1,800	0	0	0	0	6,268
<i>Social Services Buildings</i>											
City	24,157	2,521	1,224	3,177	1,507	6,395	7,171	9,771	7,740	9,382	73,045
Federal	3,921	282	0	0	0	0	0	0	0	0	4,203
<i>Automotive Equipment</i>											
City	88	0	66	66	33	114	155	159	162	165	1,008
Federal	22	0	44	44	22	76	103	106	108	110	635
<i>Project Type Total by Source of Funds</i>											
City	34,033	8,947	7,539	18,256	11,433	12,435	11,740	13,159	24,555	14,478	156,575
Federal	10,948	4,816	4,210	10,480	7,271	4,285	3,168	2,278	6,523	4,408	58,387
State	707	374	0	1,675	982	392	153	0	858	2,044	7,185
<i>Project Type Total All Funds</i>	45,688	14,137	11,749	30,411	19,686	17,112	15,061	15,437	31,936	20,930	222,147

# 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 childcare, early childhood education through Head Start, and child support enforcement services.

The Agency is responsible for over 200 facilities including day care centers, a network of program field offices, congregate care homes for children in foster care, the ACS Children's Center and administrative offices.

### Capital Program Goals

- Improve children's service facilities, including upgrades to community based field offices throughout the City.
- Renovate and reconstruct congregate care facilities for foster children.
- Renovate and expand child care facilities.
- Upgrade and expand telecommunication and computer technology for improved connectivity within and between agency locations.

### Ten-Year Capital Strategy

	(in millions)
• Child Welfare Facilities	\$43.1
• Child Care Facilities	74.7
• Social Service Buildings	35.2
• Equipment, Telecommunications, and MIS	84.9
<b>TOTAL</b>	<b>\$237.9</b>

The primary focus of the ACS 2002 Ten-Year Capital Strategy is to improve delivery of services to children and families through the improvement of direct care sites and community based field offices, as well as the development of integrated management information systems to better track and evaluate services. Major direct service projects include the renovation of the Crossroads, Richmond Hill and Jefferson Group Homes and construction of the Williamsburg, Seabury, LaVaughn Robert Moore, and Washington Heights Day Care Centers. In addition, funds are provided for the creation of two neighborhood based Protective Field Offices in Manhattan, and the relocation of the Agency for Child Development and Head Start offices. Major MIS initiatives include development of an Integrated Case Management System, a Health Information Profiling System, a Legal Tracking System, enhancements to the Automated Child Care Information System, and the use of imaging technology to improve maintenance of case records.

# Administration for Children's Services

Project Type: CS	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<b>Child Welfare Facilities</b>											
City	3,072	2,667	2,167	5,000	5,000	5,000	5,000	5,000	5,000	5,000	42,906
Federal	206	0	0	0	0	0	0	0	0	0	206
<b>Day Care Facilities</b>											
City	23,439	10,000	3,075	8,120	5,000	5,000	5,000	5,000	5,000	5,000	74,634
Federal	46	0	0	0	0	0	0	0	0	0	46
<b>Equipment</b>											
City	13,572	7,055	6,530	8,405	4,425	4,955	5,105	4,018	4,049	4,192	62,306
Federal	4,486	2,257	2,707	2,423	1,426	622	2,069	3,676	684	889	21,239
State	528	0	0	344	12	17	0	295	14	192	1,402
<b>Social Service Buildings</b>											
City	6,256	4,320	3,218	0	1,000	1,000	1,000	1,000	3,139	3,499	24,432
Federal	1,447	1,496	855	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,798
<b>Project Type Total by Source of Funds</b>											
City	46,339	24,042	14,990	21,525	15,425	15,955	16,105	15,018	17,188	17,691	204,278
Federal	6,185	3,753	3,562	3,423	2,426	1,622	3,069	4,676	1,684	1,889	32,289
State	528	0	0	344	12	17	0	295	14	192	1,402
<b>Project Type Total All Funds</b>	53,052	27,795	18,552	25,292	17,863	17,594	19,174	19,989	18,886	19,772	237,969

# Department For The Aging

The Department for the Aging administers a wide range of programs that enable senior citizens to maintain their independence and improve their quality of life. Services include congregate and home delivered meals, home care, employment counseling and placement, assistance for crime victims, social and legal services, transportation, and information and referral services. The Department also serves as an advocate for the City's elderly population through legislative activity and public policy initiatives.

## Capital Program Goals

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

## Ten Year Capital Strategy

	(in millions)
• Building Reconstruction	\$30.3
• Data Processing	13.6
<b>TOTAL</b>	<b>\$43.9</b>

## Building Reconstruction

The primary focus of Senior Center improvements include fire suppression systems, heat and hot water systems and renovations for handicapped accessibility. Highlights include \$1.3 million for the renovation and upgrade of the Department's administrative office in lower Manhattan and \$2.4 million for a new kitchen, dining hall and lounge for the Jewish Community Center of Staten Island.

## Data Processing

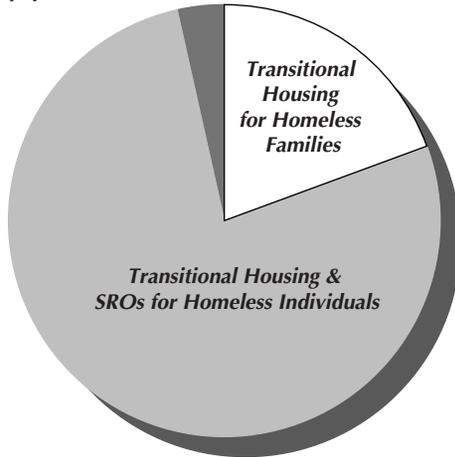
The Ten-Year Capital Strategy also includes \$13.6 million for technology projects, including continued development of the Uniform Benefits Assessment System (Uni-form) and PDS (Provider Data System). The Uni-form system allows seniors to apply for various entitlement programs including Medicaid, food stamps, and Supplemental Security Income by completing one application. New MIS initiatives include: document imaging of SCRIE and HEAP records, the migration of PDS and Uni-form to a web based platform and a new grants management system to support performance based contracting.

# Department For The Aging

Project Type: AG											
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Electronic Data Processing</i> City	3,920	1,721	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	13,641
<i>Department for the Aging Building</i> Reconstruction City	9,474	3,231	2,403	2,943	2,000	2,000	2,000	2,000	2,075	2,152	30,278
<i>Project Type Total</i> <i>by Source of Funds</i> City	13,394	4,952	3,403	3,943	3,000	3,000	3,000	3,000	3,075	3,152	43,919
<i>Project Type Total</i> All Funds	13,394	4,952	3,403	3,943	3,000	3,000	3,000	3,000	3,075	3,152	43,919

# Department of Homeless Services

*Purchase of Equipment and Vehicles*



The Department of Homeless Services provides homeless families and individuals with temporary housing and services to facilitate their return to independent living. The Department also provides outreach services to people living in public places, rental assistance programs, and services to prevent homelessness. The Department works with the Human Resources Administration and other City agencies to coordinate the provision of services. It also works with the Department of Housing Preservation and Development to plan for the development of permanent and transitional housing.

The Department is currently responsible for the maintenance of 27 facilities for homeless singles, 26 facilities for homeless families and five Single Room Occupancy (SRO) permanent residences.

### Capital Program Goals

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

### Ten-Year Capital Strategy

(in millions)

• Transitional Housing for Homeless Families	\$62.5
• Transitional Housing & SROs for Homeless Individuals	248.5
• Social Service Buildings, Equipment & Vehicles	11.3
<b>TOTAL</b>	<b>\$322.3</b>

The focus of the Department of Homeless Services Ten-Year Capital Strategy is the maintenance and development of transitional housing for homeless families and singles, and permanent SRO housing for single adults. The Ten-Year Capital Strategy allocates ninety-six percent of funding to the rehabilitation and development of facilities. Major priorities for the agency continue to be code compliance, fire safety, and exterior building stabilization. Major family projects include exterior stabilization at Seneca House, code compliance at the New Life Center, and building upgrades at Jamaica Assessment, Dean Street and Linden. Adult projects include building upgrades at the Lexington Avenue and Sumner Armories, fire safety projects at Charles Gray, Franklin and Park Slope, development of facilities to replace the 30th Street Men's Shelter and construction of a new Willow Avenue Shelter. Major MIS initiatives include development of a Client Tracking System and a Housing Placement Tracking System.

