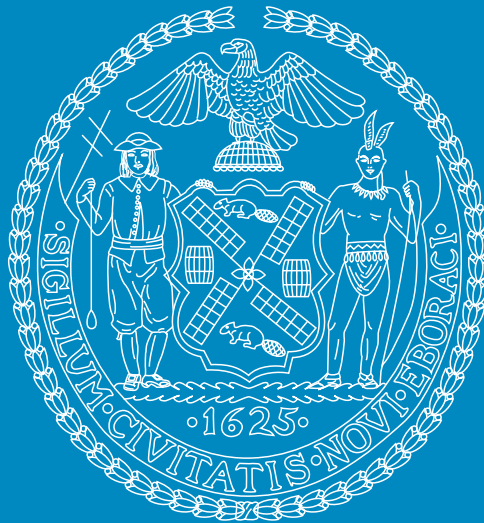

Preliminary Ten-Year Capital Strategy

Fiscal Years 2024-2033



The City of New York
Eric Adams, Mayor

**Mayor's Office of
Management and Budget**
Jacques Jiha, Ph.D., Director

**Department of
City Planning**
Daniel Garodnick, Director

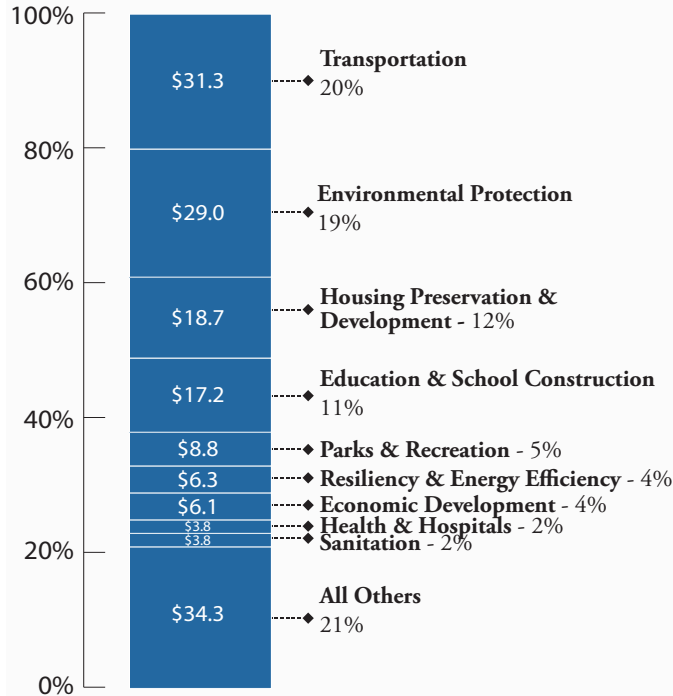
January 2023

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

2024-2033 Preliminary Ten-Year Capital Strategy Overview of \$159.3 Billion in Planned Spending

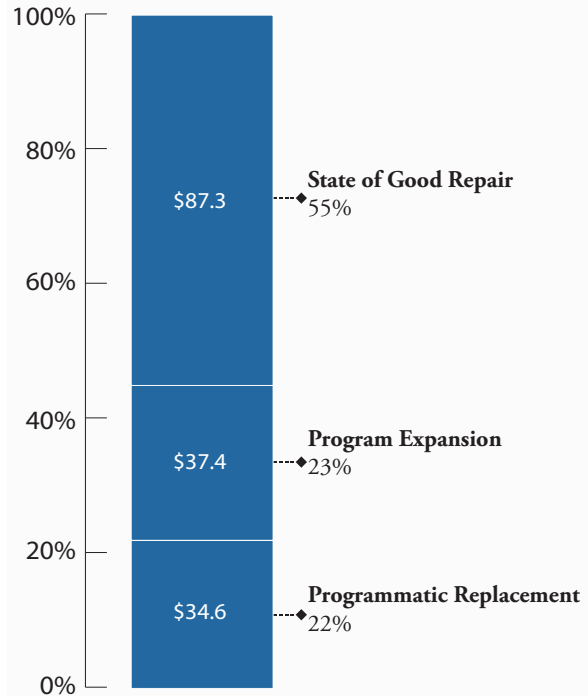
By Agency

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



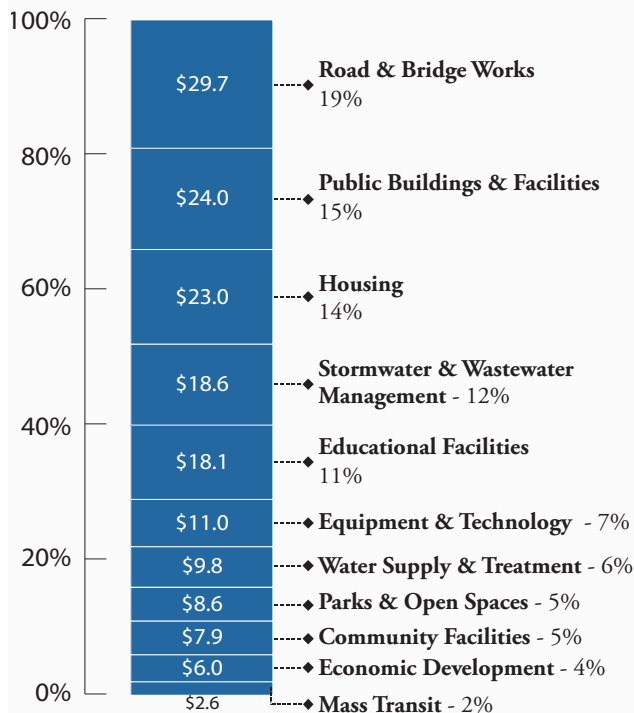
By Lifecycle Category

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



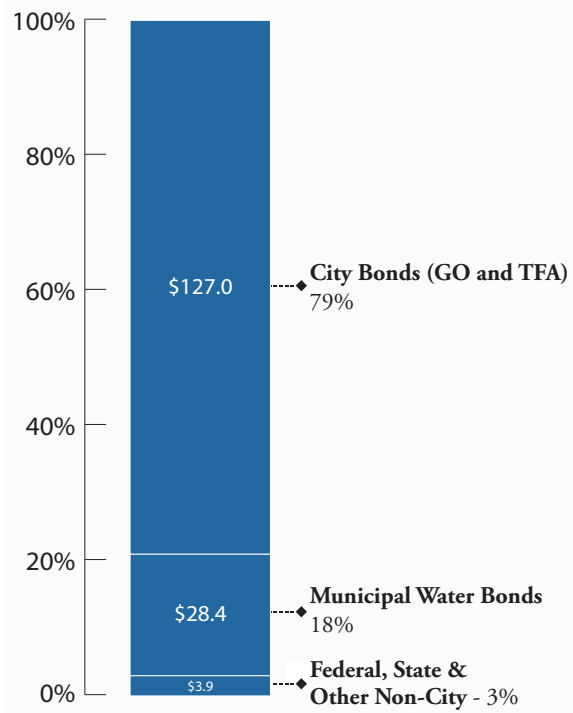
By Service Category

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



By Funding Source

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



Introduction and Overview

As we work toward the Fiscal Year 2024-2033 Ten-Year Capital Strategy (TYCS) for the City of New York, we are pleased to publish this Preliminary Ten-Year Capital Strategy (PTYCS) in connection with the release of the Preliminary Budget. The PTYCS will outline how we plan to invest \$159.3 billion over the next decade to improve infrastructure, including roads and bridges, schools, water and sewer facilities, and transportation systems, in neighborhoods across the five boroughs. When the Fiscal Year 2024 Executive Budget is released, the TYCS will build upon the PTYCS and include more detail and capital project examples.

Mandated by the New York City Charter, the PTYCS provides a venue for the city to demonstrate the comprehensive infrastructure planning undertaken as part of its responsibility to all New Yorkers, across all neighborhoods, and explain the connection between capital investments and strategic priorities. It is designed to help both prioritize investment decisions across all capital agencies and communicate to the public an integrated approach to capital planning across infrastructure types, in line with the growth and needs of the city.

The PTYCS has five main components:

- 1) An **Overview of Spending** (available on the previous pages) that shows the allocation of our capital budget across agencies, lifecycle categories, service categories, and funding sources.
- 2) **Guiding Principles** that provide city agencies with shared, long-term values to inform their planning processes.
- 3) **Investment Priorities** that help city agencies steer their capital projects in response to policy and strategic goals.
- 4) A **Financing Program** section that provides a detailed look at the city's capital finance program.
- 5) **Program Detail by Agency** section that provides a deeper dive into specific city agencies' capital investments.

As with each preparation of the PTYCS, we have re-examined both our guiding principles and investment priorities. The previously published guiding principles remain highly relevant, with the addition of climate resiliency, which was previously an investment priority. Our investment priorities were adapted to reflect Mayor Adams' vision for making strategic capital investment decisions that will shape a safer, equitable, and more prosperous city that will continue to adapt and thrive over generations to come. This strategy serves as a guide for capital planning, capital budgets, and commitment plans over the next decade.

Summary of Guiding Principles

The City of New York will use the following five overarching guiding principles to help direct our long-term investment and planning strategies. They function as guideposts that enable more consistent capital planning approaches within and across agencies and throughout the City's varied and dynamic neighborhoods. By observing these principles, we will further financially responsible, equitable, resilient, and holistic capital spending, for current and future generations, all while ensuring community voices are heard.

GP1. Maintain New York City's financial responsibility

The capital program is primarily financed through the issuance of bonds. The city remains committed to maintaining sustainable levels of debt in a dynamic fiscal climate while meeting our legal mandates and prioritizing critical life safety projects. We will maintain assets in a state of good repair, which contributes to financial responsibility by mitigating larger construction costs in the future. The City works to maintain realistic annual budget allocations and find savings through coordinated project design, procurement, and construction across city agencies.

GP2. Advance a more equitable and inclusive New York City through capital investment

New York City is committed to promoting equitable outcomes for all New Yorkers across all five boroughs. City agencies align capital investments with city equity initiatives and implement strategies to address structural inequities and produce equitable outcomes. We also leverage hiring, procurement, and contracts to further equity during the implementation of our capital projects.

GP3. Reinforce citywide climate resiliency

The City is committed to transform the quality of life and fight for environmental justice for its residents. We will continue to invest in resilient infrastructure, facilities, and natural areas citywide. Improvements and new infrastructure projects will be viewed through the lens of how they reduce carbon emissions, mitigate flood risk for essential assets, improve coastal protection, and address heat vulnerability, to protect current and future residents from the effects of climate change.

GP4. Promote forward-looking, holistic capital planning that anticipates future neighborhood needs

The strategy accounts for neighborhood growth trends, including current and projected population, housing, and employment. While each agency has its own capital planning process, we consider the totality of neighborhood needs over time and integrate these needs into our capital planning accordingly. We also consider capital investments in the context of other policy, regulatory, and expense budget measures to improve quality of life across the city.

GP5. Incorporate community perspectives in capital planning and decision-making

Community engagement is a core pillar of the capital planning process. We are committed to ensure New Yorkers have the tools they need to better shape capital investment decisions. City agencies continue to strengthen community outreach to understand community perspectives and improve how we integrate this public feedback into the planning process, from project conception to design and construction.

Summary of Investment Priorities

The City will advance the following four capital investment priorities that are aligned to the city's policy initiatives. These priorities cut across the City's capital agencies to steer planning and capital investment decisions. Among various city needs, we will continue to address modernizing infrastructure, public health and safety, economic growth and housing affordability, and access to education, as our investment priorities.

IP1. Maintain and modernize our infrastructure and facilities

We will make substantial investments to bring our infrastructure and buildings to a state of good repair, promote energy efficiency, incorporate modern design standards, embrace new and innovative materials and construction techniques, anticipate future challenges in the way we build, and plan for longevity. We can more easily sustain and improve quality of life in all neighborhoods when our infrastructure and built environment is durable, efficient, and designed to meet future needs.

IP2. Strengthen public health and safety

We will support the health and safety of New Yorkers by strengthening our health and hospitals system, improving the quality of and access to outdoor public space, investing in heat mitigation and cooling infrastructure, enhancing efforts to fight crime and gun violence, and continuing to improve our multimodal transportation network.

IP3. Drive economic growth and housing affordability

We will tailor capital investments towards making New York City's economy more equitable and accessible to all. This includes making investments that focus on increasing affordable housing in high-opportunity neighborhoods and unlocking economic possibilities for low-income residents, to ensure that all residents have economic stability and housing mobility.

IP4. Broaden access to education

We will direct investments towards schools, childhood education facilities, technology, and cultural institutions to support students and their families. Projects will focus on providing students with a holistic, high-quality education to lay the foundation for economic security. Capital projects will also include investments in creative institutions that contribute to the fabric of the City as well as to its economy.

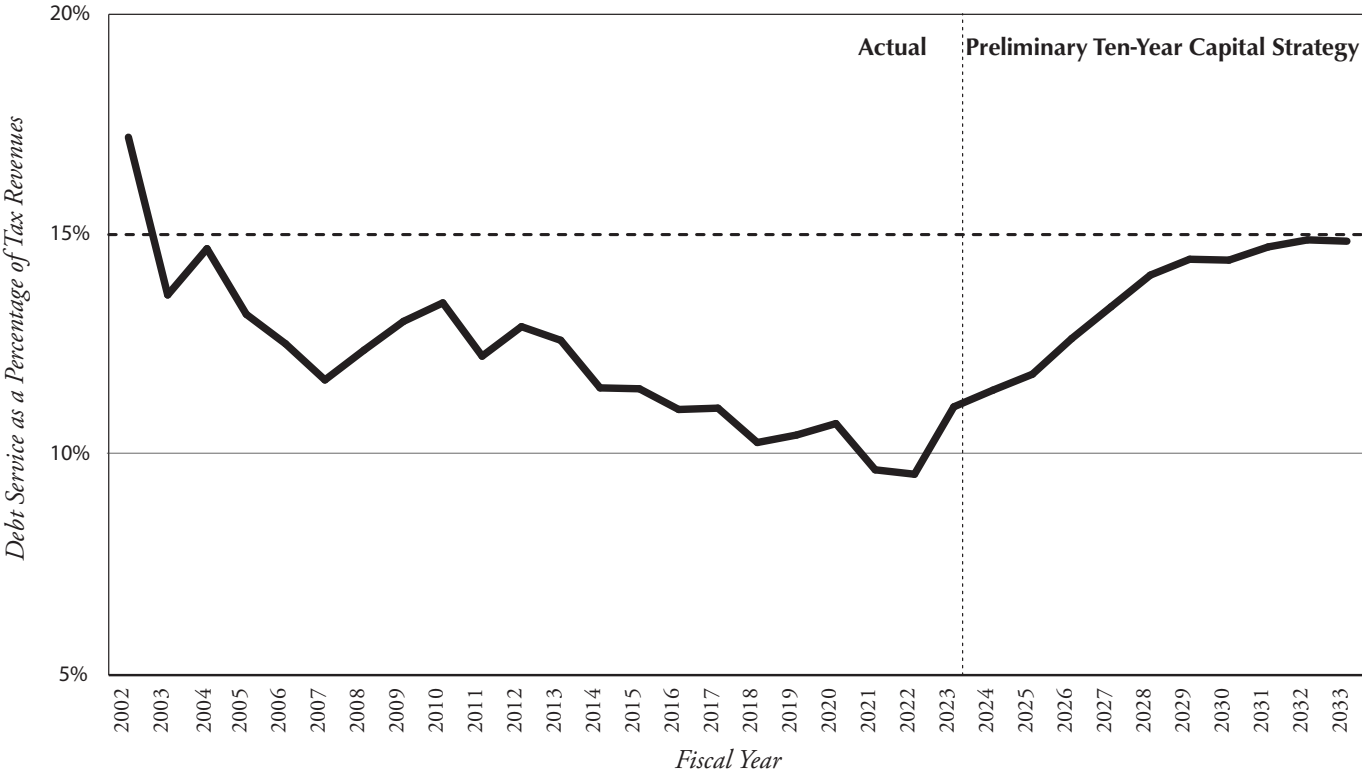
Maintain New York City's Financial Responsibility

The City of New York finances its capital program primarily through the issuance of bonds. The City remains committed to maintaining sustainable levels of debt in a dynamic fiscal climate while meeting our legal mandates and prioritizing critical life safety projects. We will maintain assets in a state of good repair, which contributes to financial responsibility by mitigating larger construction costs in the future. The City works to maintain realistic annual budget allocations and find savings through coordinated project design, procurement, and construction across City agencies.