# Department of Homeless Services

Project Type: HH

	<i>2002</i>	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>Total</i>
<i>Shelters for Homeless Individuals</i> City	40,529	17,181	13,450	25,000	25,000	25,000	25,000	25,000	25,775	26,569	248,504
<i>Equipment</i> City	3,693	250	250	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,193
<i>Shelters for Homeless Families</i> City	12,692	8,035	6,743	5,000	5,000	5,000	5,000	5,000	5,000	5,000	62,470
<i>Social Services Buildings</i> City	98	0	0	0	0	0	0	0	0	0	98
<i>Project Type Total</i> <i>by Source of Funds</i> City	57,012	25,466	20,443	31,000	31,000	31,000	31,000	31,000	31,775	32,569	322,265
<i>Project Type Total</i> All Funds	57,012	25,466	20,443	31,000	31,000	31,000	31,000	31,000	31,775	32,569	322,265

# Housing Preservation & Development

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The Department of Housing Preservation and Development (HPD) preserves, upgrades, and assists in the expansion of the City's affordable housing stock. Its primary goals are: to spur the preservation and development of affordable housing through direct investment, the provision of loans, and/or other financial assistance; 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.

New York City housing programs have evolved and adapted as neighborhood housing conditions have stabilized and improved throughout the City. Using City capital to encourage new investment by private residential lenders and owners, HPD has attracted residents back to the City's lower and moderate income neighborhoods. The agency continues to expand its use of public-private partnerships throughout its Ten-Year Capital Strategy. HPD is firmly committed to completing the rehabilitation and disposition of all of the remaining in rem buildings, both occupied and vacant, before the end of the ten-year plan. Concurrently, through its Anti-Abandonment program, the City is expanding its efforts to prevent the abandonment of privately-owned buildings and forestall their entry into City ownership by providing financial and technical assistance to private landlords. Finally, the City's capital budget maintains its commitment to provide new homeownership opportunities, particularly through its new construction programs.

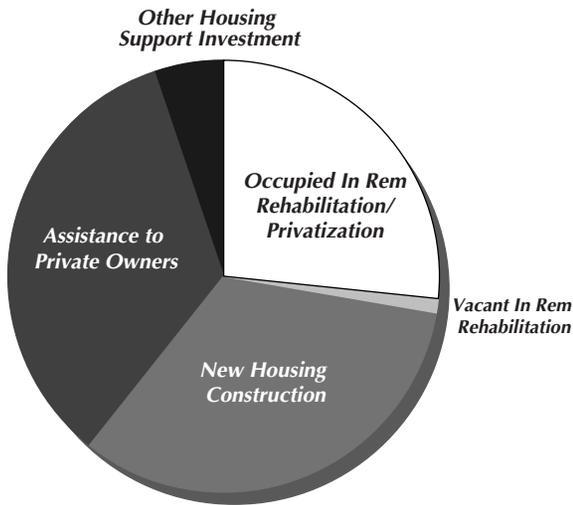
There are three major new initiatives that will be funded starting in fiscal year 2002. First, HPD plans to privatize and rehabilitate the remaining stock of vacant in rem buildings through the new Vacant Buildings program, a \$78 million initiative enabling the agency to rehabilitate approximately 1,100 dwelling units. Second, the new \$332 million Mixed Use program will fund new construction of mixed residential/commercial developments. HPD expects to develop roughly 3,067 rental residential units and 875,000 square feet of retail space, similar to projects created under the ANCHOR

program. Third, HPD will fund a new Housing Preservation program, which allows tax delinquent properties to be transferred to responsible new owners without the City taking title in the interim. The total estimated cost of loans to be made to new, third party owners is \$278 million over four years. These three new housing initiatives are conditioned on reforming the Department of Buildings and the Building Code, rezoning land for residential development, and eliminating organized crime influence from the construction industry.

HPD continues to focus resources on its privatization initiatives to rehabilitate and transfer ownership of occupied in rem buildings to neighborhood-based not-for-profit and for-profit housing organizations. These privatization initiatives will foster the rehabilitation of roughly 9,100 dwelling units, which will complete disposition of the current inventory of City-owned occupied housing by fiscal year 2006. These initiatives are united under a comprehensive strategy known as Building Blocks!, which encompasses HPD's Tenant Interim Lease (TIL), Neighborhood Entrepreneurs (NEP), Neighborhood Redevelopment (NRP), and Neighborhood Homes programs. Buildings are sold to: low income tenant cooperatives through TIL; local, qualified for-profit property managers through NEP; and not-for-profit owners/managers through NRP and Neighborhood Homes.

The production of new affordable housing remains an HPD priority, building on assemblages of vacant land and urban renewal sites through HPD's new construction programs such as the New York City Partnership, Neighborhood Initiative, and Nehemiah homeownership programs. The construction activity engendered by the City's housing commitment should also provide a substantial stimulus to the New York City economy.

# Housing Preservation & Development



## Capital Program Goals

- To complete the disposition of City-owned housing units by the end of fiscal year 2006 to tenants, community-based not-for-profit organizations, and selected private owners under the Building Blocks! initiative, providing financial and management assistance;
- To return unutilized properties to productive use through the reconstruction of City-owned vacant buildings under the HomeWorks, StoreWorks, and Vacant Buildings programs;
- To subsidize the construction of affordable moderate and middle income, owner-occupied housing through the Nehemiah and Partnership New Homes programs; and to foster new neighborhood retail and commercial development through the Alliance for Neighborhood Commerce, Home Ownership and Revitalization (ANCHOR) and Mixed Use programs;
- To provide low-interest loans to finance the rehabilitation of low and moderate income units in privately-owned buildings under the Article 7A, Article 8A, Small Homes, and Participation Loan Programs and through the new Housing Preservation Program;
- To produce permanent low-income, single room occupancy (SRO) housing under the Supportive Housing Program, including homes for the homeless mentally ill (New York/New York II and III), by providing loans and grants to private developers and not-for-profit community based organizations.

## Ten-Year Capital Strategy

The Ten-Year Capital Strategy allocates a total of approximately \$5 billion for HPD to achieve the goals of the Housing Program. Of this amount, \$4.4 billion represents City funding, while approximately \$597 million will be leveraged in Federal and other contributions. Substantial private equity is also leveraged through HPD programs.

	(in millions)
• Occupied In Rem Rehabilitation/Privatization	\$1,332.2
• Vacant In Rem Rehabilitation	52.5
• New Housing Construction	1,647.0
• Assistance to Private Owners	1,704.5
• Other Housing Support Investment	261.2
<b>TOTAL</b>	<b>\$4,997.4</b>

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# Housing Preservation & Development

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

A total of \$1.3 billion is provided to fund the rehabilitation of City-owned housing units and their disposition to tenant associations, neighborhood-based not-for-profits, and for-profit housing organizations through a variety of program mechanisms, namely TIL, NRP, Neighborhood Homes, and NEP. This Ten-Year Capital Strategy allocation promotes the disposition of all dwelling units in the occupied in rem inventory in the fiscal year 2002-2006 period.

## **Vacant In Rem Rehabilitation**

The Ten-Year Strategy allocates \$52.5 million for the production of approximately 1,300 dwelling units, which will house low and moderate income families and individuals. These programs specifically target the treatment of smaller vacant City-Owned buildings for return to the private market.

## **New Housing Construction**

The Ten-Year Capital Strategy allocates \$1.6 billion to foster the new construction of housing units affordable to moderate and middle income homeowners and renters through programs such as Partnership, Nehemiah, ANCHOR, and Mixed Use. An integral component of new construction programs are the neighborhood based housing initiatives, which are also covered under this program area.

## **Assistance to Private Owners**

Activity under the Participation Loan, Article 7A, Article 8A, Small Homes Private, Home Improvement and Supportive Housing Loan programs is funded at \$1.7 billion over the ten-year period for the rehabilitation and preservation of roughly 64,000 units in privately-owned multiple dwellings and one- to four-unit homes. These programs, which currently provide assistance for distressed buildings, will be coordinated in the future to address in particular those properties identified through HPD's new Housing Preservation Program.

## **Other Housing Support Investment**

Funds totaling \$261 million are provided for a variety of projects supporting HPD's affordable housing initiatives, including the demolition of unsafe buildings, urban renewal costs, computer-based productivity initiatives, and other infrastructure supports.

# Housing Preservation & Development

Project Type: HD

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Neighborhood-Based Housing Initiatives</i>											
City	13,838	50,585	9,292	48,157	70,487	19,013	5,500	0	0	0	216,872
<i>New Housing Construction</i>											
City	20,027	53,920	20,600	20,000	8,000	8,000	275,840	297,357	309,891	322,738	1,336,373
Private	18,800	15,000	30,000	30,000	0	0	0	0	0	0	93,800
<i>Other Housing Support Investment</i>											
City	21,984	18,981	16,358	27,889	20,867	23,097	33,005	33,005	33,005	33,005	261,196
<i>Occupied In Rem Rehabilitation</i>											
City	181,807	100,524	122,039	127,998	181,854	249,186	0	0	0	0	963,408
Federal	81,715	78,830	66,237	84,000	58,000	0	0	0	0	0	368,782
<i>Assistance to Private Owners</i>											
City	120,899	126,035	132,852	175,460	176,000	166,000	171,000	171,000	171,000	171,000	1,581,246
Federal	21,743	29,152	27,383	0	0	0	0	0	0	0	78,278
Private	45,000	0	0	0	0	0	0	0	0	0	45,000
<i>Vacant In Rem Rehabilitation</i>											
City	15,740	12,100	9,000	4,500	0	0	0	0	0	0	41,340
Private	11,200	0	0	0	0	0	0	0	0	0	11,200
<i>Project Type Total by Source of Funds</i>											
City	374,295	362,145	310,141	404,004	457,208	465,296	485,345	501,362	513,896	526,743	4,400,435
Federal	103,458	107,982	93,620	84,000	58,000	0	0	0	0	0	447,060
Private	75,000	15,000	30,000	30,000	0	0	0	0	0	0	150,000
<i>Project Type Total All Funds</i>	552,753	485,127	433,761	518,004	515,208	465,296	485,345	501,362	513,896	526,743	4,997,495

# Housing Authority

The New York City Housing Authority builds, operates and maintains affordable housing for low-income New Yorkers. The mandate of the Housing Authority, created in 1934, is to provide decent, safe and affordable housing for low-income families, despite the challenges of managing an aging public housing inventory with a 99 percent rate of occupancy.

The New York City Housing Authority owns and operates the nation's largest public housing program, with 346 developments (181,000 apartments in 2,800 buildings), housing over 530,000 tenants throughout the city. The Authority also operates the Leased Housing (Section 8) Program in the private housing market, with approximately 74,000 occupied apartments. More than 26,000 landlords participate in the Section 8 program.

Managing the Housing Authority's vast physical plant and its 15,000 employees (4,000 of whom are also residents) is an increasingly complex challenge. In addition, the Authority's related programs have grown to include community centers, senior citizen facilities, day care programs, child health stations, drug elimination strategies, and security initiatives.

## Capital Program Goals

- To continue to offer quality affordable housing for the City's low to moderate income population;
- To modernize existing projects and continue to construct new units in order to maintain decent, safe and sanitary housing for low to moderate-income residents; and
- To focus available resources on necessary heating and plumbing system replacements, to maintain essential services for Housing Authority residents.

## Ten-Year Capital Strategy

- |   | (in millions) |
|---|---------------|
| • Low to Moderate Income Public Housing Upgrade | \$141.3       |

The Housing Authority concentrates its efforts on upgrading existing low to moderate income City-aided public housing and on supplementing Federal funds for new public housing construction.

The Ten-Year Capital Strategy provides \$141.3 million for the upgrade of existing City-aided public housing units, which number 7,321, and the enhancement of security at these five developments. In addition to heating and plumbing system work, these funds cover a wide range of projects including, but not limited to, door and entrance replacements, roof and window replacements, and site related improvements such as steel bar fencing and lighting.

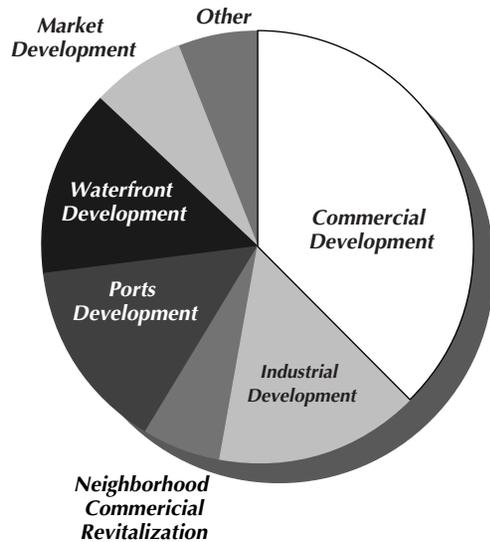
# Housing Authority

Project Type: HA

	<i>2002</i>	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>Total</i>
<i>Low to Moderate Income Public Housing Upgrade</i> City	12,801	9,292	12,024	13,841	14,395	14,970	15,449	15,959	16,358	16,767	141,856
<i>Project Type Total by Source of Funds</i> City	12,801	9,292	12,024	13,841	14,395	14,970	15,449	15,959	16,358	16,767	141,856
<i>Project Type Total</i> All Funds	12,801	9,292	12,024	13,841	14,395	14,970	15,449	15,959	16,358	16,767	141,856

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# Department of Business Services



The Department of Business Services (DBS) provides technical business assistance directly to the public and administers other City economic development initiatives, including capital improvements to City-owned properties. Under contract with DBS, the Economic Development Corporation (EDC) coordinates the City's commercial, industrial, market, waterfront and intermodal transportation development projects.

### Capital Program Goals

- To stimulate commercial development through the construction and rehabilitation of infrastructure and other amenities for commercial projects;
- To upgrade infrastructure in the City's industrial areas, including streets, sewers, and water mains;
- To assist neighborhood commercial development through physical improvements of public areas, including street and sidewalk reconstruction, new public lighting, landscaping and other public amenities;
- To enhance the City's waterfront through a commitment to the City's piers and a balanced mix of multi-use projects including commercial, industrial, retail, residential and recreational developments;
- To improve the intermodal transport of goods through the construction, modernization and integration of port, rail and aviation facilities and warehouses; and
- To expand and modernize existing public market facilities and construct new food processing, distribution, and refrigerated warehouse facilities.

### Ten-Year Capital Strategy

	(in millions)
• Commercial Development	\$481.5
• Industrial Development	195.9
• Neighborhood Commercial Revitalization	75.3
• Ports Development	183.7
• Waterfront Development	179.3
• Market Development	90.0
• Rail Development	22.3
• Miscellaneous	54.7
<b>TOTAL</b>	<b>\$1,282.7</b>

## Department of Business Services

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### **Commercial Development**

EDC continues its efforts to expand and diversify the City's economy by fostering growth industries. For example, the Bellevue-NYU and Audubon-Columbia projects will significantly enhance biotechnology research in New York City. In partnership with New York University, the City will develop three new commercial biotechnology buildings on the Bellevue campus, including an incubator facility. The expansion of the Audubon Research Park in Upper Manhattan, in collaboration with Columbia University, includes a building for new companies with approximately 600 biotechnology employees.