Since the late 1980's, the City and fiscal monitoring agencies measure the debt service burden as a percentage of tax revenues. It is the best measure of debt burden because it puts debt service within the context of the City's own resources. These credit strengths have a real impact on New Yorkers: a strong demand for bonds reduces the costs of maintaining roads, bridges, schools, and other capital investments, and saves taxpayers money.

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

Fiscal Year	Anticipated Debt Service Obligation (\$ in billions)	Debt Service as a Percentage of Tax Revenue
2024	\$7.9	11.5%
2025	\$8.4	11.8%
2026	\$9.1	12.6%
2027	\$9.8	13.4%
2028	\$10.6	14.1%
2029	\$11.2	14.4%
2030	\$11.6	14.4%
2031	\$12.3	14.7%
2032	\$12.9	14.9%
2033	\$13.4	14.8%



Distribution of the All Funds Preliminary Ten-Year Capital Strategy 2024-2033

Total Program: \$159,332

(\$ in millions)

State of Good Repair	\$87,290	Program Expansion	\$37,457	Programmatic Replacement	\$34,585
• East River & Other Bridge Reconstruction	\$16,374	• New and Special Needs Housing	\$11,509	• Design & Construction of New Jail Facilities	\$6,842
• Reconstruction & Resurfacing of Streets & Highways	13,022	• New School Construction	4,231	• Upgrade of Water Pollution Control Plants	6,618
• Reconstruction & Rehabilitation of Schools	12,949	• Sewer Extensions to Accommodate New Development	3,398	• Citywide Information Systems & Equipment	3,606
• Housing Preservation & Rehabilitation	11,539	• Construction of the Third Water Tunnel	3,077	• Water Main Replacement & Dam Safety Program	3,150
• Reconstruction of Recreational Spaces	8,236	• Industrial, Commercial, Waterfront & Market Development	3,054	• Reconstruction & Renovation of Court Facilities	2,668
• Resiliency, Energy Efficiency & Sustainability	6,297	• Augmentation of Sewers	3,006	• Purchase of Sanitation Equipment	2,282
• Rehabilitation of Hospitals & Health Facilities	3,539	• Neighborhood Revitalization & Community Development	3,005	• Transit System Rehabilitation	2,060
• Rehabilitation of Libraries & Cultural Institutions	2,622	• Water Quality Preservation	1,819	• Water Quality Mandates & Preservation	1,592
• Rehabilitation of Public Buildings & Systems	2,375	• Water Main Construction	1,540	• Sewer Components	1,060
• Correctional Facilities Building Systems & Infrastructure Repair	1,675	• Green Infrastructure	945	• Firefighting Equipment & Vehicles	911
• Social Services Facility & Technology Upgrades	1,626	• Bluebelt Program	583	• Police Vehicles & Equipment	820
• Sanitation Garages & Facilities	1,403	• Improvements to Cultural & Recreational Facilities	512	• Medical Equipment & Systems	767
• Replacement of Failing Sewer Components	1,334	• New Correction Training Academy	236	• Replacement of DEP Facilities & Equipment	607
• Fire House Renovations	1,178	• Construction of Court Facilities	195	• Ferry Boats & Terminals	529
• Upgrades to Traffic Systems	1,126	• Water Pollution Improvements	116	• Social Services Management Systems & Equipment	378
• Reconstruction & Rehabilitation of CUNY Facilities	910	• Solid Waste Management	108	• Correctional Equipment	279
• Renovation of Police Facilities	676	• Others	123	• Library Facilities & Equipment	143
• Water for the Future & Filtration Avoidance	202			• Others	273
• Others	207				

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

(\$ in 000's)

	FY24-27		FY24-33	
	City Funds	All Funds	City Funds	All Funds
Housing	\$7,020,245	\$7,148,245	\$18,366,360	\$18,686,360
Education	10,118,759	10,178,759	17,092,544	17,152,544
Bridges	3,053,495	3,456,694	15,955,570	16,402,038
Highways	5,617,176	5,895,929	12,453,158	13,021,675
Resiliency, Technology & Equipment	4,511,670	4,620,993	9,701,508	9,810,831
Sewers	2,564,780	2,572,437	9,348,438	9,356,095
Water Pollution Control	5,443,870	5,696,702	8,854,981	9,271,079
Correction	7,002,687	7,002,687	9,031,661	9,031,661
Parks and Recreation	2,859,210	3,154,509	8,324,330	8,747,494
Water Mains	2,780,974	2,949,374	6,493,995	6,698,395
Subtotal-Major Agency Programs	\$50,972,866	\$52,676,329	\$115,622,545	\$118,178,172
Economic Development	\$2,513,824	\$2,582,026	\$5,963,154	\$6,058,348
Housing Authority	2,749,086	2,749,086	4,361,530	4,361,530
Hospitals	1,495,103	2,152,095	3,173,828	3,830,820
Sanitation	2,089,518	2,100,365	3,781,921	3,792,768
Water Supply	2,244,042	2,244,042	3,077,119	3,077,119
Courts	705,159	712,934	2,855,607	2,863,382
Public Buildings	1,353,555	1,353,555	2,583,408	2,583,408
Fire	1,124,897	1,162,034	2,052,304	2,089,441
Transit	1,820,000	1,820,000	2,060,000	2,060,000
Police	786,971	812,242	1,470,518	1,495,789
Cultural Affairs	994,861	999,100	1,456,217	1,463,790
Traffic	377,506	451,465	1,091,957	1,237,406
CUNY	331,961	336,100	1,012,539	1,016,807
Homeless Services	343,090	343,090	795,862	795,862
DEP Equipment	260,903	260,993	643,339	643,429
Admin For Children's Services	434,397	484,797	542,417	606,293
Health	295,788	300,972	591,215	598,132
Queens Libraries	308,812	312,665	545,000	549,164
Human Resources	327,046	434,344	417,834	530,062
Ferries	87,416	225,773	388,183	529,240
Brooklyn Libraries	275,423	281,681	463,097	469,355
NY Branch Libraries	166,883	166,883	310,291	310,291
Transportation Equipment	49,685	49,685	89,368	89,368
Aging	65,542	65,542	77,320	77,320
NY Research Library	5,078	5,078	16,693	16,693
Real Estate	4,596	4,596	8,180	8,180
Total	\$21,211,142	\$22,411,143	\$39,828,901	\$41,153,997
Grand Total	\$72,184,008	\$75,087,472	\$155,451,446	\$159,332,169

Preliminary Ten-Year Capital Strategy Fiscal Years 2024-2033

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Ferries	18	Children’s Services	76
Equipment	20	Aging	78
Transit Authority	22	Homeless Services	80
Environmental Protection	25	Housing and Economic Development	
Water Pollution Control	26	Housing Preservation and Development	82
Water Mains, Sources and Treatment	28	Housing Authority	86
Sewers	32	Small Business Services	88
Water Supply	34	Citywide Administrative Services	92
Equipment	36	Public Buildings	93
Sanitation	38	Real Property	96
Public Safety		Culturals & Recreation	
Correction	42	Libraries	98
Police	46	Cultural Affairs	108
Courts	50	Parks	112
Fire	52	Energy Efficiency and Citywide Equipment	116
		Citywide Total	123

Financing Program

The City financing program projects \$62.3 billion of long-term borrowing for the period from 2023 through 2027 to support the current City capital program. The portion of the capital program not financed by the New York City Municipal Water Finance Authority (NYW or the Authority) will be split between General Obligation (GO) bonds of the City and Future Tax Secured (FTS) bonds of the New York City Transitional Finance Authority (TFA).

The City and TFA FTS expect to issue \$26.6 billion and \$26.4 billion, respectively, during the plan period. The City issuance supports 43 percent of the total, and TFA FTS issuance supports another 42 percent of the total. NYW expects to issue approximately \$9.3 billion.

2023–2027 Financing Program

(\$ in millions)

	2023	2024	2025	2026	2027	Total
City General Obligation Bonds	\$4,025	\$4,820	\$5,580	\$5,870	\$6,300	\$26,595
TFA FTS Bonds	3,850	4,820	5,580	5,870	6,300	26,420
Water Authority Bonds ⁽¹⁾	1,357	1,443	1,984	2,173	2,376	9,333
Total	\$9,232	\$11,083	\$13,144	\$13,913	\$14,976	\$62,348

(1) Includes commercial paper and revenue bonds issued for the water and sewer system's capital program. Figures do not include bonds that defease commercial paper or refunding bonds. Does not include bonds to fund reserves or cost of issuance.

Overview of the Financing Program

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

2023–2027 Debt Outstanding

(\$ in millions at year end)

	2023	2024	2025	2026	2027
City General Obligation Bonds	\$40,420	\$42,726	\$45,801	\$49,142	\$52,964
TFA FTS Bonds	45,852	48,998	52,761	56,625	60,448
TSASC Bonds	938	909	879	854	827
Conduit Debt	931	863	794	726	656
Total	\$88,141	\$93,496	\$100,235	\$107,347	\$114,895
Water Authority Bonds	\$32,435	\$33,378	\$34,887	\$36,545	\$38,447

Financing Program

2023–2027 Annual Debt Service Costs

(\$ in millions, before prepayments)

	2023	2024	2025	2026	2027
City General Obligation Bonds	\$4,212	\$4,430	\$4,604	\$4,849	\$5,039
TFA FTS Bonds	3,295	3,352	3,635	4,140	4,613
TSASC Bonds	76	76	76	69	69
Conduit Debt	147	118	117	116	115
Total Debt Service	\$7,730	\$7,976	\$8,432	\$9,174	\$9,836
Water Authority Bonds ⁽¹⁾	\$1,659	\$1,954	\$2,033	\$2,192	\$2,278

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

2023–2027 Debt Burden

	2023	2024	2025	2026	2027
Total Debt Service ⁽¹⁾ as % of:					
a. Total Revenue	7.2%	7.7%	8.1%	8.8%	9.3%
b. Total Taxes	11.1%	11.5%	11.8%	12.6%	13.4%
c. Total NYC Personal Income	1.1%	1.1%	1.1%	1.1%	1.1%
Total Debt Outstanding ⁽¹⁾ as % of:					
a. Total NYC Personal Income	12.2%	12.5%	12.8%	13.1%	13.4%

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

Currently the debt service for the City, TFA FTS, and City appropriation debt, or conduit debt, excluding the effect of prepayments, is 7.2 percent of the City's total budgeted revenues in 2023. That ratio is projected to rise to 9.3 percent in 2027. As a percentage of tax revenues, the debt service ratio is 11.1 percent in 2023 and is projected to increase to 13.4 percent in fiscal year 2027.

All of the issuers financing the City capital program have maintained credit ratings in the AA category or better by Moody's, S&P, and Fitch, as indicated in the table below. Following the economic uncertainty caused by the onset of COVID-19, the credit ratings assigned to the issuers financing most of the City's

capital program came under pressure. Since then, all the ratings have returned to the levels that prevailed before the onset of COVID-19 except for the Moody's and Fitch ratings on the City General Obligation credit. However, in August, Fitch assigned a positive outlook to the City's credit rating. The outlooks for NYW and bonds issued on behalf of NYW by EFC have remained stable throughout. Despite the rating actions, the entities financing the City's capital program have maintained reliable market access to finance capital spending and undertake refinancing transactions, as discussed later.

Ratings

Issuer	Moody's	S&P	Fitch	Kroll
NYC GO	Aa2	AA	AA-	AA+
TFA Senior	Aaa	AAA	AAA	
TFA Subordinate	Aa1	AAA	AAA	
TFA BARBs	Aa3	AA	AA	
NYW First Resolution	Aa1	AAA	AA+	
NYW Second Resolution	Aa1	AA+	AA+	
EFC Senior SRF Bonds	Aaa	AAA	AAA	
EFC Subordinated SRF Bonds	Aaa	AAA	AAA	

Financing Program

New York City General Obligation Bonds

Since July 1, 2022, the City has issued \$2.73 billion in GO bonds for capital purposes. The dates and principal amounts are as follows:

NYC GO Issuance

(\$ in millions)

<i>Series</i>	<i>(N)ew \$/ (R)efunding</i>	<i>Issue Date</i>	<i>Tax Exempt Amount</i>	<i>Taxable Amount</i>	<i>Total Par Amount</i>
2023 A	N	9/8/2022	\$1,250	\$125	\$1,375
2023 B	N	10/18/2022	950	400	1,350
Total			\$2,200	\$525	\$2,725

In October 2022, the City issued its first Social Bonds, structured as \$400 million taxable General Obligation Bonds. The proceeds of the Social Bond sale financed affordable housing programs administered by the City's Department of Housing Preservation and Development.

The City plans to issue GO bonds for capital purposes of approximately \$4.0 billion, \$4.8 billion, \$5.6 billion, \$5.9 billion, and \$6.3 billion in fiscal years 2023 through 2027, respectively.

New York City Related Issuers - Variable Rate Debt

The City and other issuers supporting the City capital program have maintained floating rate exposure to minimize interest costs. When reviewing the City's variable rate debt, it is useful to include all sources of financing with the exception of NYW, which is typically considered separately for such purposes. Variable rate demand bonds, which require an accompanying bank facility, comprise the majority of the City's variable rate portfolio. The City, TFA, and its related entities also have floating rate bonds which do not require a bank facility, where interest rates are set periodically according to a benchmark index, by auction, or by a remarketing agent. The City and TFA continue to explore various debt instruments that will confer the benefit of floating rates. Currently, the City and its related entities, excluding NYW, have approximately \$8.2 billion of floating rate exposure, which typically provides attractive financing costs relative to long term fixed rate debt.

While floating rate debt continues to provide significant savings relative to fixed rate debt, the exposure is of note because certain events can cause unexpected increased costs. Those events

would include rising interest rates, reductions in tax rates in the tax code (in the case of tax-exempt debt), and the deterioration of the City's credit. Additionally, the deterioration of the credit of a liquidity provider can also have an impact on net interest costs.

The following table shows a breakout of the City's and its related issuers' floating rate exposure, excluding NYW. Floating rate exposure is currently at 9.3 percent of outstanding debt, including \$400 million of new floating rate bonds issued since July 1, 2022, which remains below the City's policy guideline of 20%. This is even more manageable after taking into account the 10 year average balance of \$8.1 billion of short-term assets in the City's General Fund, which are an offset to these floating rate liabilities. Net of these floating rate assets, the floating rate exposure of the City, excluding NYW, is almost entirely mitigated. Moreover, the City uses conservative assumptions in budgeting interest rates and associated expenses from floating rate instruments.

Financing Program

	NYC Floating-Rate Exposure ⁽¹⁾				
	(\$ in millions)				
	<i>GO</i>	<i>TFA</i>	<i>Conduit</i>	<i>TSASC</i>	<i>Total</i>
Floating Rate Bonds	\$5,057	\$3,032	\$30	\$0	\$8,119
Synthetic Fixed	11	0	31	0	42
Total Floating-Rate	\$5,068	\$3,032	\$61	\$0	\$8,161
Total Debt Outstanding	\$40,420	\$45,852	\$931	\$938	\$88,141
% of Floating-Rate / Total Debt Outstanding					9.3%
Total Floating-Rate Less \$8.1 Billion Balance in General Fund (Floating-Rate Assets)					\$97
% of Net Floating Rate / Total Debt Outstanding					0.1%

(1) End of Fiscal Year 2023 Debt Outstanding as of the January 2023 Financial Plan excluding NYW and HYICs

In addition to the floating rate debt instruments previously discussed, the City has utilized synthetic fixed rate debt (issuance of floating rate debt which is then swapped to a fixed rate). In contrast to variable rate demand bonds and other floating rate instruments, synthetic fixed rate debt is relatively insensitive to changes in interest rates and changes in the City's credit, though it can provide exposure to decreases in marginal tax rates in the tax code. Given the limited floating rate exposure by these instruments, they are counted at 25 percent of par or notional amount in the table above. While the City did not enter into any new interest rate swaps to date in fiscal year 2023, the City terminated one of its two remaining swaps. The TFA has no outstanding swaps. The City is a party to one remaining GO interest rate swap with a total notional amount outstanding as of December 31, 2022 of \$43 million, for which the aggregate termination value was negative \$1 million. This is the theoretical amount that the City would pay if the swap was terminated under market conditions as of December 31, 2022.