### **Industrial Development**

EDC markets City-owned real estate to industrial users and works closely with firms to find sites for their expansion and relocation. In support of these efforts, the plan includes health and safety related infrastructure improvements at the Brooklyn Navy Yard, which houses over 200 small businesses and 3,000 jobs. Other projects include upgrades to the physical plants of the City's industrial parks and investments in roads and property in the College Point Corporate Park to complete its development.

### **Neighborhood Commercial Revitalization**

EDC, along with DBS, will continue efforts to assist neighborhood businesses and community groups with revitalization projects. These projects include physical improvements to public areas, including street and sidewalk reconstruction, and new public lighting and landscaping. The City has contributed funds to develop the BAM Cultural District in Fort Greene, Brooklyn. Resources have also been added to renovate the St. George Theater into a performing arts center, ensuring that the revitalization of Staten Island's waterfront continues into the St. George neighborhood.

### **Ports and Waterfront Development**

EDC's Ten-Year Capital Strategy recognizes the importance of stabilizing the City's neglected piers, many of which are currently under-utilized. Due to the recent recovery of the New York waterways, a new predator, the marine borer, has become a major issue in pier deterioration. Currently studies are underway to assess the damage and develop new protections against marine borer activity. Major piers to be reconstructed include the four piers located at the Passenger Ship Terminal in Manhattan and Piers 1-5 along the Brooklyn Waterfront (part of a new Brooklyn Bridge Park). Significant improvements to the City's port facilities are also covered in this plan, including funding for various plant improvements and bulkhead repairs in the Bronx and Brooklyn. In addition, two container cranes will be replaced at the Howland Hook Marine Terminal in Staten Island. Two sites targeted for stabilization and renovation in the ten-year strategy are the South Brooklyn Marine Terminal and the Bush Terminal (in Brooklyn).

EDC will continue to enhance the public's use of, and access to, the City's waterfront through a balanced mix of multi-use projects. Funds are dedicated to a variety of waterfront projects including: the Whitehall and St. George Ferry Terminals, both of which will improve access and pedestrian safety; Pier 79, the latest west side ferry pier; Pier 94, site of the "Unconvention Center," used for trade shows; and infrastructure work at Queens West, to allow for ongoing development of the site.

### **Market Development**

The City's ongoing commitment to preserve its markets through various infrastructure improvements is also reflected in this Ten-Year Capital Strategy. The strategy provides funds to relocate the Fulton Fish Market to Hunts Point, consolidating the City's wholesale food industry in the Bronx. The move to a new, fully enclosed, refrigerated facility will double market space for the vendors, improve health and safety conditions, and enhance security.

# Department Business Services - Economic Development

Project Type: ED											
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Commercial Development</i>											
City	121,970	61,131	19,619	19,919	18,566	8,918	9,100	9,300	9,500	9,700	287,723
Federal	3,758	0	0	0	0	0	0	0	0	0	3,758
Private	161,600	28,400	0	0	0	0	0	0	0	0	190,000
<i>Industrial Development</i>											
City	56,539	41,538	11,696	17,669	9,466	9,818	11,271	12,145	12,611	13,114	195,867
<i>Market Development</i>											
City	21,045	5,500	5,000	3,418	8,566	8,918	9,100	9,300	9,500	9,700	90,047
<i>Miscellaneous</i>											
City	26,700	15,000	2,000	10,000	0	0	0	0	0	0	53,700
State	1,000	0	0	0	0	0	0	0	0	0	1,000
<i>Neighborhood Revitalization</i>											
City	13,645	0	0	3,418	8,566	8,919	9,100	9,300	9,500	9,700	72,148
Federal	3,200	0	0	0	0	0	0	0	0	0	3,200
<i>Port Development</i>											
City	58,959	41,184	4,930	9,019	9,166	9,519	9,100	9,300	9,500	9,700	170,377
Federal	13,000	0	0	0	0	0	0	0	0	0	13,000
State	350	0	0	0	0	0	0	0	0	0	350
<i>Rail Development</i>											
City	9,300	7,500	1,000	0	0	0	0	0	0	0	17,800
Federal	2,369	0	0	0	0	0	0	0	0	0	2,369
State	2,109	0	0	0	0	0	0	0	0	0	2,109
<i>Waterfront Development</i>											
City	54,836	31,304	13,063	22,229	8,565	8,919	9,100	9,300	9,500	9,700	176,516
State	2,742	0	0	0	0	0	0	0	0	0	2,742
<i>Project Type Total by Source of Funds</i>											
City	362,994	203,157	57,308	85,672	62,895	55,011	56,771	58,645	60,111	61,614	1,064,178
Federal	22,327	0	0	0	0	0	0	0	0	0	22,327
State	6,201	0	0	0	0	0	0	0	0	0	6,201
Private	161,600	28,400	0	0	0	0	0	0	0	0	190,000
<i>Project Type Total All Funds</i>											
All Funds	553,122	231,557	57,308	85,672	62,895	55,011	56,771	58,645	60,111	61,614	1,282,706

# Department of Citywide Administrative Services

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

DCAS operates, maintains, and reconstructs the 49 public buildings in its real estate portfolio, including court facilities, totaling more than 11.0 million square feet of 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 coordinate and enhance Citywide space planning;
- To improve the procurement, warehousing, and distribution of goods;
- To modernize the Board of Elections operations; and
- To increase productivity through advanced technology/information systems.

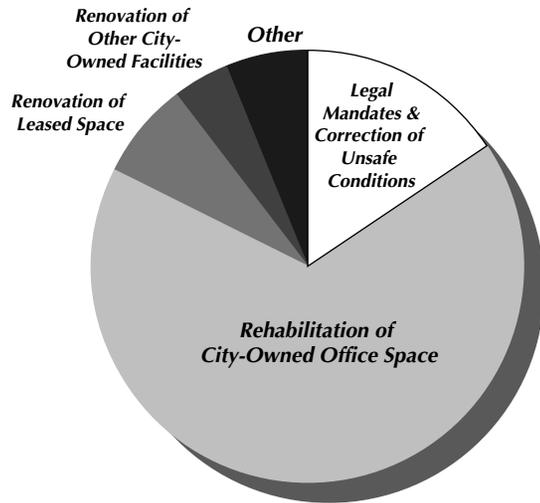
## Ten-Year Capital Strategy

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

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

The Department's Ten-Year Capital Strategy totals \$1.4 billion of City funds and is allocated between Public Works and Real Property as follows:

## Department of Citywide Administrative Services - Public Buildings



### Public Works

(in millions)

• Rehabilitation of City-Owned Office Space	\$882.5
• Legal Mandates and Correction of Unsafe Conditions	206.0
• Renovation of Leased Space	95.8
• Renovation of Other City-Owned Facilities	56.0
• Board of Elections Modernization Project	68.7
• Equipment and Interagency Services	7.3
• Communications Equipment	4.3
• Rehabilitation of Court Facilities	1.2
<b>TOTAL</b>	<b>\$1,321.8</b>

### Rehabilitation of City-Owned Office Space

This category encompasses DCAS-managed, non-court public buildings and is allocated \$882.5 million over the ten-year period. Included in this category are major rehabilitation projects for exterior stabilization; mechanical, plumbing, and electrical systems; heating, ventilation, and air conditioning (HVAC) systems; and boiler plant replacements at selected non-court buildings, Citywide. The Ten-Year Capital Strategy includes interior rehabilitation of the Manhattan Municipal Building (\$41.3 million), interior renovations of the Brooklyn Municipal Building (\$22.8 million), and completion of electrical, HVAC and elevator upgrades at City Hall (\$8.5 million).

### Legal Mandates and Correction of Unsafe Conditions

The correction of code violations and the compliance with legal mandates is a major capital focus of the Department, and accordingly represents 15.6 percent (\$206.0 million) of the funding available for public works. Funding of \$60.6 million, or 29.4 percent of this category, will allow for compliance with Federal and State requirements for the storage of petroleum products in underground tanks. Compliance with these mandates involves the following: inventory and inspection of all tanks, replacement of petroleum storage tanks, the installation of new fueling

apparatus to capture escaping vapors, and the addition of leak detection equipment. Projects to comply with the Americans with Disabilities Act (ADA) and other physical accessibility improvement projects share 3.8 percent, or \$7.9 million, of the funds for this category. Other legally mandated work will include asbestos and lead abatement (\$73.7 million, or 35.8 percent) in DCAS managed buildings and other City-owned facilities. In addition, technologically advanced centralized fire protection and detection systems (\$3.4 million, or 1.7 percent) will be installed to increase safety to occupants and properties. Funding of \$50.3 million, or 24.4 percent, is provided in this category for various environmental services contracts, land surveys, subsurface site engineering, geotechnical investigations, and topography contracts.

### Renovation of Leased Space

The Department has scheduled \$95.8 million for leased space renovations over the ten-year period. Funding is primarily for agency office consolidations and office space needs when City-owned facilities are not available. The Ten-Year Capital Strategy provides for the construction of the Department of Finance Bronx Business Center (\$7.4 million), the renovation of the Department of Finance Sheriff Offices (\$5.7 million), and the renovation of Department of Probation offices (\$3.6 million).

### Renovation of Other City-Owned Facilities

This category provides \$56.0 million for the renovation of other facilities, excluding the 49 public buildings in the DCAS portfolio, over the ten-year period. Funding is provided for the upgrade of building systems and exterior improvements at various facilities. Projects in this category include the reconstruction of armories in Brooklyn and the Bronx (\$17.0 million), the YMCA capital renovation program (\$5.0 million), the PAL Westside Community Center (\$4.0 million), and reconstruction of the roof at the Museum of the City of New York at 1220 Fifth Avenue (\$2.0 million).

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## Department of Citywide Administrative Services - Public Buildings

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### **Board of Elections Modernization Project**

The Ten-Year Capital Strategy provides \$68.7 million over the ten-year period. Funding is provided for the purchase of voting machines (\$55.8 million) and for the consolidation of warehouse and office operations including Brooklyn (\$2.4 million), Queens (\$4.9 million), and Manhattan (\$5.6 million).

### **Equipment and Interagency Services**

The Ten-Year Capital Strategy provides \$7.3 million over the ten-year period for this category which includes funding for phase IV of the DCAS Local Area Network (\$4.6 million), and the acquisition of vehicles (\$1.5 million).

### **Communications Equipment**

The Ten-Year Capital Strategy provides \$4.3 million for this category, including DoITT Communications Quality Assurance (\$4.0 million).

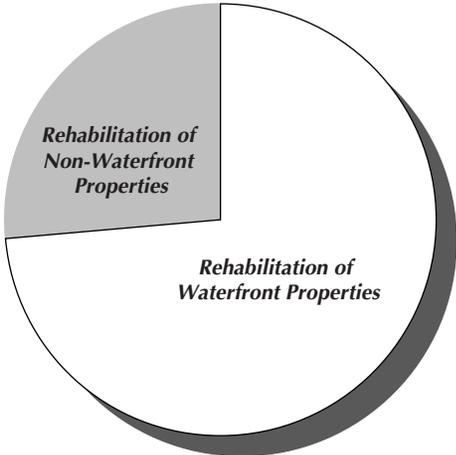
### **Rehabilitation of Court Facilities**

The Ten-Year Capital Strategy provides \$1.2 million for minor renovations in various court facilities.

# Department of Citywide Administrative Services - Public Buildings

Project Type: PW											
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Communications Equipment</i>											
City	3,790	500	0	0	0	0	0	0	0	0	4,290
<i>Rehabilitation of Court Buildings</i>											
City	373	0	0	0	0	0	0	0	0	0	373
State	869	0	0	0	0	0	0	0	0	0	869
<i>Board of Elections Modernization</i>											
City	16,154	19,060	19,531	13,955	0	0	0	0	0	0	68,700
<i>Equipment and Interagency Services</i>											
City	6,105	300	300	300	300	0	0	0	0	0	7,305
<i>Legal Mandates and Correction of Unsafe Conditions</i>											
City	66,196	15,578	41,016	14,811	9,421	14,853	9,498	11,947	13,809	8,842	205,971
<i>Rehabilitation of City-Owned office Space</i>											
City	50,574	39,242	9,526	80,718	94,241	103,487	112,313	119,173	127,284	145,958	882,516
<i>Renovation of Leased Space</i>											
City	29,836	9,239	824	15,905	20,000	20,000	0	0	0	0	95,804
<i>Renovation of Other City-Owned Facilities</i>											
City	39,748	0	0	0	0	0	0	16,258	0	0	56,006
<i>Project Type Total by Source of Funds</i>											
City	212,776	83,919	71,197	125,689	123,962	138,340	121,811	147,378	141,093	154,800	1,320,965
State	869	0	0	0	0	0	0	0	0	0	869
<i>Project Type Total All Funds</i>											
All Funds	213,645	83,919	71,197	125,689	123,962	138,340	121,811	147,378	141,093	154,800	1,321,834

# Department of Citywide Administrative Services - Real Estate



**Real Estate**

(in millions)

- Rehabilitation of Waterfront Properties \$60.8
- Rehabilitation of Non-Waterfront Properties 21.8
- TOTAL \$82.6**

**Rehabilitation of Waterfront Properties**

This category includes the reconstruction of DCAS managed waterfront properties. DCAS has \$60.8 million allocated for pier and bulkhead reconstruction over the ten-year period.

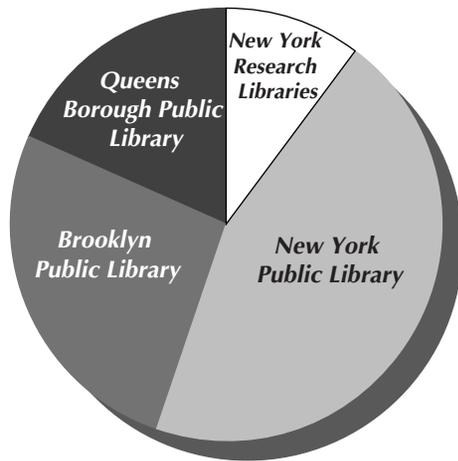
**Rehabilitation of Non-Waterfront Properties**

The Ten-Year Capital Strategy includes \$21.8 million for the rehabilitation of miscellaneous and in-rem properties managed by the Department. Included in this program is the Kingsbridge Armory (\$15.0 million). An additional \$8.0 million is provided for the Kingsbridge Armory in the Economic Development Corporation's capital program.

# Department of Citywide Administrative Services - Real Estate

Project Type: RE											
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Rehabilitation of Non-Waterfront Properties</i> City	14,295	7,500	0	0	0	0	0	0	0	0	21,795
<i>Rehabilitation of Waterfront Properties</i> City	3,228	1,822	4,420	6,444	6,691	8,160	7,182	7,419	7,604	7,795	60,765
<i>Project Type Total by Source of Funds</i> City	17,523	9,322	4,420	6,444	6,691	8,160	7,182	7,419	7,604	7,795	82,560
<i>Project Type Total</i> All Funds	17,523	9,322	4,420	6,444	6,691	8,160	7,182	7,419	7,604	7,795	82,560

# Public Libraries



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

The New York Public Library (NYPL) manages the libraries in three boroughs: the Bronx, with 34 branches; Manhattan, with 39 branches; and Staten Island, with 12 branches. In addition, the New York Public Library oversees four Research Libraries, including the Humanities and Social Sciences Library at 42nd Street and 5th Avenue (formerly the Central Research Library), the Library for the Performing Arts, the Schomburg Center for Research in Black Culture, and the Science, Industry, and Business Library (SIBL).

The Brooklyn Public Library (BPL) has 58 branches, a Business Library, and a Central Library and the Queens Borough Public Library (QBPL) has a Central Library and 62 branches, which include six Adult Learning Centers, the International Resource Center at the Flushing Library and the Langston Hughes Library and Cultural Center.