After June 30, 2023, the quotes to set the commonly used one-month and three-month LIBOR will be discontinued. LIBOR is a taxable index to which a percentage is applied to approximate a tax-exempt rate, so the discontinuation of this rate will impact floating rate instruments indexed to it. The City TFA, and NYW have no floating rate debt instruments directly linked to LIBOR. For the outstanding GO and NYW swaps, variable rate payments received are based on a percentage of LIBOR and scheduled to still be in effect after June 30, 2023. Relative to their total debt portfolios, the City and its related issuers have very limited exposure to LIBOR. The City and its related issuers are monitoring all developments related to the LIBOR discontinuation and transition to an alternative index, which is currently expected to be the Secured Overnight Financing Rate (SOFR) developed by the Federal Reserve.

The New York City Municipal Water Finance Authority

The New York City Municipal Water Finance Authority (NYW) was created in 1984 to finance capital improvements to the City's water and sewer system. Since its first bond sale in November 1985, the Authority has sold \$80.0 billion of bonds. These bond issuances included a combination of general (first) resolution, second general resolution and subordinated special resolution crossover refunding water and sewer system revenue bonds.

Of the aggregate bond par amount sold, as of January 1, 2023, \$32.2 billion is outstanding, \$34.0 billion, including \$665 million of special resolution crossover bonds, was refinanced, \$6.6 billion was defeased with Authority funds prior to maturity, and \$7.3 billion was retired with revenues as they matured. In addition to this long-term debt, NYW uses bond anticipation notes (BANs) issued to the New York State Environmental Facilities Corporation (EFC) and a commercial paper program as a source of flexible short-term financing. As of January 1, 2023, NYW had \$10.9 million in outstanding BAN draws and an undrawn BAN capacity of \$556 million pursuant to agreements with EFC to fund certain projects. NYW is authorized to draw up to \$600 million of commercial paper notes, including up to \$400 million of the Extendable Municipal Commercial Paper. Currently, the Authority has no commercial paper outstanding, and does not expect to issue commercial paper for the remainder of the current fiscal year and in 2024.

NYW's outstanding debt also includes floating rate bonds, which have been a reliable source of cost-effective financing. NYW has \$4.7 billion of floating rate bonds outstanding or approximately 15 percent of its total debt, including \$401 million which was swapped to a fixed rate. NYW's floating rate exposure primarily consists of tax-exempt floating rate debt supported by liquidity facilities. NYW also has \$600.1 million of floating

Financing Program

rate bonds which do not require a bank facility, where interest rates are set periodically according to a benchmark index, or by a remarketing agent.

NYW is a party to two interest rate exchange agreements (swaps) with a total notional amount of \$401 million. Under these agreements, the Authority pays a fixed interest rate of 3.439% in exchange for a floating rate based on 67% of one-month LIBOR. As of September 30, 2022, the combined mark-to-market value of the swaps was negative \$40.3 million. This is the theoretical amount, which NYW would pay if both swaps were terminated as of September 30, 2022. NYW is monitoring all developments related to the LIBOR discontinuation and transition to an alternative index, which is currently expected to be SOFR.

NYW participates in the State Revolving Fund (SRF) program administered by the EFC. The SRF provides a source of long-term below-market interest rate borrowing, subsidized by federal capitalization grants, state matching funds, and other funds held by EFC. The Authority's BAN draws are expected to be refinanced with fixed rate second resolution bonds issued to EFC. Summarized in the following table are the issuances that have closed to date in fiscal year 2023. The proceeds of the bonds were applied to pay the cost of improvements to the system or paid principal and interest on certain of the Authority's outstanding debt and paid the costs of issuance.

NYW Issuance

<i>Series</i>	<i>(N)ew \$/ (R)efunding</i>	<i>Issue Date</i>	<i>Par Amount</i>	<i>True Interest Cost (TIC)</i>	<i>Longest Maturity</i>
2022 AA	N/R	11/22/2022	\$750	4.68%	2052
2023 1 ⁽¹⁾	N	12/6/2022	233	2.71% ⁽²⁾	2052
2023 2 ⁽¹⁾	N	12/13/2022	107	1.31% ⁽²⁾	2052
2023 BB	R	12/15/2022	200	VAR	2044
Total			\$1,209		

(1) Bonds issued to EFCs

(2) Includes the benefit from the EFC subsidy and accounts for the cost of annual fees for administrations

During the period from 2023 to 2027, NYW expects to issue an average of approximately \$1.9 billion of new money bonds per year. Of this amount, NYW plans to issue to EFC about \$464 million of bonds in 2023 and \$300 million of bonds annually beginning in 2024, taking advantage of the interest rate subsidy available for qualifying projects, and minimizing the overall costs of its financing program. Beginning in 2024, NYW expects to issue approximately 90 percent of its new debt per year as fixed rate debt with the remainder issued as floating rate debt, subject to market conditions. In 2023, approximately 85 percent of new debt is expected to be issued as fixed rate debt and the remaining 15 percent is expected to be issued as floating rate debt.

The New York City Transitional Finance Authority

The TFA is a public authority of New York State created by the New York Transitional Finance Authority Act in 1997. The TFA was created to issue debt, primarily secured by the City's personal income tax, to fund a portion of the capital program of the City. The TFA was originally authorized to issue up to \$7.5 billion of bonds and notes. On September 13, 2001, the TFA was given statutory authority to borrow \$2.5 billion to finance costs related to the September 11th terrorist attack on the City. Currently, TFA is permitted to have \$13.5 billion of debt outstanding and any amounts over and above that level are subject to the City's remaining debt incurring power under the State constitutional debt limit.

Since July 1, 2022, the TFA has issued approximately \$2.55 billion in FTS bonds for capital purposes and approximately \$935 million in refunding bonds. The dates and principal amounts are as follows:

Financing Program

NYC TFA Issuance

(\$ in millions)

<i>Series</i>	<i>(N)ew \$/ (R)efunding</i>	<i>Issue Date</i>	<i>Tax Exempt Amount</i>	<i>Taxable Amount</i>	<i>Total Par Amount</i>
2023 A	N	8/2/2022	\$1,250	\$0	\$1,250
2022 BC	R	9/7/2022	867	68	935
2022 D	N	11/3/2022	950	350	1,300
Total			\$3,067	\$418	\$3,485

The TFA refunding transaction completed to date noted above in fiscal year 2023 generated nearly \$100 million of debt service savings during the financial plan period.

The TFA plans to issue TFA FTS bonds for capital purposes of approximately \$3.9 billion, \$4.8 billion, \$5.6 billion, \$5.9 billion, and \$6.3 billion in years 2023 through 2027, respectively.

In April 2006, the State enacted legislation authorizing issuance by the TFA of an additional \$9.4 billion of bonds (Building Aid Revenue Bonds, or BARBs) to be used to fund

certain capital costs for the Department of Education. This legislation also provided for the assignment to TFA of State building aid that had previously been paid directly to the City. The financial plan does not currently reflect the issuance of BARBs for new money purposes.

Since July 1, 2022, TFA has issued \$564 million in BARBs for refunding purposes which generated over \$70 million of debt service savings during the financial plan period.

Financing Program

Hudson Yards Infrastructure Corporation

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

In December 2006, HYIC issued its first series of bonds in the principal amount of \$2 billion. HYIC completed its second issuance of \$1 billion of bonds in October 2011. Debt service on the HYIC bonds is being repaid from revenues generated by this new development, notably payments-in-lieu-of-property taxes (PILOT) on the commercial development, tax equivalency payments on residential developments, and various developer payments. To the extent these revenues are not sufficient to cover interest payments when due, the City has agreed to make interest support payments (ISP) to HYIC subject to appropriation. ISPs have not been required to be made since 2015.

After the initial bond issues funding the capital improvements mentioned above, HYIC has undertaken two refinancing transactions. In May 2017, HYIC issued approximately \$2.1 billion of refunding bonds which refinanced all of its initial \$2 billion bond issue and a portion of its second bond issue under a new legal structure. This refinancing allowed HYIC to remit approximately \$110 million of accumulated revenues for City benefit in 2017. Moreover, the refunding enabled HYIC to transfer to the City excess revenues over and above amounts

needed for HYIC debt service. Subsequent to the initial remittance mentioned previously, HYIC remitted \$750 million to the City to date. In October 2021, HYIC issued approximately \$450 million in refunding bonds which refinanced the remainder of its second bond issue. This refinancing generated over \$50 million of savings during the period fiscal years 2022-2025 and additional annual savings thereafter. After the transaction, all of HYICs bonds are under the legal structure established in the prior refunding transaction mentioned above. Although the economic impact of COVID-19 had an initial negative impact on the credit ratings on HYIC bonds, ratings are now at pre-pandemic levels. Moody's rates HYIC bonds Aa2 with a stable outlook. S&P rates HYIC bonds AA- with a positive outlook. Fitch rates HYIC bonds A+. As with the City, Fitch assigned a positive outlook to HYIC concurrently.

The No. 7 Subway extension was constructed by the MTA and began service in September 2015. The secondary entrance to this station located at W. 35th Street and Hudson Boulevard East opened in September 2018. Phase I of the Hudson Park and Boulevard opened to the public in August 2015 and is managed by the Hudson Yards Hell's Kitchen Alliance Business Improvement District. A second phase for the park ("Phase II") will expand the park north to 39th Street. Phase II is being financed through a term loan agreement which permits HYIC to draw up to \$380 million for project costs. The total cost of Phase II is projected to be approximately \$380 million. HYIC has drawn approximately \$9 million on the term loan to fund costs of Phase II.

Program Detail by Agency

Department of Transportation

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

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

Capital Program Goals

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

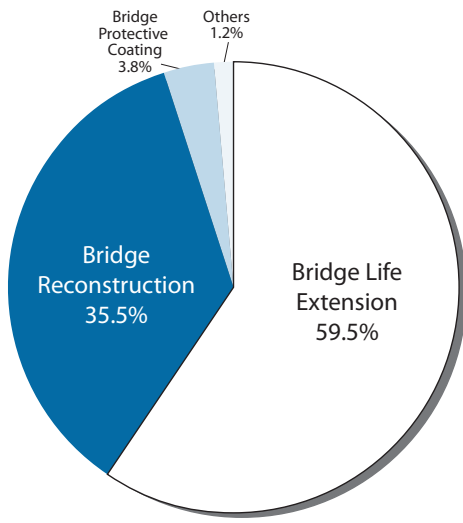
Guiding Principles and Investment Priorities

- Since 2014, DOT has undertaken an effort to collect and evaluate nearly 20 metrics on all proposed capital projects, and has aligned these equity-focused metrics with the City's strategic priorities. This supports a more equitable NYC through capital investment (GP2).
- DOT is committed to maintaining and enhancing pedestrian infrastructure to be free of defects and accessible to all. This includes upgrading pedestrian ramps to make them ADA-compliant, all in support to further equity through capital investments (GP2).
- DOT has committed over \$16.4 billion towards the reconstruction and replacement of its 803 bridges and tunnels. This supports the City's priority of maintaining and modernizing its infrastructure (IP1).
- This Preliminary Ten-Year Capital Strategy allocates \$5.2 billion to street reconstruction projects, including ongoing and new Vision Zero projects, in support of our efforts to strengthen public health and safety (IP2).

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides approximately \$31.3 billion to the Department, with Bridges and Highways receiving the bulk of funding, totaling approximately \$29.4 billion.

Department of Transportation - Bridges



Bridges

	(in millions)
• Bridge Life Extension	\$9,759.9
• Bridge Reconstruction	5,829.1
• Bridge Protective Coating	629.1
• East River Bridges	111.7
• Bridge Facilities	43.9
• Bridge Vehicles/Equipment	28.3
TOTAL	\$16,402.0

The Preliminary Ten-Year Capital Strategy provides \$16.4 billion in the Bridge Program for the reconstruction and upgrade of the City’s bridge system. The Preliminary Ten-Year Capital Strategy includes funding for work on the four East River Bridges and approximately 100 other bridge structures. The first four years of this Preliminary Ten-Year Capital Strategy provides \$3.5 billion to the Bridge Program, of which \$214.7 million is planned to be committed in 2024. The total commitment reflects the high priority accorded to restoring and maintaining these essential links in the City’s transportation system.

Bridge Life Extension

The Preliminary Ten-Year Capital Strategy provides \$9.8 billion for rehabilitative work on bridge structures that require an upgrade to their current condition, in addition to component rehabilitation work on various bridges. These projects include \$398.4 million for the Trans-Manhattan Expressway and \$277.2 million for Miller Highway over Terrain.

Bridge Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$5.8 billion to reconstruct bridge structures, including \$323.2 million for the Shore Road Bridge over Hutchinson River and \$59.0 million for East 183rd and East 188th Street Bridges over Metro-North.

Bridge Protective Coating

The Preliminary Ten-Year Capital Strategy provides \$629.1 million for protective coating treatment on bridge structures. This program includes \$304.8 million for the Williamsburg Bridge and \$42.0 million for the Macombs Dam Bridge.

East River Bridges

The Preliminary Ten-Year Capital Strategy provides \$111.7 million for rehabilitative work on the East River Bridges. This program includes \$7.0 million for the Williamsburg Bridge, in addition to \$167.6 million in 2023.

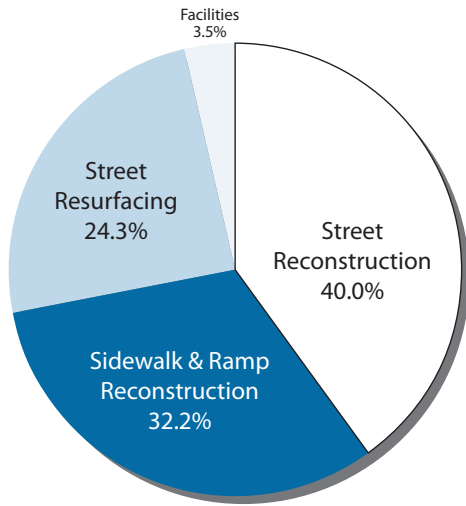
Bridge Facilities, Equipment and Vehicles

The Preliminary Ten-Year Capital Strategy provides \$43.9 million for bridge facilities and \$28.3 million for the purchase of equipment and vehicles.

Department of Transportation - Bridges

Project Type: BR and HB		(\$ in 000's)										
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
East River Bridges												
City		7,353	881	7,233	0	96,200	0	0	0	0	0	111,667
Fair Bridges												
City		79,323	612,806	643,576	681,289	328,182	343,523	630,018	1,287,738	515,950	515,953	5,638,358
Federal		30,000	52,237	553	96,237	0	0	0	1,313	0	0	180,340
State		0	0	1,907	7,365	0	0	0	0	0	0	9,272
Private		0	0	1,165	0	0	0	0	0	0	0	1,165
Bridge Life Extension and Miscellaneous Work												
City		22,155	316,336	241,934	385,308	1,218,879	521,655	769,534	2,558,179	2,211,213	1,259,022	9,504,215
Federal		65,280	0	62,260	75,000	0	0	0	41,956	0	0	244,496
State		10,577	0	616	0	0	0	0	0	0	0	11,193
Private		2	0	0	0	0	0	0	0	0	0	2
Bridge Painting												
City		0	53,805	0	0	92,680	308,000	60,900	113,725	0	0	629,110
Bridge Facilities												
City		0	0	0	0	7,140	2,007	2,027	6,258	12,992	13,485	43,909
Bridge Vehicles												
City		0	1,496	0	0	14,839	2,320	2,333	2,346	2,440	2,537	28,311
Project Type Total by Source of Funds												
City		108,831	985,324	892,743	1,066,597	1,757,920	1,177,505	1,464,812	3,968,246	2,742,595	1,790,997	15,955,570
Federal		95,280	52,237	62,813	171,237	0	0	0	43,269	0	0	424,836
State		10,577	0	2,523	7,365	0	0	0	0	0	0	20,465
Private		2	0	1,165	0	0	0	0	0	0	0	1,167
Project Type Total												
All Funds		214,690	1,037,561	959,244	1,245,199	1,757,920	1,177,505	1,464,812	4,011,515	2,742,595	1,790,997	16,402,038

Department of Transportation - Highways



Street Resurfacing

The Preliminary Ten-Year Capital Strategy funds the resurfacing of 11,000 lane miles of primary streets and arterial highways and 500 miles of bike lanes at a ten-year cost of \$3.2 billion.