## Capital Program Goals

- To support service levels by maintaining, improving, and optimizing the operation of library facilities;
- To preserve unique and irreplaceable collections through improved environmental systems, security and fire protection, and increased storage capacity; and
- To improve the management of data through enhancement of computerized records management systems.

## Ten-Year Capital Strategy

Steadily increasing circulation, development of community-oriented outreach programs, and rising attendance at cultural/informational programs are favorable developments. The three library systems will focus on the protection of the growing collection of library materials, selective reconstruction of branch libraries, elimination of hazards to staff and public, and increasing accessibility for persons with disabilities. The Ten-Year Capital Strategy provides a total of \$132.4 million, allocated as follows:

### New York Research Libraries

	(in millions)
• Essential Reconstruction of Facilities	\$ 4.1
• Improvements to Existing Facilities	9.4
<b>Subtotal</b>	<b>\$13.5</b>

### New York Public Library

• Essential Reconstruction of Facilities	\$ 9.0
• Expansion and Construction of Facilities	40.2
• Improvements to Existing Facilities	9.3
• Support Services Improvements	0.2
• Reconstruction Necessary to Maintain Facilities	0.9
<b>Subtotal</b>	<b>\$59.6</b>

### Brooklyn Public Library

• Reconstruction Necessary to Maintain Facilities	\$ 16.9
• Rehabilitation and Relocation of Branch Libraries	2.9
• Support Services Improvement	0.6
• Essential Reconstruction of Facilities	14.6
<b>Subtotal</b>	<b>\$35.0</b>

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## Public Libraries

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### Queens Borough Public Library

- Essential Reconstruction of Facilities \$ 7.7
- Reconstruction necessary to maintain facilities 8.0
- Replacement Branch 8.6

**Subtotal \$24.3**

**TOTAL \$132.4**

### New York Research Libraries

The Ten-Year Capital Strategy for New York Research Libraries includes \$9.4 million (in addition to \$24.5 million in 2001) to fund alterations and improvements at the Humanities and Social Sciences Library at 42nd Street. Projects consist of the creation of a Center for Scholars and Writers, the renovation of the U.S. History, Local History and Genealogy Division, and the construction of a Rare Books Room.

### New York Public Library

New York Public Library's 85 branches exhibit a wide variety of conditions. They range in size from less than 300 square feet to more than half a million square feet, and in age from brand new to over one hundred years. Highlights to the Strategy include \$19.2 million (in addition to \$4 million in 2001) for the Mid-Manhattan Library expansion; \$16.1 million for the construction of the Bronx Borough Center (in addition to \$10.8 million in 2001); and \$4 million for the construction of a new Mid-Island branch in Staten Island. Additional funding for the branch libraries concentrates on maintaining and upgrading existing facilities, roof replacement and lead paint abatement, as well as compliance with the Americans with Disabilities Act (ADA).

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## Public Libraries

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### **Brooklyn Public Library**

The Ten-Year Capital Strategy for the Brooklyn Public Library emphasizes the essential reconstruction of facilities and systemwide infrastructure improvements. Highlights of the Strategy include \$11.2 million for extensive renovations at the Central Library (in addition to \$3.9 million in 2001); \$3.9 million for rehabilitation of the Park Slope branch; \$3.7 million for site acquisition and construction of a new Kensington branch (in addition to \$0.6 million in 2001), and \$3.3 million for the rehabilitation of the Williamsburg branch. Additional funding for the branch libraries concentrates on maintaining and upgrading existing facilities, roof replacement and lead paint abatement, as well as compliance with the Americans with Disabilities Act (ADA).

### **Queens Borough Public Library**

The Queens Borough Public Library's Ten-Year Capital Strategy reflects a continued commitment to maintain and upgrade existing facilities, support systemwide infrastructure, and initiate construction of replacement facilities as needed. Highlights of the Strategy include \$6.1 million for the Long Island City replacement branch, \$4.8 million for replacement of the Cambria Heights branch, \$3.4 million for cyclical roof replacement, and \$2.8 million for systemwide heating systems replacement.

# New York Research Libraries

Project Type: L

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Improvements to Existing Facilities</i> City	3,816	348	0	1,667	1,734	1,803	0	0	0	0	9,368
<i>Essential Reconstruction of Facilities</i> City	4,078	0	0	0	0	0	0	0	0	0	4,078
<i>Project Type Total</i> <i>by Source of Funds</i> City	7,894	348	0	1,667	1,734	1,803	0	0	0	0	13,446
<i>Project Type Total</i> All Funds	7,894	348	0	1,667	1,734	1,803	0	0	0	0	13,446

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# New York Public Library

Project Type: LN

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Expansion and Construction of Facilities</i> City	14,290	12,061	2,078	1,382	1,593	1,657	1,710	1,766	1,810	1,855	40,202
<i>Improvements to Existing Facilities</i> City	9,321	0	0	0	0	0	0	0	0	0	9,321
<i>Essential Reconstruction of Facilities</i> City	8,621	400	0	0	0	0	0	0	0	0	9,021
<i>Reconstruction Necessary to Maintain Facilities</i> City	915	0	0	0	0	0	0	0	0	0	915
<i>Support Services Improvements</i> City	0	0	0	150	0	0	0	0	0	0	150
<i>Project Type Total</i> <i>by Source of Funds</i> City	33,147	12,461	2,078	1,532	1,593	1,657	1,710	1,766	1,810	1,855	59,609
<i>Project Type Total</i> All Funds	33,147	12,461	2,078	1,532	1,593	1,657	1,710	1,766	1,810	1,855	59,609

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# Brooklyn Public Library

Project Type: LB

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Rehabilitation and Relocation of Branch Libraries</i> City	2,896	0	0	0	0	0	0	0	0	0	2,896
<i>Essential Reconstruction of Facilities</i> City	8,416	999	600	775	800	800	1,305	1,349	942	959	16,945
<i>Reconstruction Necessary to Maintain Facilities</i> City	4,766	2,332	2,333	3,378	417	465	0	0	441	458	14,590
<i>Support Services Improvements</i> City	605	0	0	0	0	0	0	0	0	0	605
<i>Project Type Total by Source of Funds</i> City	16,683	3,331	2,933	4,153	1,217	1,265	1,305	1,349	1,383	1,417	35,036
<i>Project Type Total</i> All Funds	16,683	3,331	2,933	4,153	1,217	1,265	1,305	1,349	1,383	1,417	35,036

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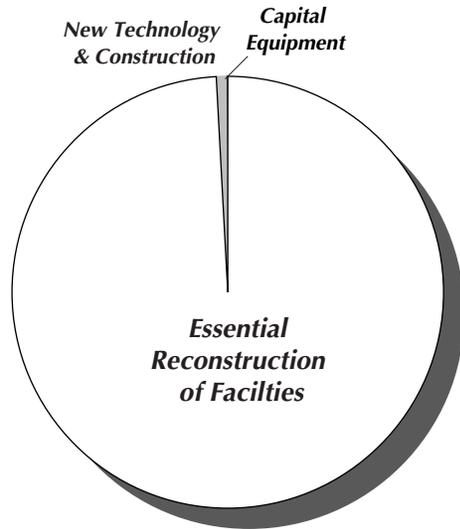
# Queens Public Library

Project Type: LQ

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Replacement Branches</i> City	8,173	0	410	0	0	0	0	0	0	0	8,583
<i>Essential Reconstruction of Facilities</i> City	1,850	855	351	355	360	601	689	715	980	1,005	7,761
<i>Reconstruction Necessary to Maintain Facilities</i> City	3,909	0	0	500	500	726	680	700	470	482	7,967
<i>Project Type Total</i> <i>by Source of Funds</i> City	13,932	855	761	855	860	1,327	1,369	1,415	1,450	1,487	24,311
<i>Project Type Total</i> All Funds	13,932	855	761	855	860	1,327	1,369	1,415	1,450	1,487	24,311

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# Department of Cultural Affairs



The Department of Cultural Affairs (DCA) is the primary City agency responsible for promoting New York City's cultural life and artistic preeminence. DCA supports the diverse cultural activities in New York City and provides services to nearly 1,400 arts and cultural organizations. DCA provides funding and support services for visual, literary, and performing arts disciplines as well as zoos, botanical gardens, and historical and preservation societies. In 2000, the number of visitors to the City's cultural institutions was approximately 18.8 million people, including 2 million school children.