Facility Reconstruction

A total of \$459.2 million is allocated in the Preliminary Ten-Year Capital Strategy for the design and reconstruction of highway maintenance and repair yards, other Department facilities, and miscellaneous renovations and upgrades.

Highways

	(in millions)
• Street Reconstruction	\$5,211.5
• Sidewalk & Ramp Reconstruction	4,190.3
• Street Resurfacing	3,160.7
• Facilities	459.2
TOTAL	\$13,021.7

The Preliminary Ten-Year Capital Strategy provides \$13.0 billion to the Highways program for the rehabilitation of City streets.

Street Reconstruction

Total funding in the Preliminary Ten-Year Capital Strategy for street reconstruction is \$5.2 billion. This work includes \$311.1 million for reconstruction of Queens Boulevard, and \$146.7 million for safety improvements on 4th Avenue, Brooklyn. In addition, \$135.8 million is included to improve drainage conditions in Southeast Queens.

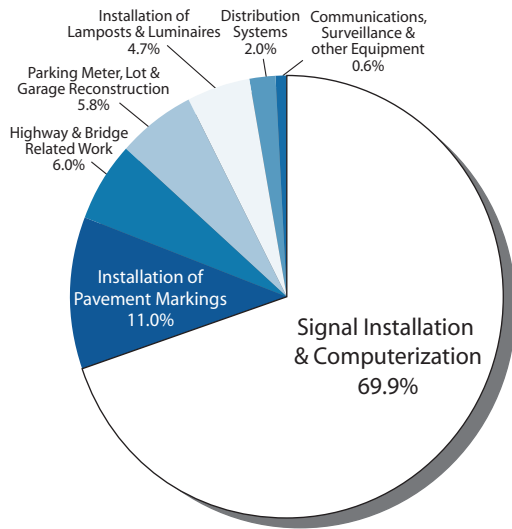
Sidewalk and Ramp Reconstruction

For the ten-year period, \$3.5 billion is provided to install and reconstruct pedestrian ramps throughout the City. Additionally, \$643.0 million is provided to reconstruct sidewalks throughout the City.

Department of Transportation - Highways

Project Type: HW	(\$ in 000's)											
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total	
Facility Reconstruction												
City	2,925	47,417	184,627	139,500	27,250	3,320	4,357	20,778	13,652	12,835	456,661	
Federal	0	0	0	0	1,892	0	0	691	0	0	2,583	
Local Street Reconstruction												
City	0	0	9,657	4,765	7,347	50	9,238	3,027	0	0	34,084	
Federal	0	0	0	0	0	0	0	474	0	0	474	
State	0	0	0	0	300	0	0	88	0	0	388	
Pedestrian Ramp Construction												
City	288,439	176,679	600,502	619,414	40,142	226,177	83,131	424,644	531,620	551,821	3,542,569	
Federal	0	0	2,148	1,115	0	861	0	0	0	0	4,124	
State	0	0	362	0	0	0	0	0	0	0	362	
Private	5	0	0	236	5	0	0	0	0	0	246	
Primary Street Reconstruction												
City	386,042	719,200	339,568	807,145	950,367	260,601	309,982	267,952	336,153	350,818	4,727,828	
Federal	34,999	35,541	52,729	15,110	12,503	182,139	15,586	1,084	0	0	349,691	
State	1,457	16,941	40,431	1,141	566	12,443	1,897	122	0	0	74,998	
Private	6,180	18	13,961	11	426	0	0	3,412	0	0	24,008	
Primary Street Resurfacing												
City	218,163	235,875	288,908	388,091	308,632	317,874	327,741	340,152	353,188	366,471	3,145,095	
State	15,581	0	0	0	0	0	0	0	0	0	15,581	
Sidewalk Reconstruction												
City	1,681	2,227	40,837	115,514	58,359	51,455	62,040	55,429	78,204	81,175	546,921	
Federal	0	780	0	0	0	14,421	586	0	0	0	15,787	
State	0	0	0	0	0	260	0	0	0	0	260	
Private	0	4,498	6,669	28,840	6,668	6,668	6,668	6,668	6,668	6,668	80,015	
Project Type Total by Source of Funds												
City	897,250	1,181,398	1,464,099	2,074,429	1,392,097	859,477	796,489	1,111,982	1,312,817	1,363,120	12,453,158	
Federal	34,999	36,321	54,877	16,225	14,395	197,421	16,172	2,249	0	0	372,659	
State	17,038	16,941	40,793	1,141	866	12,703	1,897	210	0	0	91,589	
Private	6,185	4,516	20,630	29,087	7,099	6,668	6,668	10,080	6,668	6,668	104,269	
Project Type Total												
All Funds	955,472	1,239,176	1,580,399	2,120,882	1,414,457	1,076,269	821,226	1,124,521	1,319,485	1,369,788	13,021,675	

Department of Transportation - Traffic



Traffic

(in millions)

• Signal Installation and Computerization	\$864.5
• Installation of Pavement Markings	136.0
• Highway and Bridge Related Work	73.7
• Parking Meter, Lot and Garage Reconstruction	71.8
• Installation of Lampposts and Luminaires	58.4
• Distribution Systems	25.0
• Communications, Surveillance and other Equipment	8.0
TOTAL	\$1,237.4

The Preliminary Ten-Year Capital Strategy provides \$1.2 billion for Traffic programs.

Signal Installation and Computerization

The Preliminary Ten-Year Capital Strategy provides \$864.5 million for signal installation and computerization.

Installation of Pavement Markings

The Preliminary Ten-Year Capital Strategy provides funding of \$136.0 million for the installation of thermoplastic reflectorized pavement markings to be done in conjunction with the Department's in-house resurfacing program.

Highway and Bridge Related Work

The Preliminary Ten-Year Capital Strategy provides \$73.7 million for the installation of signals, streetlights, and lane markings associated with the Highway Reconstruction and Bridge Programs.

Parking Meter, Lot and Garage Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$71.8 million for parking meters and facilities.

Installation of Lampposts and Luminaires

The Preliminary Ten-Year Capital Strategy provides \$58.4 million for the installation of lampposts and luminaires.

Replacement of Electrical Distribution Systems

To reduce lighting outages, the Preliminary Ten-Year Capital Strategy will replace wire/conduit for traffic related electrical distribution systems throughout the City's roadway and park lighting systems, at a total cost of \$25.0 million.

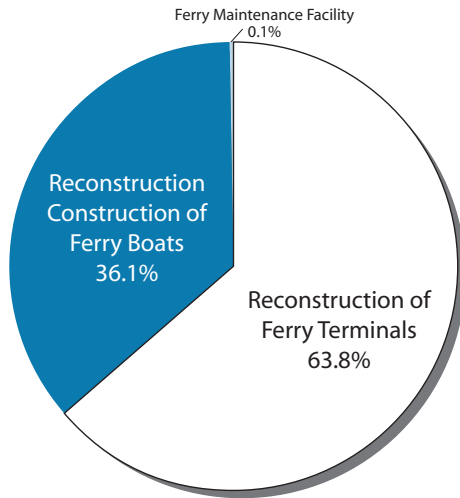
Communications, Surveillance and other Equipment

The Preliminary Ten-Year Capital Strategy provides \$8.0 million for purchase and installation of electric vehicle charging stations.

Department of Transportation - Traffic

Project Type: TF	(\$ in 000's)										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Communications, Surveillance Equipment											
City	0	0	0	0	0	7,997	0	0	0	0	7,997
Highway Drawdown Program											
City	2,493	1,733	16,604	2,133	4,040	2,024	182	437	0	0	29,646
Federal	0	0	42	0	0	1,552	0	0	0	0	1,594
Installation of Lampposts and Luminaires											
City	750	3,106	5,325	811	3,805	3,730	464	194	152	157	18,494
State	9,144	759	8,845	136	7,500	221	13,295	0	0	0	39,900
Parking Meters, Lots and Garages											
City	2,549	0	14,793	29,408	5,012	13,880	1,476	1,500	1,557	1,616	71,791
Installation of Pavement Markings											
City	0	0	0	2,000	34,433	23,040	10,838	18,756	23,035	23,946	136,048
Traffic Work in Conjunction with Highway Reconstruction											
City	196	2,597	5,031	0	3,575	8,400	11,164	3,368	3,496	3,629	41,456
Federal	0	0	0	0	0	0	1,000	0	0	0	1,000
Replacement of Electrical Distribution Systems											
State	5,000	0	5,000	0	5,000	0	5,000	5,000	0	0	25,000
Signal Installation and Computerization											
City	84,016	75,084	92,349	36,528	56,574	48,873	12,035	112,814	121,981	146,271	786,525
Federal	1,944	0	0	767	1,159	0	0	0	0	0	3,870
State	0	21,822	0	20,500	1,263	20,500	0	10,000	0	0	74,085
Project Type Total by Source of Funds											
City	90,004	82,520	134,102	70,880	107,439	107,944	36,159	137,069	150,221	175,619	1,091,957
Federal	1,944	0	42	767	1,159	1,552	1,000	0	0	0	6,464
State	14,144	22,581	13,845	20,636	13,763	20,721	18,295	15,000	0	0	138,985
Project Type Total											
All Funds	106,092	105,101	147,989	92,283	122,361	130,217	55,454	152,069	150,221	175,619	1,237,406

Department of Transportation - Ferries



Reconstruction of Ferry Terminals

The Preliminary Ten-Year Capital Strategy includes \$337.5 million for the rehabilitation and renovation work to ferry terminal buildings, slips, and racks.

Reconstruction/Construction of Ferry Boats

The Preliminary Ten-Year Capital Strategy provides \$191.2 million for various projects associated with the Department of Transportation-operated ferry boats.

Reconstruction of Ferry Maintenance Facility

The Preliminary Ten-Year Capital Strategy provides \$0.5 million for general construction work at the ferry maintenance facility.

Ferries

	(in millions)
• Reconstruction of Ferry Terminals	\$337.5
• Reconstruction/Construction of Ferry Boats	191.2
• Ferry Maintenance Facility	0.5
TOTAL	\$529.2

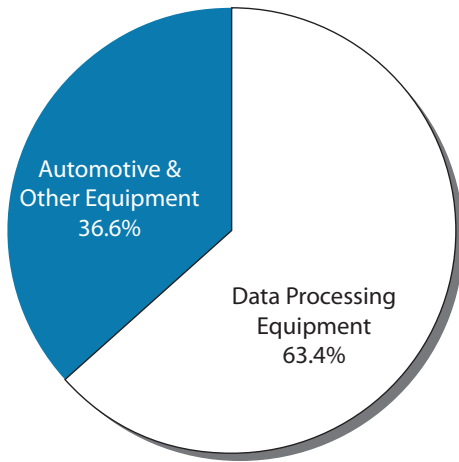
The Preliminary Ten-Year Capital Strategy for Ferries provides a total of \$529.2 million for the reconstruction, construction and improvement of various ferry vessels and facilities.

Department of Transportation - Ferries

Project Type: FA											
	(\$ in 000's)										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Reconstruction of Ferry Boats											
City	4,471	2,230	39,639	9,505	20,241	11,218	12,060	10,186	10,573	12,242	132,365
Federal	10,483	45,684	0	0	2,400	0	0	0	0	0	58,567
State	0	0	0	0	300	0	0	0	0	0	300
Ferry Maintenance Facility Construction											
City	0	2	0	0	0	0	0	425	1	1	429
Federal	0	0	0	39	0	0	0	0	0	0	39
Reconstruction of Ferry Terminal Facilities											
City	21,002	778	500	9,289	94,431	50,983	28,586	18,971	15,601	15,248	255,389
Federal	69,827	2,280	0	7,976	0	0	0	0	0	0	80,083
State	1,071	0	0	997	0	0	0	0	0	0	2,068
Project Type Total by Source of Funds											
City	25,473	3,010	40,139	18,794	114,672	62,201	40,646	29,582	26,175	27,491	388,183
Federal	80,310	47,964	0	8,015	2,400	0	0	0	0	0	138,689
State	1,071	0	0	997	300	0	0	0	0	0	2,368
Project Type Total											
All Funds	106,854	50,974	40,139	27,806	117,372	62,201	40,646	29,582	26,175	27,491	529,240

Department of Transportation - Equipment

The Preliminary Ten-Year Capital Strategy provides \$89.4 million for the purchase of computer equipment for office automation, data processing, engineering support and vehicles and equipment for DOT field forces.



Equipment

(in millions)

• Data Processing Equipment	\$56.7
• Automotive and Other Equipment	32.7
TOTAL	\$89.4

Department of Transportation - Equipment

Project Type: TD											
	(\$ in 000's)										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Data Processing Equipment											
City	4,884	4,000	5,267	9,543	11,657	10,277	3,815	1,216	2,438	3,569	56,666
Automotive and Other Equipment											
City	3,874	35	6,025	16,057	0	0	0	0	3,293	3,418	32,702
Project Type Total by Source of Funds											
City	8,758	4,035	11,292	25,600	11,657	10,277	3,815	1,216	5,731	6,987	89,368
Project Type Total											
All Funds	8,758	4,035	11,292	25,600	11,657	10,277	3,815	1,216	5,731	6,987	89,368
Transportation Total	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Total by Source of Funds											
City	1,130,316	2,256,287	2,542,375	3,256,300	3,383,785	2,217,404	2,341,921	5,248,095	4,237,539	3,364,214	29,978,236
Federal	212,533	136,522	117,732	196,244	17,954	198,973	17,172	45,518	0	0	942,648
State	42,830	39,522	57,161	30,139	14,929	33,424	20,192	15,210	0	0	253,407
Private	6,187	4,516	21,795	29,087	7,099	6,668	6,668	10,080	6,668	6,668	105,436
All Funds	1,391,866	2,436,847	2,739,063	3,511,770	3,423,767	2,456,469	2,385,953	5,318,903	4,244,207	3,370,882	31,279,727

Transit Authority

New York City Transit (NYCT) is the largest agency in the Metropolitan Transportation Authority (MTA) regional transportation network. The MTA is the largest regional transit provider in North America and New York City Transit (NYCT) operates the most extensive public transportation system in the country, serving over 1.3 billion subway, bus and paratransit passengers each year, in addition to a 21-station rail system on Staten Island known as MTA Staten Island Railway. NYCT maintains a fleet of 6,459 subway cars, 472 passenger stations in four boroughs, and over 665 miles of subway track. Through 2019, subway ridership was 1.7 billion annually. In addition, NYCT operates a fleet of 4,517 buses on 241 routes on over 2,000 route miles throughout the City. The bus and subway systems operate 24 hours a day, 365 days a year.

Since 1982, NYCT has adopted eight multi-year capital reconstruction programs to restore the system to a state of good repair and normal replacement, with an emphasis on service and a well-maintained fleet. The transit system currently benefits from a twelve-month moving average subway car reliability of 147,896 miles between failures. The five-year 2020-2024 Capital Program, approved by the MTA Board in September 2019 with Board-approved amendments in December 2021 and July 2022, includes \$55.4 billion for all MTA agencies, \$34.6 billion of which would be invested in the NYCT core system, and \$4.6 billion of which is for NYCT network expansion. The State 2021 Budget requires the City to contribute \$3.0 billion towards the 2020-2024 Capital Program, concurrent with the State's \$3.0 billion contribution.

The Metropolitan Transportation Authority Bus Company (MTABC) provides local and express bus service on 90 routes to supplement the NYCT system in areas previously served by private bus companies franchised by the City. With a fleet of 1,330 buses, the MTABC serves over 80 million riders per year, operating 24 hours a day, 365 days a year. MTABC's operating costs are subsidized by the City.