DCA is responsible for monitoring and maintaining more than 34 cultural institutions housed primarily in City-owned buildings. The 273 buildings under DCA's jurisdiction, many of which are landmarks, comprise over 9.8 million gross square feet. The institutions receiving capital support in the Strategy include large comprehensive institutions such as the Metropolitan Museum of Art, the Museum of Modern Art, the Wildlife Conservation Society, the Brooklyn Museum of Art, and the American Museum of Natural History. The Strategy also includes specialized institutions such as the Museum of Jewish Heritage, the Snug Harbor Cultural Center, the Museum of the City of New York, Jazz at Lincoln Center, the New York Hall of Science, the New York Shakespeare Festival, and the Staten Island Botanical Garden.

## Capital Program Goals

- To reconstruct and maintain the infrastructure of existing facilities to protect the City's assets, the public and staff, and the collections;
- To comply with legal mandates and address code compliance and emergencies;
- To provide technical assistance and facility improvements for emerging facilities; and,
- To provide for programmatic improvements at cultural facilities.

## Ten-Year Capital Strategy

The Ten-Year Capital Strategy for cultural institutions which reflects DCA's primary focus on facility reconstruction and enhancement is programmed as follows:

	(in millions)
• Essential Reconstruction of Facilities	\$594.1
• New Technology and Construction	4.5
• Capital Equipment	0.6
<b>TOTAL</b>	<b>\$599.2</b>

The City's cultural institutions have significantly benefited from high levels of City capital investment. Approximately \$589 million of City funds were committed from 1990 through 2000 for the reconstruction, modernization, and expansion of these facilities. This Plan reflects the City's commitment to maintain the infrastructure of the facilities, thus allowing the institutions to concentrate on operational and programmatic areas.

## Department of Cultural Affairs

### Highlights of the program include:

- Lincoln Center - \$216 million for comprehensive reconstruction and modernization, for a total City commitment of \$240 million
- Guggenheim Museum - \$67.8 million for a new Museum on the East River, including \$32.8 million in capital funds as well as the value of the land
- Metropolitan Museum of Art - \$23 million for comprehensive reconstruction and improvements
- Alvin Ailey - \$7.5 million for a new permanent home
- Morgan Library - \$5 million for an expansion and renovation project
- Museum of Jewish Heritage - \$10 million for the creation of a new wing, for a total City contribution of \$22 million
- Jazz at Lincoln Center - \$1.2 million for the creation of a permanent facility at the Coliseum site, for a total City contribution of \$19.7 million
- New York Shakespeare Festival - \$6.6 million for a total City contribution of \$16.4 million for renovations at the Joseph Papp Public Theater
- Museum of the City of New York - \$5.4 million plus \$12.6 million in FY 2001 for the construction of exhibit space for the new location at the Tweed Courthouse in lower Manhattan, provided that \$18 million in private funds are raised
- New York Aquarium - \$19.5 million for major projects related to the revitalization of Coney Island
- New York Botanical Garden - \$13.9 million for various projects, for a total City contribution of \$26.8 million
- Queens Botanical Garden - \$12.7 million for a total City contribution of \$18 million for various projects including a new administration building
- P.S. 1 - \$10.3 from FY 2001 - 2002 for the facade renovation project
- New York Hall of Science - \$17.8 million, for a total City contribution of \$47.2 million, for renovations and a major addition
- City Center - \$5.2 million for a total City contribution of \$10.5 million for various projects including renovations of the dome and HVAC systems
- Brooklyn Botanic Garden - \$19 million for various Master Plan projects
- Staten Island Zoo - \$5.1 million for projects including the Reptile Wing and free standing restrooms
- Studio Museum in Harlem - \$4 million for construction of the Sculpture Garden
- Bronx Museum of the Arts - \$6.6 million for improvements, including an office and education addition

# Department of Cultural Affairs

Project Type: PV											
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Capital Equipment</i>											
City	550	0	0	0	0	0	0	0	0	0	550
<i>Essential Reconstruction of Facilities</i>											
City	171,831	80,033	67,565	44,458	38,675	38,250	34,578	34,927	35,800	36,695	582,812
Federal	300	0	0	0	0	0	0	0	0	0	300
State	450	0	1,300	0	0	0	0	0	0	0	1,750
Private	4,235	1,721	565	2,000	750	0	0	0	0	0	9,271
<i>New Technology and Construction</i>											
City	4,518	0	0	0	0	0	0	0	0	0	4,518
<i>Project Type Total by Source of Funds</i>											
City	176,899	80,033	67,565	44,458	38,675	38,250	34,578	34,927	35,800	36,695	587,880
Federal	300	0	0	0	0	0	0	0	0	0	300
State	450	0	1,300	0	0	0	0	0	0	0	1,750
Private	4,235	1,721	565	2,000	750	0	0	0	0	0	9,271
<i>Project Type Total All Funds</i>	181,884	81,754	69,430	46,458	39,425	38,250	34,578	34,927	35,800	36,695	599,201

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# Department of Parks & Recreation

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The primary responsibilities of the Department of Parks and Recreation (DPR) are to maintain 28,346 acres of developed, natural and undeveloped parkland and to operate its parks, playgrounds, playing fields, tennis courts, swimming pools, golf courses, recreation centers, beaches, skating rinks, stadia and zoos. The Department is also responsible for the care and cultivation of approximately 2.5 million park and street trees.

The Department of Parks and Recreation provides recreational programs for all age groups at parks, playgrounds, and indoor recreation centers throughout the City. Structured programs include organized basketball, track and field events, softball, boxing, and swimming instruction. Non-structured recreational activities, such as track and swimming, are available at the Department's indoor recreation centers.

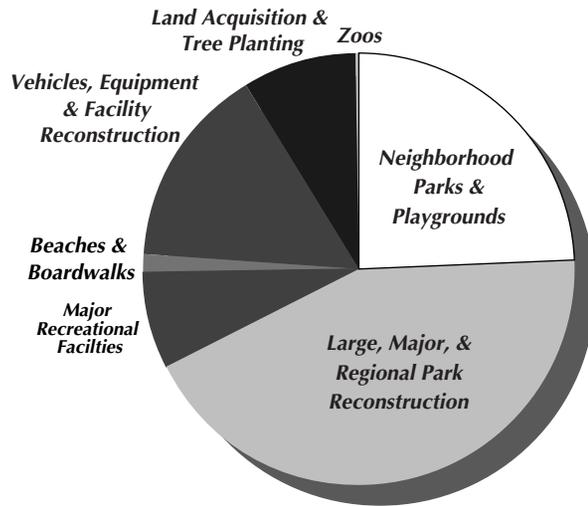
The City's park system includes 614 turf ball fields, 550 tennis courts, 33 outdoor swimming pools, 10 indoor swimming pools, 35 recreation centers, 14 miles of beaches, 7.5 miles of boardwalks, 13 golf courses, 6 ice skating rinks, five major stadia and four zoos.

The past decade has been one of the most productive periods in the history of the New York City Department of Parks and Recreation. In the mid-1970s, the City's devastating fiscal crisis reduced the Department's work force by thousands and the annual capital commitment for park reconstruction projects to just \$8.0 million in 1978. Beginning in the 1980s, there was a simultaneous work force and capital budget increase. With renewed public and financial support, the Department began its largest capital reconstruction program, including projects for local parks and playgrounds, regional parks, Olympic pools, historic houses, monuments, seawalls, bridges, roadways, and many other facilities. The Department's Ten-Year Strategy calls for spending \$1,024.9 million on capital construction and reconstruction projects. In 2002, the Department has committed to spending \$282.1 million on capital projects. This figure is over 35 times the amount spent in 1978. The Department's commitment to capital and operational improvements is clearly evident in City parks throughout the five boroughs.