Capital Program Goals

The five-year 2020-2024 MTA Capital Program for NYCT includes subway station rehabilitations, improvements in the subway's signals, communications, track maintenance and replacement of train cars and buses. The improvements will ensure safety, reliability and performance by improving infrastructure and facilities. The Capital Program includes the \$3.3 billion purchase of 1,077 new subway cars to replace cars reaching the end of their useful lives and reduce delays while modernizing the customer environment. The Capital Program also includes the purchase of 1,544 new buses for \$1.5 billion. These new buses will replace buses that are approaching the end of their useful lives and introduce 475 buses that feature all-electric propulsion, helping the MTA transition to a full zero-emission bus fleet by 2040. The remaining \$29.8 billion of NYCT core funding is budgeted for system-wide infrastructure and other upgrades.

The 2020-2024 MTA Capital Program for MTABC includes a total of \$870.4 million to replace 874 buses and to upgrade facilities and equipment at MTABC depots.

The MTA put most of its 2020-2024 Capital Program projects on hold during 2020-2021 due to the COVID-19 pandemic, but construction has resumed since then.

Preliminary Ten-Year Capital Strategy

In the Preliminary Ten-Year Capital Strategy, the City will contribute \$2.1 billion to the MTA, including \$1.7 billion for various transit improvement projects related to the MTA's 2020-2024 Capital Program and \$350.0 million for ongoing NYCT track improvements and rehabilitation.

Transit Authority - Transit

Project Type: T	(\$ in 000's)										Total
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
<i>Miscellaneous Transit Improvement Projects</i> City	1,660,000	0	0	0	0	0	0	0	0	0	1,660,000
<i>Miscellaneous Projects for New York City Transit</i> City	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
<i>IFA Trackwork Project for New York City Transit</i> City	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	350,000
<i>Project Type Total by Source of Funds</i> City	1,700,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	2,060,000
<i>Project Type Total</i> All Funds	1,700,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	2,060,000
<i>Transit Authority Total</i>	<i>2024</i>	<i>2025</i>	<i>2026</i>	<i>2027</i>	<i>2028</i>	<i>2029</i>	<i>2030</i>	<i>2031</i>	<i>2032</i>	<i>2033</i>	<i>Total</i>
<i>Total by Source of Funds</i> City	1,700,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	2,060,000
Federal	0	0	0	0	0	0	0	0	0	0	0
State	0	0	0	0	0	0	0	0	0	0	0
Private	0	0	0	0	0	0	0	0	0	0	0
All Funds	1,700,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	2,060,000

Department of Environmental Protection

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

DEP manages nearly 2,000 square miles of watershed in upstate New York from which the City and four upstate counties draw their supply of drinking water. In addition to a system of dams, reservoirs, aqueducts, and water tunnels, DEP maintains approximately 7,000 miles of water mains, which distribute water throughout the five boroughs, and 7,700 miles of sewers, which collect waste and storm water and transport it to 14 wastewater resource recovery facilities (WRRFs). The Department also operates facilities and equipment to maintain and support these systems.

Capital Program Goals

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

Guiding Principles and Investment Priorities

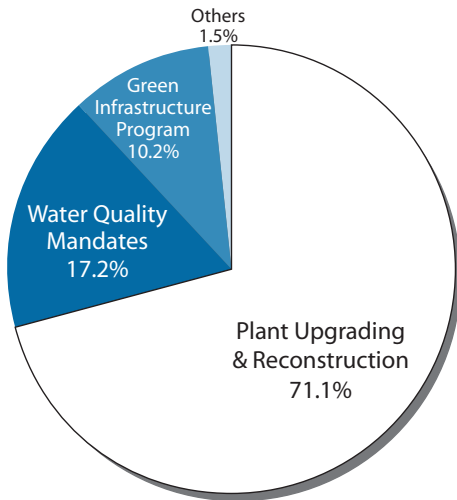
- DEP and the Department of Transportation (DOT) coordinate the reconstruction of roadways, sewers, and other subsurface infrastructure that often requires street excavation, which can be costly and disruptive to the surrounding community. Project alignment among agencies and private utility providers is essential to make sure all work can be completed on a schedule that avoids repeated excavations of the same street. DOT and DEP coordinate on planning for street reconstruction projects, safety improvements, and sewer and water main upgrades (GP1 and IP1).
- DEP is upgrading power distribution systems at WRRFs throughout the five boroughs to improve energy efficiency and keep staff and the public safe (IP1).
- The City is investing in the replacement of an existing digestion facility at Hunts Point WRRF, as well as thickening facilities with state-of-the-art technology. This will allow for future food waste disposal opportunities and beneficial use of digester gas and supports efforts to maintain and modernize the City's infrastructure (IP1).

Preliminary Ten-Year Capital Strategy

DEP's Capital Program, relating to the City's water and sewer system, is financed by the New York City Municipal Water Finance Authority and paid for by water and sewer charges collected through the New York City Water Board. The Preliminary Ten-Year Capital Strategy includes \$29.0 billion for DEP programs.

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

Department of Environmental Protection - Water Pollution Control



Water Pollution Control

To improve the quality of the City’s waterways and to comply with the mandates imposed by the Clean Water Act, the Preliminary Ten-Year Capital Strategy provides approximately \$9.3 billion towards wastewater treatment programs.

	(in millions)
• Plant Upgrading & Reconstruction	\$6,600.4
• Water Quality Mandates	1,592.2
• Green Infrastructure Program	945.4
• Consent Decree Upgrading and Construction	70.7
• Biological Nutrient Removal	45.1
• Plant Component Stabilization	17.3
TOTAL	\$9,271.1

Plant Upgrading and Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$6.6 billion for the reconstruction or replacement of components at in-City wastewater resource recovery facilities or related conveyance infrastructure to ensure their continuous and reliable operation. Additionally, \$3.7 billion will fund upgrades and state of good repair work at WRRFs, such as for the rehabilitation of North River WRRF (\$1.1 billion), the replacement of main sewage pumps at various WRRFs (\$607.2 million), and the Hunts Point WRRF sludge handling equipment (\$289.0 million). In addition, the Department has allocated \$810.5 million for wastewater pumping stations across the five boroughs, \$528.4 million for Job Order Contracts (JOCs) that address small capital improvements, and \$336.7 million for energy efficiency and resiliency upgrades at WRRFs.

Water Quality Mandates

The Preliminary Ten-Year Capital Strategy provides \$1.6 billion for the optimization of existing and construction of new traditional sewer overflow controls, such as holding tanks, tunnels, and disinfection facilities, to prevent the release of CSO into harbor waters. This includes \$665.9 million for the construction of CSO retention tanks at the Gowanus Canal Superfund Site.

Green Infrastructure Program

The Preliminary Ten-Year Capital Strategy provides \$945.4 million for green infrastructure projects such as bioswales, infiltration basins, and constructed wetlands, as well as programs for the construction of rainwater capture facilities, such as green roofs and permeable pavement. This includes \$214.7 million for green infrastructure in the Gravesend Bay CSO tributary area.

Consent Decree Upgrading and Construction

The Preliminary Ten-Year Capital Strategy provides \$70.7 million allocated to projects that will address mandates to reduce residual chlorine released into harbor waters from WRRFs.

Biological Nutrient Removal

The Preliminary Ten-Year Capital Strategy provides \$45.1 million for projects to reduce the amount of nitrogen discharged into surrounding waters from WRRFs.

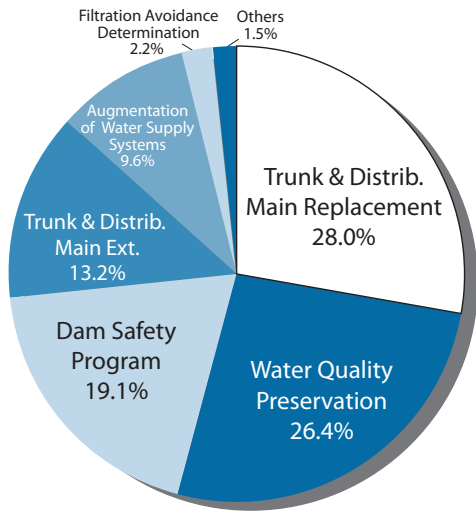
Plant Component Stabilization

The Preliminary Ten-Year Capital Strategy provides \$17.3 million to stabilize in-City WRRFs that need system-wide reconstruction to ensure their continued compliance with State permit requirements. This includes \$17.2 million for storm mitigation work at 26th Ward WRRF.

Department of Environmental Protection - Water Pollution Control

Project Type: WP	(\$ in 000's)										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Biological Nutrient Removal											
City	17	0	45,067	0	0	0	0	0	0	0	45,084
Green Infrastructure Program											
City	133,159	397,872	19,871	30,750	0	9,980	88,447	88,447	88,447	88,447	945,420
Consent Decree Upgrading and Construction											
City	2,632	35,414	31,533	1,076	0	0	0	0	0	0	70,655
Plant Upgrading and Reconstruction											
City	716,127	381,458	1,460,478	1,269,751	793,069	728,275	306,450	301,763	70,000	172,400	6,199,771
Federal	126,390	33,858	65,346	21,568	12,520	0	15,750	125,203	0	0	400,635
Plant Component Stabilization											
City	0	100	0	530	0	0	350	839	0	0	1,819
Federal	0	900	0	4,770	0	0	3,150	6,643	0	0	15,463
Water Quality Mandates											
City	437,527	46,800	101,208	332,500	230,332	368,909	55,140	9,216	0	10,600	1,592,232
Project Type Total by Source of Funds											
City	1,289,462	861,644	1,658,157	1,634,607	1,023,401	1,107,164	450,387	400,265	158,447	271,447	8,854,981
Federal	126,390	34,758	65,346	26,338	12,520	0	18,900	131,846	0	0	416,098
Project Type Total											
All Funds	1,415,852	896,402	1,723,503	1,660,945	1,035,921	1,107,164	469,287	532,111	158,447	271,447	9,271,079

Department of Environmental Protection - Water Mains, Sources and Treatment



Water Mains, Sources and Treatment

The Preliminary Ten-Year Capital Strategy provides approximately \$6.7 billion for the protection and upkeep of the City's source water supply and water distribution systems.

(in millions)

• Trunk and Distribution Main Replacement	\$1,872.3
• Water Quality Preservation	1,765.1
• Dam Safety Program	1,277.5
• Trunk and Distribution Main Extension	882.0
• Augmentation of Water Supply Systems	640.4
• Filtration Avoidance Determination	144.2
• Croton Filter Project	53.6
• Bluebelt Program	25.1
• Water for the Future Program	20.8
• Extensions to Accommodate New Development	11.4
• Miscellaneous Improvements Upstate	6.0
TOTAL	\$6,698.4

Trunk and Distribution Main Replacement

The Preliminary Ten-Year Capital Strategy provides \$1.9 billion for the replacement of distribution and trunk mains. This includes \$1.4 billion for various state of good repair projects to replace aging water mains. In addition, \$218.0 million will fund projects in partnership with DOT priority programs, including Vision Zero, Great Streets, and Select Bus Service and \$121.2 million will allow for contracts for emergency responses leading to immediate reconstruction and rehabilitation of water mains.

Water Quality Preservation

The Preliminary Ten-Year Capital Strategy provides for improvements to the upstate watershed totaling \$1.8 billion, including \$173.0 million for the reconstruction of the New Croton Dam, \$125.0 million for the rehabilitation of the Catskill Aqueduct between the Kensico and Hillview Reservoirs, and \$93.5 million for the inspection and repair of the Catskill Aqueduct Pressure Tunnels.

Dam Safety Program

The Preliminary Ten-Year Capital Strategy provides \$1.3 billion for reconstruction of dams, bridges, and roadways in the Croton, Catskill, and Delaware watersheds. This includes \$1.2 billion for the rehabilitation of the Ashokan Reservoir and Olive Bridge Dam.

Department of Environmental Protection - Water Mains, Sources and Treatment

Trunk and Distribution Main Extension

The Preliminary Ten-Year Capital Strategy provides \$882.0 million for the extension of distribution and trunk mains.

Augmentation of Water Supply Systems

The Preliminary Ten-Year Capital Strategy provides \$640.4 million to increase capacity of the existing water main system. This includes \$360.2 million for general in-City water main rehabilitation and installations, as well as \$200.0 million for trunk water main installations supporting City Tunnel No. 2 shutdown and City Tunnel No. 3 Stage 2 activation.

Filtration Avoidance Determination

The Preliminary Ten-Year Capital Strategy provides \$144.2 million for the continuation of various Filtration Avoidance Determination (FAD) measures in the upstate watershed, including \$65.8 million for land acquisition, \$25.5 million for stormwater management, and \$20.0 million for the implementation of agriculture and forestry best practices.

Croton Filter Project

The Preliminary Ten-Year Capital Strategy provides \$53.6 million to complete a filtration plant for the Croton water supply, which commenced operation in 2015.

Bluebelt Program

The Preliminary Ten-Year Capital Strategy provides \$25.1 million for water main projects associated with the Bluebelt Program, a cost-effective stormwater management system that connects natural drainage corridors, such as streams and wetlands, to conventional storm sewers to reduce local flooding.

Water for the Future

The Preliminary Ten-Year Capital Strategy provides \$20.8 million to fund projects associated with the repair and temporary shutdown of the Delaware Aqueduct to address leakage.

Extensions to Accommodate New Development

The Preliminary Ten-Year Capital Strategy provides \$11.4 million to continue the program to construct additional segments or extensions of water mains into underserved areas.

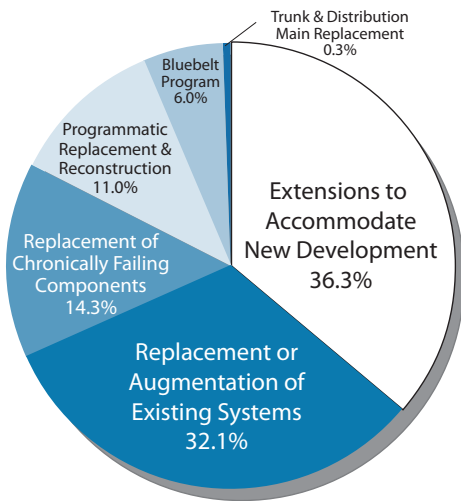
Miscellaneous Improvements Upstate

The Preliminary Ten-Year Capital Strategy provides \$6.0 million for various projects in the City's upstate watersheds.

Department of Environmental Protection - Water Mains, Sources and Treatment

Project Type: WM	(\$ in 000's)										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Augmentation of Water Supply Systems											
City	73,914	170,913	183,991	34,087	38,582	32,432	31,470	25,000	25,000	25,000	640,389
Bluebelt Program											
City	218	0	12,168	7,987	4,756	0	0	0	0	0	25,129
Croton Filter Project											
City	16,329	5,141	7,000	1,236	504	0	0	23,386	0	0	53,596
Dam Safety Program											
City	63,064	133,000	54,430	98,959	233,000	0	645,000	0	50,000	0	1,277,453
Extensions											
City	3,262	4,741	1,650	300	0	694	0	707	0	0	11,354
Filtration Avoidance Determination											
City	21,419	26,078	45,649	3,000	0	0	0	32,100	16,000	0	144,246
Miscellaneous Improvements Upstate											
City	5,921	0	0	0	0	0	0	0	0	0	5,921
Trunk and Distribution Main Extension											
City	40,600	0	0	688	16,321	19,900	0	200,000	284,400	320,100	882,009
Trunk and Distribution Main Replacement											
City	65,797	271,157	190,276	156,550	88,871	295,396	401,785	124,700	126,800	146,600	1,867,932
Federal	0	0	3,000	0	0	0	0	0	0	0	3,000
Private	1,400	0	0	0	0	0	0	0	0	0	1,400
Water For The Future											
City	9,340	1,329	10,171	0	0	0	0	0	0	0	20,840
Water Quality Preservation											
City	195,389	126,504	359,595	379,121	330,742	82,775	44,000	47,000	0	0	1,565,126
State	0	56,900	33,200	73,900	36,000	0	0	0	0	0	200,000
Project Type Total by Source of Funds											
City	495,253	738,863	864,930	681,928	712,776	431,197	1,122,255	452,893	502,200	491,700	6,493,995
Federal	0	0	3,000	0	0	0	0	0	0	0	3,000
State	0	56,900	33,200	73,900	36,000	0	0	0	0	0	200,000
Private	1,400	0	0	0	0	0	0	0	0	0	1,400
Project Type Total											
All Funds	496,653	795,763	901,130	755,828	748,776	431,197	1,122,255	452,893	502,200	491,700	6,698,395

Department of Environmental Protection - Sewers



Sewers

The Preliminary Ten-Year Capital Strategy provides \$9.4 billion to replace existing sewers in areas requiring increased capacity, to extend sewers to unserved or underserved areas, and to replace failing, flawed, or collapsed sewer mains.

	(in millions)
• Extensions to Accommodate New Development	\$3,398.0
• Replacement or Augmentation of Existing Systems	3,006.3
• Replacement of Chronically Failing Components	1,333.6
• Programmatic Replacement and Reconstruction	1,033.2
• Bluebelt Program	557.8
• Trunk and Distribution Main Replacement	27.2
TOTAL	\$9,356.1

Extensions to Accommodate New Development

The Preliminary Ten-Year Capital Strategy provides \$3.4 billion to continue the program to construct additional segments or extensions of sewers into underserved areas. 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.

Replacement or Augmentation of Existing Systems

The Preliminary Ten-Year Capital Strategy provides \$3.0 billion to increase capacity of the existing system. This includes \$742.5 million for the buildout of sewers in Southeast Queens to mitigate flooding in the area and \$724.1 million for various state of good repair upgrades to sewers, Citywide.

Replacement of Chronically Failing Components

The Preliminary Ten-Year Capital Strategy provides \$1.3 billion for the replacement of malfunctioning or collapsed cement pipe combined sewers, including \$840.2 million to fund emergency sewer work across the City and \$49.0 million to fund the Staten Island Seawall Project.

Programmatic Replacement and Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$1.0 billion for the construction of storm sewers to alleviate flooding.

Bluebelt Program

The Preliminary Ten-Year Capital Strategy provides \$557.8 million for a comprehensive stormwater management plan that reduces local flooding. This includes \$163.2 million for cloudburst initiatives projects, Citywide.

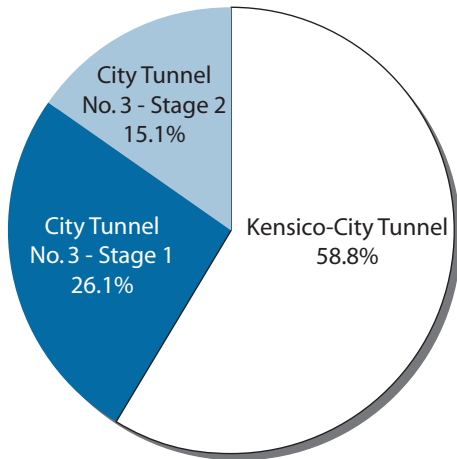
Trunk and Distribution Main Replacement

The Preliminary Ten-Year Capital Strategy provides \$27.2 million for the replacement and reconstruction of trunk sewers throughout the City.

Department of Environmental Protection - Sewers

Project Type: SE		(\$ in 000's)										
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Replacement or Augmentation of Existing Systems												
City		292,830	251,921	485,213	174,168	560,361	259,465	229,428	257,870	231,500	262,740	3,005,496
Federal		0	800	0	0	0	0	0	0	0	0	800
Bluebelt Program												
City		84,652	11,956	203,149	61,652	21,081	131,980	38,825	0	0	0	553,295
Federal		0	0	4,500	0	0	0	0	0	0	0	4,500
Extensions to Accommodate New Development												
City		34,552	56,652	41,637	81,993	56,708	203,072	300,000	300,118	1,075,331	1,247,983	3,398,046
Programmatic Replacement and Reconstruction												
City		111,191	59,872	523	10,354	9,133	245,589	250,000	221,500	62,500	62,500	1,033,162
Replacement of Chronically Failing Components												
City		48,814	150,617	245,818	138,564	99,844	137,761	212,891	101,826	97,826	97,826	1,331,787
Federal		0	0	1,800	0	0	0	0	0	0	0	1,800
Trunk and Distribution Main Replacement												
City		6,546	3,769	8,337	0	8,000	0	0	0	0	0	26,652
Private		557	0	0	0	0	0	0	0	0	0	557
Project Type Total by Source of Funds												
City		578,585	534,787	984,677	466,731	755,127	977,867	1,031,144	881,314	1,467,157	1,671,049	9,348,438
Federal		0	800	6,300	0	0	0	0	0	0	0	7,100
Private		557	0	0	0	0	0	0	0	0	0	557
Project Type Total												
All Funds		579,142	535,587	990,977	466,731	755,127	977,867	1,031,144	881,314	1,467,157	1,671,049	9,356,095

Department of Environmental Protection - Water Supply



Water Supply

The Preliminary Ten-Year Capital Strategy provides \$3.1 billion for the construction of the Kensico-Eastview Connection Tunnel, the completion of work on Stage 2 of City Water Tunnel No. 3, and the modification of chambers at the Hillview Reservoir.

	(in millions)
• Kensico-City Tunnel	\$1,808.8
• City Tunnel No. 3 - Stage 1	802.1
• City Tunnel No. 3 - Stage 2	465.7
• Water for the Future	0.5
TOTAL	\$3,077.1

Kensico-City Tunnel

The Preliminary Ten-Year Capital Strategy provides \$1.8 billion for the design and construction of a Kensico-Eastview Connection Tunnel. The Kensico-City Tunnel will connect the Kensico Reservoir to the Catskill/Delaware Ultraviolet Light Facility and provide critical redundancy in the City's water supply system.

City Tunnel No. 3 - Stage 1

The Preliminary Ten-Year Capital Strategy provides \$802.1 million for the rehabilitation of equipment at the Hillview Reservoir.

City Tunnel No. 3 - Stage 2

The Preliminary Ten-Year Capital Strategy provides \$465.7 million to complete construction of City Tunnel No. 3 - Stage 2. Completion of the final section of Stage 2, which runs through Brooklyn and Queens, will provide the ability to bypass City Tunnels No. 1 and 2 and allow for inspection and any needed repairs for the first time since they were put into operation.

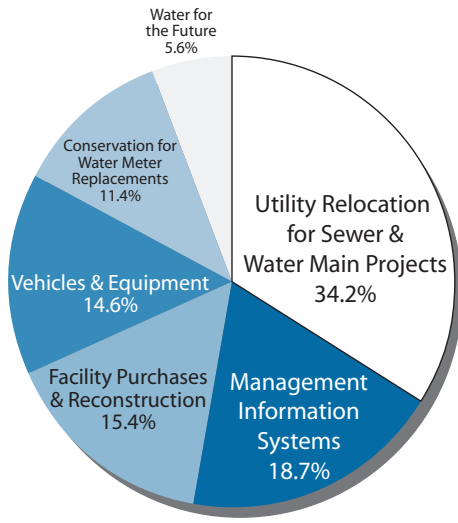
Water for the Future

The Preliminary Ten-Year Capital Strategy provides \$0.5 million to fund projects associated with the rehabilitation of the Delaware Aqueduct. These projects will augment the City's water supply during the temporary shutdown required for repairs and the connection of a bypass tunnel that will circumvent significant leaks.

Department of Environmental Protection - Water Supply

Project Type: W	(\$ in 000's)										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Kensico-City Tunnel											
City	243,500	915,000	0	70,000	580,300	0	0	0	0	0	1,808,800
City Tunnel No. 3, Stage 1											
City	475,013	0	50,000	33,355	243,777	0	0	0	0	0	802,145
City Tunnel No. 3, Stage 2											
City	10,875	12,956	47,471	385,390	7,500	1,500	0	0	0	0	465,692
Water For The Future											
City	482	0	0	0	0	0	0	0	0	0	482
Project Type Total by Source of Funds											
City	729,870	927,956	97,471	488,745	831,577	1,500	0	0	0	0	3,077,119
Project Type Total											
All Funds	729,870	927,956	97,471	488,745	831,577	1,500	0	0	0	0	3,077,119

Department of Environmental Protection - Equipment



Equipment & Miscellaneous Programs

The Preliminary Ten-Year Capital Strategy provides \$643.4 million for the following programs: water meter installation and automatic meter reading systems, facility purchases and reconstruction, payments for gas utility line relocation, and equipment purchases, including laboratory instruments, vehicles, and computers.

(in millions)

• Utility Relocation for Sewer and Water Main Projects	\$220.2
• Management Information Systems	120.3
• Facility Purchases and Reconstruction	99.3
• Vehicles and Equipment	94.0
• Conservation for Water Meter Replacements	73.6
• Water for the Future	36.0
TOTAL	\$643.4

Utility Relocation for Sewer and Water Main Projects

The Preliminary Ten-Year Capital Strategy provides \$220.2 million for the City's cost sharing agreement with various gas utilities. The City is required to pay 51% of gas utility relocation work that is impacted by water and sewer construction projects.

Management Information Systems

The Preliminary Ten-Year Capital Strategy provides \$120.3 million for agency-wide improvements in DEP's management information systems, including \$116.9 million for the installation of a new centralized security system.

Facility Purchases and Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$99.3 million for the reconstruction and rehabilitation of various water and sewer field operations facilities and DEP administrative offices.

Vehicles and Equipment

The Preliminary Ten-Year Capital Strategy provides \$94.0 million for the systematic replacement of vehicles and equipment used for water and sewer field operations, plant maintenance, upstate maintenance, and customer service operations.

Conservation for Water Meter Replacements

The Preliminary Ten-Year Capital Strategy provides \$73.6 million for the installation and replacement of water meters in residential and commercial properties.

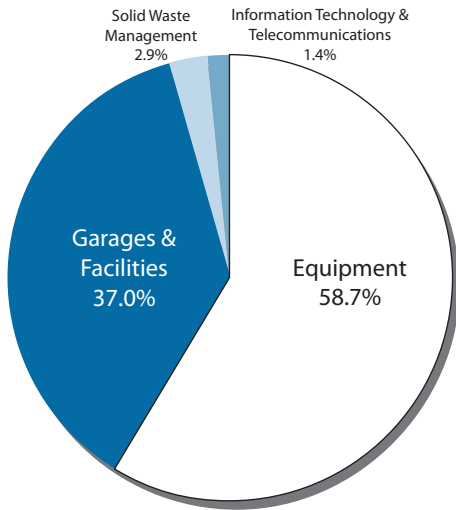
Water for the Future

The Preliminary Ten-Year Capital Strategy provides \$36.0 million for additional water conservation measures in preparation for the repair and temporary shutdown of the Delaware Aqueduct.

Department of Environmental Protection - Equipment

Project Type: EP	(\$ in 000's)										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Conservation for Water Meter Replacements											
City	13,872	13,825	2,721	0	0	0	0	43,203	0	0	73,621
Management Information Systems											
City	17,709	193	178	50,125	10,000	22,000	0	20,000	0	0	120,205
Federal	90	0	0	0	0	0	0	0	0	0	90
Facility Purchases and Reconstruction											
City	12,993	2,360	30,833	3,600	38,712	3,600	0	3,600	0	3,600	99,298
Utility Relocation for SE and WM Projects											
City	20,036	3,431	5,396	5,000	161,241	5,000	5,095	5,000	5,000	5,000	220,199
Vehicles and Equipment											
City	15,634	7,427	16,482	3,078	27,609	14,261	9,515	0	0	0	94,006
Water for the Future											
City	10,278	25,255	0	477	0	0	0	0	0	0	36,010
Project Type Total by Source of Funds											
City	90,522	52,491	55,610	62,280	237,562	44,861	14,610	71,803	5,000	8,600	643,339
Federal	90	0	0	0	0	0	0	0	0	0	90
Project Type Total											
All Funds	90,612	52,491	55,610	62,280	237,562	44,861	14,610	71,803	5,000	8,600	643,429
Environmental Protection Total	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Total by Source of Funds											
City	3,183,692	3,115,741	3,660,845	3,334,291	3,560,443	2,562,589	2,618,396	1,806,275	2,132,804	2,442,796	28,417,872
Federal	126,480	35,558	74,646	26,338	12,520	0	18,900	131,846	0	0	426,288
State	0	56,900	33,200	73,900	36,000	0	0	0	0	0	200,000
Private	1,957	0	0	0	0	0	0	0	0	0	1,957
All Funds	3,312,129	3,208,199	3,768,691	3,434,529	3,608,963	2,562,589	2,637,296	1,938,121	2,132,804	2,442,796	29,046,117

Department of Sanitation



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

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

Capital Program Goals

- To upgrade capital assets and address facilities' needs; and
- To maintain an adequate and reliable fleet.

Guiding Principles and Investment Priorities

- In support of maintaining and modernizing the Department's infrastructure, the Preliminary Ten-Year Capital Strategy allocates \$2.2 billion to replace vehicles and other equipment over the next decade so DSNY can continue to provide safe and reliable service (IP1).
- DSNY is currently in construction or design for three new Sanitation garages (Brooklyn 3, Staten Island 1/3, Bronx 9/10/11) that serve six community districts across three boroughs. These garages are designed to provide core collection, cleaning, and snow removal services to their respective community districts (IP1).

Preliminary Ten-Year Capital Strategy

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

	(in millions)
• Equipment	\$2,227.5
• Garages and Facilities	1,402.7
• Solid Waste Management	108.2
• Information Technology & Telecommunications	54.3
TOTAL	\$3,792.8

Department of Sanitation

Equipment

The Preliminary Ten-Year Capital Strategy provides \$2.2 billion for equipment acquisition. To perform its day-to-day and emergency operations effectively, the Department must maintain an adequate and reliable fleet of vehicles.

Garages and Facilities

The Preliminary Ten-Year Capital Strategy provides \$1.4 billion for the construction and reconstruction of garages and other facilities. This includes \$475.1 million for construction of a new Bronx 9/10/11 Garage and \$283.1 million for construction of a new Queens 1 Garage. The Strategy also includes funding for the rehabilitation of existing facilities to address safety issues, as well as funding for the reconstruction of salt sheds and tent structures to cover exposed salt.

Solid Waste Management

The Preliminary Ten-Year Capital Strategy provides \$108.2 million for Solid Waste Management work, including construction and reconstruction of marine transfer stations, other solid waste infrastructure, composting sites, and related equipment.

Information Technology and Telecommunications

The Preliminary Ten-Year Capital Strategy provides \$54.3 million for information technology and telecommunications projects. DSNY's information technology and telecommunications infrastructure is vital to the Department's support and management functions.

Department of Sanitation

Project Type: S		(\$ in 000's)										
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Garages and Facilities												
	City	609,645	156,124	80,874	263,663	46,430	46,430	49,430	46,431	46,431	46,431	1,391,889
	Federal	10,847	0	0	0	0	0	0	0	0	0	10,847
Equipment												
	City	258,573	253,283	237,293	173,446	223,072	216,371	216,371	216,371	216,371	216,374	2,227,525
Information Technology and Communications												
	City	12,032	3,227	3,689	3,692	5,284	5,284	5,284	5,284	5,284	5,283	54,343
Solid Waste Management												
	City	8,468	14,292	4,620	6,597	8,862	8,862	29,872	8,862	8,863	8,866	108,164
Project Type Total by Source of Funds												
	City	888,718	426,926	326,476	447,398	283,648	276,947	300,957	276,948	276,949	276,954	3,781,921
	Federal	10,847	0	0	0	0	0	0	0	0	0	10,847
Project Type Total												
	All Funds	899,565	426,926	326,476	447,398	283,648	276,947	300,957	276,948	276,949	276,954	3,792,768

Department of Correction

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

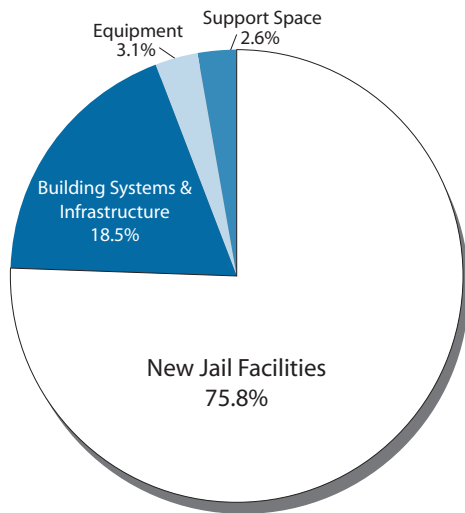
Capital Program Goals

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

Guiding Principles and Investment Priorities

- The City is committed to closing the jails on Rikers Island and investing \$6.8 billion in four modern and humane borough-based jails (IP1).