## Capital Program Goals

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

## Department of Parks & Recreation



### Ten-Year Capital Strategy

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

	(in millions)
• Neighborhood Parks and Playgrounds	\$249.4
• Large, Major, and Regional Park Reconstruction	442.8
• Major Recreational Facilities	73.9
• Beaches and Boardwalks	13.9
• Vehicles, Equipment, and Facility Reconstruction	155.0
• Land Acquisition and Tree Planting	87.3
• Zoos	2.6
<b>TOTAL</b>	<b>\$1,024.9</b>

### Neighborhood Parks and Playgrounds

The Ten-Year Capital Strategy provides funding of \$249.4 million for the reconstruction of neighborhood parks and playgrounds. Within this allocation, \$130.0 million is directed toward requirements contracts for the reconstruction and replacement of safety surfaces, play equipment and paths. This is part of the Department's plan to focus on only those specific elements for rehabilitation within a park or playground that would actually improve the overall condition of the site.

### Large, Major, and Regional Park Reconstruction

The Ten-Year Capital Strategy provides for the continuation of natural landscape restorations and other improvements in the larger parks, which for many of them are the first large-scale reconstruction since their original development over 100 years ago. Over the next ten years, the Capital Strategy allocates \$442.8 million for reconstruction to be implemented at numerous sites, citywide.

The Ten-Year Capital Strategy also includes \$43.8 million for the construction of Brooklyn Bridge Park, \$10.9 million for the reconstruction of Conference House Park, \$5.0 million for the construction of Barretto Point Park, and \$17.2 million for the reconstruction of East River Park and the replacement of the park's seawall bulkheads.

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## Department of Parks & Recreation

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### **Major Recreational Facilities**

The Ten-Year Capital Strategy provides \$73.9 million for the rehabilitation of specialized and youth-oriented major recreational facilities, such as indoor recreation centers, tennis courts, and playing fields, including \$3.4 million for the construction of an annex to the West 59th Street Recreation Center.

### **Beaches and Boardwalks**

The allocation of \$13.9 million will provide for continued reconstruction of boardwalks and seawalls, as needed, at such locations as Coney Island and Rockaway Beach.

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

A Ten-Year allocation of \$155.0 million will support infrastructure improvements and equipment purchases. The Ten-Year Capital Strategy includes funding for improvements to communication systems, replacement of computer equipment and vehicles, and the reconstruction of roofs on comfort stations and recreation centers. In addition, the Department has been provided with \$10.0 million to replace boilers citywide.

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

The Ten-Year Capital Strategy provides \$87.3 million for the acquisition of new parkland, tree planting, and the development of Greenstreets sites. With \$69.4 million of this allocation directed toward tree planting and the Greenstreets program, the Parks Department will plant, on average, 14,000 trees per year and continue to transform concrete traffic triangles and malls into green spaces. Tree planting and the Greenstreets program contribute visibly to an improved quality of life, helping to stabilize neighborhoods at a relatively low cost.

# Department of Parks & Recreation

Project Type: P

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Beaches and Boardwalks</i>											
City	2,993	500	500	1,072	0	1,935	1,820	3,085	2,000	0	13,905
<i>Land Acquisition and Tree Planting</i>											
City	8,193	7,000	8,000	8,820	14,406	10,736	7,000	7,000	8,000	7,000	86,155
State	299	0	0	820	0	0	0	0	0	0	1,119
<i>Major Recreational Facilities</i>											
City	10,672	4,207	5,303	8,107	6,150	9,820	10,970	16,000	0	0	71,229
Private	2,658	0	0	0	0	0	0	0	0	0	2,658
<i>Neighborhood Parks and Playgrounds</i>											
City	70,173	14,500	13,000	13,986	24,361	22,286	32,807	13,000	21,605	20,121	245,839
Federal	1,375	0	0	0	0	0	0	0	0	0	1,375
State	2,160	0	0	0	0	0	0	0	0	0	2,160
<i>Vehicles, Equipment and Facility Reconstruction</i>											
City	14,467	9,895	10,270	21,800	20,995	19,280	15,200	8,200	9,200	25,747	155,054
<i>Large, Major and Regional Park Reconstruction Flushing Meadow</i>											
City	161,499	46,173	45,560	34,672	31,745	34,606	56,370	11,958	11,401	1,000	434,984
Federal	6,407	0	0	0	0	0	0	0	0	0	6,407
State	1,163	0	0	0	0	300	0	0	0	0	1,463
<i>Zoos</i>											
City	0	1,935	0	0	0	647	0	0	0	0	2,582
<i>Project Type Total by Source of Funds</i>											
City	267,997	84,210	82,633	88,457	97,657	99,310	124,167	59,243	52,206	53,868	1,009,748
Federal	7,782	0	0	0	0	0	0	0	0	0	7,782
State	3,622	0	0	820	0	300	0	0	0	0	4,742
Private	2,658	0	0	0	0	0	0	0	0	0	2,658
<i>Project Type Total All Funds</i>											
All Funds	282,059	84,210	82,633	89,277	97,657	99,610	124,167	59,243	52,206	53,868	1,024,930

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# Citywide Equipment

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The City purchases computer equipment for its major central data centers, the departmental computer systems of many City agencies, a Citywide Technology Investment Fund, and an E-Government Fund.

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

The New York City Department of Information Technology and Telecommunications (DoITT) was created to consolidate Citywide management of information and communications technologies to achieve long-term productivity improvements, revenue enhancements, and cost savings. Among the services provided by DoITT are the Computer Service Center, (CSC), state-of-the-art host computer facilities supporting City agencies' systems which are critical to the City's operations, and CityNet, the Citywide data communications network.

DoITT chairs the Citywide Technology Steering Committee, established by Executive Order No. 43 on October 6, 1998. The Committee coordinates technology systems among City agencies and oversees the City's Technology Fund and Electronic Government project office.

## Capital Program Goals

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

# Citywide Equipment

Project Type: DP											
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Electronic Data Processing Equipment for DoITT, Citymet</i> City	50,832	12,199	10,003	12,795	13,307	13,839	0	0	0	0	112,975
<i>Project Type Total by Source of Funds</i> City	50,832	12,199	10,003	12,795	13,307	13,839	0	0	0	0	112,975
<i>Project Type Total</i> All Funds	50,832	12,199	10,003	12,795	13,307	13,839	0	0	0	0	112,975
Project Type: PU											
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Unallocated Borough Presidents Funding</i> City	16,752	24,229	33,455	63,600	0	0	0	0	0	0	138,036
<i>Electronic Data Processing Equipment-FISA</i> City	11,765	1,115	5,686	0	15,524	16,145	10,145	0	0	0	60,380
<i>Electronic Data Processing Equipment Citywide</i> City	186,055	68,044	39,106	4,952	5,836	6,053	6,000	5,852	5,000	5,000	331,898
<i>Project Type Total by Source of Funds</i> City	214,572	93,388	78,247	68,552	21,360	22,198	16,145	5,852	5,000	5,000	530,314
<i>Project Type Total</i> All Funds	214,572	93,388	78,247	68,552	21,360	22,198	16,145	5,852	5,000	5,000	530,314

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# Citywide Summary

Project Type: CW

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
<i>Project Type Total by Source of Funds</i>											
City	8,293,913	6,945,357	5,805,461	4,696,338	4,733,150	4,561,535	4,367,444	4,328,812	3,953,792	4,206,166	51,891,968
Federal	484,269	282,681	169,234	174,156	228,897	67,107	67,437	68,154	29,407	27,497	1,598,839
State	175,398	44,628	82,835	35,714	31,410	31,748	31,385	31,733	32,471	34,000	531,322
Private	255,299	55,121	40,565	32,000	750	0	0	0	0	0	383,735
<i>Project Type Total All Funds</i>	9,208,879	7,327,787	6,098,095	4,938,208	4,994,207	4,660,390	4,466,266	4,428,699	4,015,670	4,267,663	54,405,864



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