Department of Correction



Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$9.0 billion to ensure sufficient capacity and support space as well as to upgrade equipment, vehicles, and necessary systems.

	(in millions)
• New Jail Facilities	\$6,842.3
• Building Systems and Infrastructure	1,675.0
• Equipment	278.9
• Support Space	235.5
TOTAL	\$9,031.7

New Jail Facilities

The Preliminary Ten-Year Capital Strategy provides \$6.8 billion for the design and construction of new jail facilities.

Building Systems and Infrastructure

The Preliminary Ten-Year Capital Strategy provides \$1.7 billion for building systems and infrastructure, including \$18.7 million for the replacement of a methane detection system; \$14.5 million for electrical feeder replacements; \$13.3 million for water treatment; and \$1.6 billion for other state of good repair work.

Equipment

The Preliminary Ten-Year Capital Strategy provides \$278.9 million for equipment replacement, including \$99.8 million for network and information technology equipment; \$64.8 million for vehicles; \$37.2 million for radio equipment replacement; \$35.1 million for the replacement of food service and security equipment; \$23.3 million for generators; and \$18.8 million for other equipment related projects.

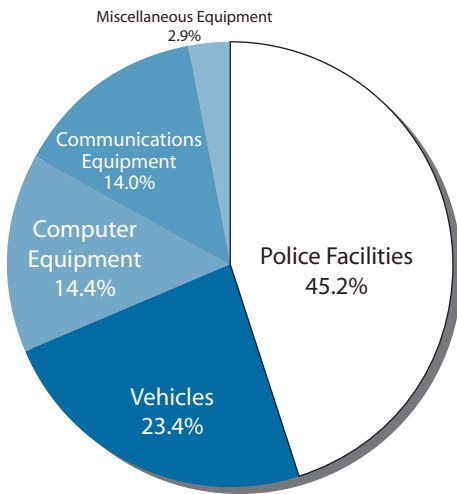
Support Space

The Preliminary Ten-Year Capital Strategy provides \$235.5 million to improve and construct support facilities, including \$225.0 million for a new training academy and \$10.5 million for other support space projects.

Department of Correction

Project Type: C		(\$ in 000's)										
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Support Space												
	City	28,771	45,000	151,229	0	3,226	0	0	7,295	0	0	235,521
Equipment												
	City	13,839	18,570	49,199	20,064	42,389	37,734	35,383	21,760	20,000	20,000	278,938
New Jail Facilities												
	City	2,348,508	1,914,913	1,584,776	808,837	185,233	0	0	0	0	0	6,842,267
Building Systems and Infrastructure												
	City	0	11,198	7,783	0	250,815	213,558	124,223	55,697	496,026	515,635	1,674,935
Project Type Total by Source of Funds												
	City	2,391,118	1,989,681	1,792,987	828,901	481,663	251,292	159,606	84,752	516,026	535,635	9,031,661
Project Type Total												
	All Funds	2,391,118	1,989,681	1,792,987	828,901	481,663	251,292	159,606	84,752	516,026	535,635	9,031,661

Police Department



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

To achieve its principal mission, the Police Department has 77 precincts categorized into eight patrol boroughs. In addition to the patrol boroughs, there are 12 Transit Districts and nine Police Service Areas. Transit Districts are responsible for the public safety and security of all 27 subway lines and 472 subway stations, and Police Service Areas are responsible for the public safety and security of the New York City Housing Authority’s 334 public housing developments. Other specialized units include the Special Operations Division (Emergency Services Unit, Bomb Squad, etc.), and the Intelligence and Counterterrorism Bureau.

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

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

Capital Program Goals

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

Guiding Principles and Investment Priorities

- The Preliminary Ten-Year Capital Strategy allocates \$676.1 million to maintain and modernize infrastructure, ensuring police facilities are in a state of good repair. This investment supports the development of public infrastructure and advances public health and safety (IP1 and IP2).
- The Preliminary Ten-Year Capital Strategy provides an investment of \$0.3 million to upgrade HVAC systems in NYPD precincts. This will promote energy efficiency and support public health and safety for City personnel and the general public seeking out Police assistance (IP1 and IP2).
- The Preliminary Ten-Year Capital Strategy is allocating \$58.2 million to ensure compliance with the Americans with Disabilities Act (ADA) at NYPD Precincts. This investment supports our commitment to public health and safety, and advances a more equitable New York City through capital investment (GP2 and IP2).
- The Preliminary Ten-Year Capital Strategy allocates \$10.6 million for the new 116th Precinct in Rosedale, Queens. Political leaders in southeast Queens advocated for this reinvestment, which supports our goal to incorporate community perspective in capital planning and decision-making (GP4).

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$1.5 billion to renovate buildings and upgrade equipment and necessary systems. The five categories in this Strategy focus on the replacement and upgrade of existing facilities and equipment.

	(in millions)
• Police Facilities	\$676.1
• Vehicles	350.3
• Computer Equipment	215.8
• Communications Equipment	209.5
• Miscellaneous Equipment	44.1
TOTAL	\$1,495.8

Police Department

Police Facilities

The Preliminary Ten-Year Capital Strategy includes \$382.3 million for general renovations of police facilities, \$225.0 million for the renovation of the Rodman's Neck Firearms Training Facility, \$10.6 million for the construction of the 116th precinct, and \$58.2 million for Americans with Disabilities Act (ADA) compliance renovations at NYPD precincts.

Vehicles

The Department will replace operational and support vehicles, including \$89.6 million for medium tow trucks, \$77.8 million for other vehicles, \$67.4 million for twelve-passenger vans, \$54.4 million for light twin engine helicopters, \$37.8 million for radio emergency patrol trucks, and \$23.3 million for a 55-foot launch boat.

Computer Equipment

The Department will replace and upgrade data processing equipment, including \$169.6 million for computer equipment, \$24.0 million to upgrade the NYPD data warehouse, \$17.7 million for arrest data processing, and \$4.5 million for data center refresh.

Communications Equipment

The Department will focus on maintaining lifecycle replacements for all communications equipment to ensure that members of the Department can communicate with each other as well as other first responders efficiently and effectively. Equipment in this category includes \$113.0 million for the replacement of portable radios, \$64.0 million for radio systems, \$24.2 million for core radio infrastructure upgrades, and \$8.3 million for other communications equipment.

Miscellaneous Equipment

The Preliminary Ten-Year Capital Strategy also provides \$44.1 million for a diverse range of support equipment such as diesel marine engines, forensic imaging equipment, and other equipment essential to preserving public safety.

Police Department

Project Type: PO											
	(\$ in 000's)										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Communications Equipment											
City	26,966	2,401	20,519	20,147	3,349	42,866	7,919	9,349	38,000	38,000	209,516
Computer Equipment											
City	23,162	9,033	25,552	32,239	34,474	35,102	19,286	8,500	18,000	10,491	215,839
Miscellaneous Equipment											
City	11,078	2,689	2,768	1,207	3,678	11,562	4,898	4,002	2,200	0	44,082
Police Facilities											
City	134,334	255,714	83,998	45,055	24,728	27,000	25,000	15,000	20,000	20,000	650,829
Federal	16,041	9,185	0	0	0	0	0	0	0	0	25,226
Vehicles											
City	4,430	31,804	33,320	20,555	12,744	30,616	39,710	56,761	52,812	67,500	350,252
Federal	45	0	0	0	0	0	0	0	0	0	45
Project Type Total by Source of Funds											
City	199,970	301,641	166,157	119,203	78,973	147,146	96,813	93,612	131,012	135,991	1,470,518
Federal	16,086	9,185	0	0	0	0	0	0	0	0	25,271
Project Type Total											
All Funds	216,056	310,826	166,157	119,203	78,973	147,146	96,813	93,612	131,012	135,991	1,495,789

Courts

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

Capital Program Goals

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

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$2.9 billion to renovate and upgrade court facilities in all five boroughs.
(in millions)

• Reconstruction/Renovation of Court Facilities	\$2,863.4
TOTAL	\$2,863.4

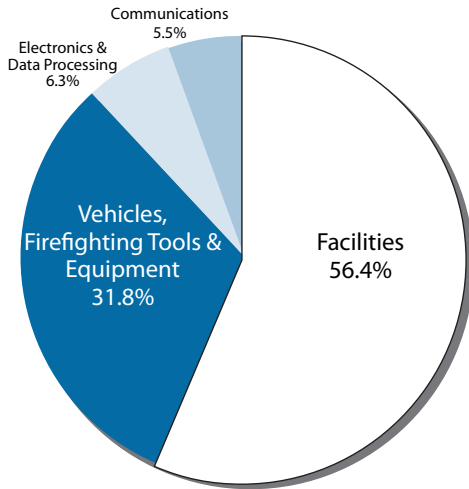
Reconstruction/Renovation of Court Facilities

The Preliminary Ten-Year Capital Strategy provides \$2.9 billion for citywide renovation and improvements to court facilities. This includes \$2.1 billion for infrastructure and operational improvements; \$301.1 million for fire/life safety work; \$239.2 million for exterior renovations; \$108.7 million for elevator upgrades; \$99.4 million for electrical upgrades; and \$24.5 million for HVAC improvements.

Courts

Project Type: CO		(\$ in 000's)										
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Construction of New Court Facilities												
City		8,903	184,458	0	0	0	1,971	0	0	0	0	195,332
Reconstruction/Renovation of Court Facilities												
City		113,276	33,118	167,054	198,350	628,585	221,321	310,450	306,878	350,599	330,644	2,660,275
State		2,628	1,544	324	3,279	0	0	0	0	0	0	7,775
Project Type Total by Source of Funds												
City		122,179	217,576	167,054	198,350	628,585	223,292	310,450	306,878	350,599	330,644	2,855,607
State		2,628	1,544	324	3,279	0	0	0	0	0	0	7,775
Project Type Total												
All Funds		124,807	219,120	167,378	201,629	628,585	223,292	310,450	306,878	350,599	330,644	2,863,382

Fire Department



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

To support these activities, the Department has 218 firehouses, 37 EMS stations, and about 40 support facilities including Department headquarters, training academies at Randall's Island and Fort Totten, repair operations facilities, communications offices, and fire investigation bases.

Capital Program Goals

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

Guiding Principles and Investment Priorities

- The Preliminary Ten-Year Capital Strategy includes \$969.2 million for facility renovation projects, Citywide, that will lead to improved fire safety services for residents (IP1 and IP2).
- The Preliminary Ten-Year Capital Strategy includes \$133.8 million for the design and construction of new FDNY facilities, including EMS Station 17, located in the borough of the Bronx; Engine Company 268, located in the borough of Queens; and EMS Station 7, located in the borough of Manhattan (IP1 and IP2).
- The Preliminary Ten-Year Capital Strategy includes \$75.1 million for the design and construction to renovate and expand EMS Station 55, located in the borough of the Bronx, and reconstruct the Marine 9 Station wave attenuator, located in the borough of Staten Island, and Marine 1 Station wave attenuator, located in borough of Manhattan (IP1 and IP2).

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$2.1 billion for the acquisition of emergency vehicles and firefighting equipment, the construction and rehabilitation of facilities, and communication and computer systems to maintain fire-fighting capability and to provide emergency medical assistance.

	(in millions)
• Facilities	\$1,178.1
• Vehicles, Firefighting Tools and Equipment	665.1
• Electronics and Data Processing	131.1
• Communications	115.1
TOTAL	\$2,089.4

Fire Department

Facilities

The Preliminary Ten-Year Capital Strategy includes \$969.2 million to replace building components within individual Fire and EMS facilities, consisting of electrical systems, apparatus floors, apparatus doors, roof replacement/waterproofing, boilers, kitchens, windows, bathrooms and other associated work. The Preliminary Ten-Year Capital Strategy also includes \$133.8 million for the design and construction of new FDNY facilities including EMS Station 17, located in the borough of the Bronx; Engine Company 268, located in the borough of Queens; and EMS Station 7, located in the borough of Manhattan. The Preliminary Ten-Year Capital Strategy further includes \$75.1 million for the design and construction to renovate and expand EMS Station 55, located in the borough of the Bronx, and reconstruct the Marine 9 Station wave attenuator, located in the borough of Staten Island, and Marine 1 Station wave attenuator, located in borough of Manhattan.

Vehicles, Firefighting Tools, and Equipment

The Department is mandated to procure front-line vehicles on a predetermined replacement cycle. The Preliminary Ten-Year Capital Strategy provides \$665.1 million for both mandated and support vehicle replacement and necessary fire-fighting tools and equipment.

Electronic Data Processing

The Preliminary Ten-Year Capital Strategy provides \$89.5 million for the replacement/upgrade of equipment components that are approaching the end of useful life, \$28.1 million for upgrades to other systems and applications, and \$13.5 million for the upgrade of the 911 communications system infrastructure.

Communications

The Preliminary Ten-Year Capital Strategy provides \$37.6 million for the replacement of conduit and wiring in the inundation zones for the Department's outside cable plant that was damaged during Hurricane Sandy, \$61.8 million for radio and telecommunication equipment upgrades, and \$15.7 million for cabling and components to support the Department's fire alarm box network.

Fire Department

Project Type: F	(\$ in 000's)											
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total	
Communications												
City	23,390	4,115	1,000	1,000	7,000	7,000	7,500	7,245	11,500	11,500	81,250	
Federal	26,895	7,000	0	0	0	0	0	0	0	0	33,895	
Electronics and Data Processing												
City	20,007	7,919	6,000	5,718	11,786	15,663	15,000	16,000	16,000	17,000	131,093	
New Facilities and Renovations												
City	239,860	107,765	92,676	332,976	107,070	92,362	72,567	59,584	35,000	35,000	1,174,860	
Federal	3,242	0	0	0	0	0	0	0	0	0	3,242	
Vehicles, Firefighting Tools and Equipment												
City	46,063	85,097	91,482	59,829	61,661	63,305	63,470	63,518	63,915	66,761	665,101	
Project Type Total by Source of Funds												
City	329,320	204,896	191,158	399,523	187,517	178,330	158,537	146,347	126,415	130,261	2,052,304	
Federal	30,137	7,000	0	0	0	0	0	0	0	0	37,137	
Project Type Total												
All Funds	359,457	211,896	191,158	399,523	187,517	178,330	158,537	146,347	126,415	130,261	2,089,441	

Department of Education

The New York City public school system, with more than 1,400 public school buildings and support facilities (including City-owned space and leased facilities), will serve approximately one million pupils in the 2022-2023 school year. This vast operation has a complex mandate: to impart basic educational skills and vocational training; to provide pupils with meals, health services and recreation; to provide special educational services to students with disabilities; and to function as a focal point in the City's neighborhoods.

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

The capital program's primary objectives are to improve and enhance the existing school buildings and provide additional capacity where there is an identified need.

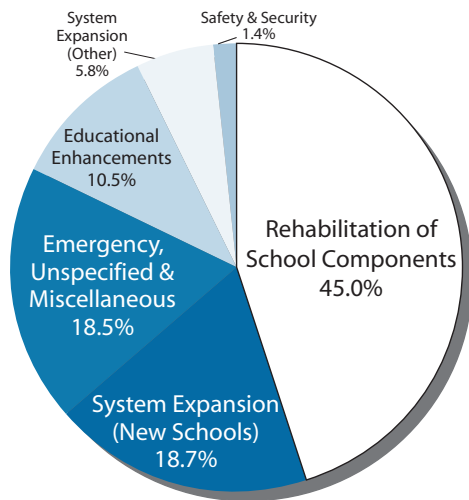
Capital Program Goals

- To rehabilitate and maintain existing school buildings and facilities in a state of good repair;
- To create physical spaces that provide appropriate environments for current educational programs and are flexible enough to meet the needs of new educational initiatives, changes in education-related technology, and fluctuating enrollments;
- To reduce class size and relieve overcrowding;
- To provide a safe, secure learning environment;
- To provide state-of-the-art technology;
- To enhance the City's sports programs through the rehabilitation of athletic fields and gymnasiums;
- To increase access to school buildings for students with mobility impairments and other physical disabilities;
- To continue the removal of all of the Transportable Classroom Units (TCUs) across the City;
- To meet demand for early childhood initiatives;
- To produce a school system that meets all building and fire code requirements and brings the DOE into compliance with federal, state, and local mandates; and
- To combat climate change by deploying state-of-the-art building systems in new and existing buildings.

Guiding Principles and Investment Priorities

- The SCA keeps schools in a state of good repair through a regular visual survey of architectural, electrical, and mechanical components of buildings. SCA produces component ratings that help the agency prioritize capital projects based on asset conditions (GP1).
- The SCA has allocated \$750.0 million to make 50% of elementary school buildings partially or fully accessible and 33% of all buildings fully accessible. This investment forwards the goals of supporting education and equity (GP2 and IP4).
- The SCA will continue investing in New York City's future, strategically siting new seats where they are needed to meet evolving neighborhood demand. (GP4).

Department of Education



Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides the Department with a lump-sum allocation of \$17.2 billion to spend on school-related capital projects. Funding is distributed across six broad categories of capital work in the following manner:

	(in millions)
• Rehabilitation of School Components	\$7,723.5
• System Expansion - New Schools	3,201.4
• Emergency, Inspection, and Miscellaneous	3,181.0
• Educational Enhancements	1,807.7
• System Expansion - Other	1,002.0
• Safety and Security	236.9
TOTAL	\$17,152.5

Rehabilitation of School Components

The Preliminary Ten-Year Capital Strategy provides \$7.7 billion to rehabilitate, replace, and upgrade building components. The Department will use funds to maintain and improve roofs, parapets, exterior masonry, windows, classrooms, cafeterias, bathrooms, auditoriums, playgrounds, and gymnasiums.

System Expansion

The Preliminary Ten-Year Capital Strategy provides \$4.2 billion for system expansion. Of this amount, \$3.2 billion will support the construction of new school buildings. An additional \$1.0 billion is allocated for the build out of leased space, building additions, and new athletic fields and playgrounds.

Emergency, Inspection and Miscellaneous

The Preliminary Ten-Year Capital Strategy provides \$3.2 billion for other miscellaneous capital improvements, including Federal-funded disaster relief work, administrative costs, emergency projects, research and development, and prior plan completion costs.

Educational Enhancements

The Preliminary Ten-Year Capital Strategy designates \$1.8 billion to capital improvements associated with improving learning conditions by funding state-of-the-art technology enhancements, upgrades to dynamic and innovative learning spaces, and other necessary improvements.

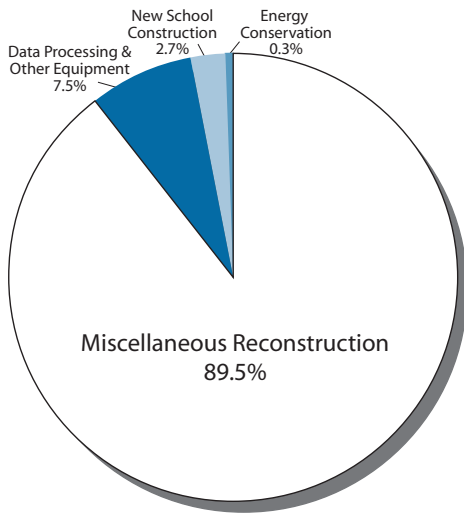
Safety and Security

The Preliminary Ten-Year Capital Strategy provides \$236.9 million for security systems, emergency lighting, and code compliance.

Department of Education

Project Type: E	(\$ in 000's)										Total
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
Emergency, Inspection and Miscellaneous											
City	811,774	428,968	244,300	241,220	250,612	260,380	213,338	215,195	223,372	231,860	3,121,019
Federal	60,000	0	0	0	0	0	0	0	0	0	60,000
Educational Enhancements											
City	584,524	283,029	122,150	120,610	125,306	130,190	106,669	107,597	111,686	115,930	1,807,691
Rehabilitation of School Components											
City	586,524	650,045	842,835	832,209	864,611	898,310	736,016	742,422	770,634	799,919	7,723,525
Safety and Security											
City	100,437	42,458	12,215	12,061	12,531	13,018	10,667	10,760	11,169	11,593	236,909
System Expansion (New Schools)											
City	1,593,090	1,497,321	7,000	104,000	0	0	0	0	0	0	3,201,411
System Expansion (Other)											
City	583,786	418,203	0	0	0	0	0	0	0	0	1,001,989
Project Type Total by Source of Funds											
City	4,260,135	3,320,024	1,228,500	1,310,100	1,253,060	1,301,898	1,066,690	1,075,974	1,116,861	1,159,302	17,092,544
Federal	60,000	0	0	0	0	0	0	0	0	0	60,000
Project Type Total											
All Funds	4,320,135	3,320,024	1,228,500	1,310,100	1,253,060	1,301,898	1,066,690	1,075,974	1,116,861	1,159,302	17,152,544

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 2021 Fall semester enrollment of over 240,000 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 operates 25 institutions in the City and is comprised of eleven senior colleges, seven community colleges, an honors college, a school of public health, a graduate school, a graduate school of journalism, a law school, a school of professional studies, and a school of labor and urban studies.

Capital Program Goals

- Rehabilitate and upgrade existing facilities;
- Strengthen fire protection, life safety, and health facilities on the campuses;
- Provide accessibility for the physically disabled; and
- Modernize campus plants to increase efficiency.

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy for CUNY totals \$1.0 billion. The City funds its share of the University’s large construction projects through its Preliminary Ten-Year Capital Strategy. The State of New York funds a majority of the work associated with the senior colleges. The community college projects are funded jointly by the City and the State. In some cases, the City also independently funds some senior and community college-related work.

In this Preliminary Ten-Year Capital Strategy, CUNY emphasizes critical rehabilitation, including the betterment of electrical, mechanical, heating, ventilation, and air-conditioning systems; interiors and exteriors of buildings, roofs and windows; security systems; and access for the disabled. CUNY will also emphasize providing safe and healthy learning environments.

	(in millions)
• Miscellaneous Reconstruction	\$910.1
• Data Processing and Other Equipment	76.1
• New School Construction	27.8
• Energy Conservation	2.8
TOTAL	\$1,016.8

Miscellaneous Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$910.1 million for the replacement or rehabilitation of roofs, windows, elevators, replacement/upgrades to building systems and exterior/interior renovations. Of the total amount, \$56.2 million will support HVAC projects at LaGuardia, Kingsborough, Bronx, and Queensborough Community Colleges. Additionally, \$39.0 million will support the Center 3 infrastructure project at LaGuardia Community College, \$10.0 million will support Health and safety projects at Community Colleges, and \$9.0 million will support the upgrade of the athletic center at Medgar Evers.

Data Processing and Other Equipment

The Preliminary Ten-Year Capital Strategy provides \$76.1 million for the purchase of computer, laboratory, and other equipment.

New School Construction

The Preliminary Ten-Year Capital Strategy provides \$27.8 million for the construction of new school buildings.

Energy Conservation

The Preliminary Ten-Year Capital Strategy provides \$2.8 million for the reduction of energy consumption by replacing old devices with new energy efficient ones.

City University

Project Type: HN											
	(\$ in 000's)										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Data Processing and Other Equipment											
City	14,080	6,427	12,326	7,732	23,504	6,032	4,204	1,834	0	0	76,139
Energy Conservation Projects											
City	0	1,228	0	1,500	0	97	0	0	0	0	2,825
New School Construction											
City	0	0	13,468	2,858	2,856	2,856	2,856	2,913	0	0	27,807
Miscellaneous Reconstruction											
City	80,734	91,755	48,120	51,733	106,520	116,138	94,723	98,346	106,820	110,879	905,768
Federal	4,139	0	0	0	0	0	0	0	0	0	4,139
State	0	0	0	0	0	0	0	129	0	0	129
Project Type Total by Source of Funds											
City	94,814	99,410	73,914	63,823	132,880	125,123	101,783	103,093	106,820	110,879	1,012,539
Federal	4,139	0	0	0	0	0	0	0	0	0	4,139
State	0	0	0	0	0	0	0	129	0	0	129
Project Type Total											
All Funds	98,953	99,410	73,914	63,823	132,880	125,123	101,783	103,222	106,820	110,879	1,016,807

Department of Health and Mental Hygiene

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

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

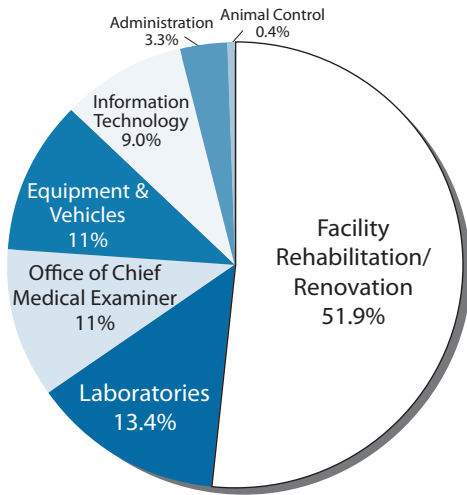
Capital Program Goals

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

Guiding Principles and Investment Priorities

- The City will invest \$310.6 million for the renovation and rehabilitation of various DOHMH health centers/facilities, which will support the agency's commitment to advance public health and safety and broaden access to education (IP2 and IP4).
- The Preliminary Ten-Year Capital Strategy allocates \$80.0 million for the construction of the Public Health Laboratory to support health equality and to broaden research for critical life and safety concerns in New York City (IP1 and IP2).
- The Preliminary Ten-Year Capital Strategy allocates \$65.8 million for the Office of the Chief Medical Examiner, which supports the agency's efforts to maintain and modernize infrastructure (IP1).

Department of Health and Mental Hygiene



Preliminary Ten-Year Capital Strategy

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

	(in millions)
• Facility Rehabilitation/Renovation	\$310.6
• Laboratories	80.0
• Office of Chief Medical Examiner	65.8
• Equipment and Vehicles	65.5
• Information Technology	54.1
• Administration	19.7
• Animal Care	2.4
TOTAL	\$598.1

Laboratories and Public Health Facilities

The Preliminary Ten-Year Capital Strategy provides \$310.6 million for the renovation of various City-owned public health facilities. Funding of \$80.0 million is provided for laboratory improvement and renovation. The Preliminary Ten-Year Capital Strategy reflects a commitment to assessing, maintaining, and improving conditions throughout the agency’s facilities portfolio.

Office of Chief Medical Examiner

The Preliminary Ten-Year Capital Strategy provides \$65.8 million for OCME projects, including IT upgrades and laboratory equipment.

Equipment and Vehicles

Funding of \$65.5 million is provided in the Preliminary Ten-Year Capital Strategy for the purchase of equipment and vehicles to maintain and improve public health services.

Information Technology and Administration

The Preliminary Ten-Year Capital Strategy provides \$54.1 million to purchase technology to maintain and improve services. This includes \$26.0 million to gradually replace the agency’s personal computers and network servers. The Preliminary Ten-Year Capital Strategy also provides \$19.7 million for costs related to administration.

Animal Care

Funding of \$2.4 million is provided in the Preliminary Ten-Year Capital Strategy to improve animal welfare. This includes a new full-service animal care center in the Bronx, upgrades to the Brooklyn animal care center and other animal welfare investments.

Department of Health and Mental Hygiene

Project Type: HL		(\$ in 000's)										
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Administration												
	City	6,438	13,300	0	0	0	0	0	0	0	0	19,738
Animal Care												
	City	540	175	1,721	0	0	0	0	0	0	0	2,436
OCME												
	City	19,318	13,564	1,712	5,904	6,066	3,355	2,947	3,120	4,759	5,056	65,801
Information Technology												
	City	1,558	3,233	9,940	19,294	4,558	2,279	2,325	4,504	135	0	47,826
	State	192	400	1,332	2,673	564	282	282	546	0	0	6,271
Equipment and Vehicles												
	City	34,328	1,614	9,251	11,323	0	0	0	0	8,430	0	64,946
	State	0	0	533	0	0	0	0	0	0	0	533
Laboratories												
	City	5,000	35,000	40,000	0	0	0	0	0	0	0	80,000
Clinic Renovation and Rehabilitation												
	City	26,940	19,927	3,198	12,510	13,701	19,020	22,856	23,313	82,968	86,035	310,468
	State	0	0	54	0	59	0	0	0	0	0	113
Project Type Total by Source of Funds												
	City	94,122	86,813	65,822	49,031	24,325	24,654	28,128	30,937	96,292	91,091	591,215
	State	192	400	1,919	2,673	623	282	282	546	0	0	6,917
Project Type Total												
	All Funds	94,314	87,213	67,741	51,704	24,948	24,936	28,410	31,483	96,292	91,091	598,132

Health + Hospitals

Health + Hospitals (H+H) 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. H+H operates eleven acute care hospitals, six Diagnostic and Treatment Centers, five long-term care facilities, a certified home health care agency, and more than 70 community health clinics, throughout the five boroughs. Through its wholly owned subsidiary, MetroPlus, H+H operates a health plan which has approximately 500,000 Medicaid, Medicare, Child Health Plus, Family Health Plus, HIV Special Needs Plan, and Qualified Health Plan enrollees.

Capital Program Goals

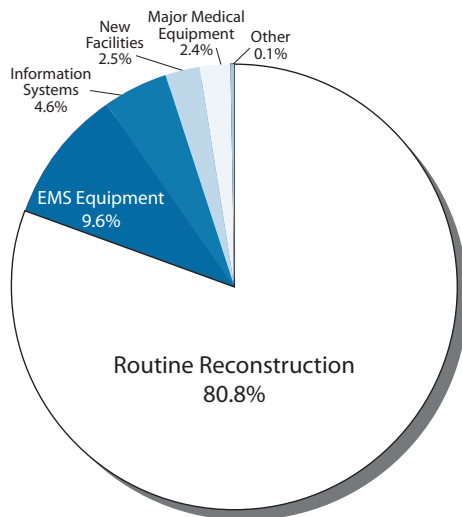
Health + Hospitals is continuing to modernize many of its hospitals and facilities across the City with \$3.8 billion in capital investments. This Preliminary Ten-Year Capital Strategy includes projects to address the following:

- Implementation of Electronic Medical Records (EMR), revenue cycle management, and other IT upgrades throughout the system;
- Satisfying regulatory requirements and/or correct code deficiencies;
- Rehabilitating building components and systems to improve safety, patient comfort, and operations;
- Replacement of medical equipment;
- Establishment of primary care clinics in underserved areas;
- Establishment of outposted therapeutic units;
- Establishment of three COVID Centers of Excellence; and
- Replacement of aging ambulance fleet for the FDNY/EMS.

Guiding Principles and Investment Priorities

- The Preliminary Ten-Year Capital Strategy allocates \$735.8 million for restoring and reinforcing four NYC Health + Hospitals facilities from future flood events in support of our effort to reinforce climate resiliency (GP3).
- The Preliminary Ten-Year Capital Strategy allocates \$16.9 million for building and outfitting three new COVID Centers of Excellence in underserved neighborhoods. This investment supports the City's commitment to strengthening public health and advancing equity in healthcare access. The design and construction of the Centers of Excellence began in late 2020 (IP2).
- The Preliminary Ten-Year Capital Strategy allocates \$211.4 million for Outposted Therapeutic Hospital Units will strengthen public health and safety by improving healthcare for patients in custody with serious health conditions (IP2).

Health + Hospitals



Preliminary Ten-Year Capital Strategy

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

	(in millions)
• Routine Reconstruction	\$3,094.1
• Emergency Medical Services Equipment	368.6
• Information Systems	175.4
• New Facilities	96.1
• Major Medical Equipment	92.2
• Major or Partial Hospital Reconstruction	4.3
• Telecommunications Equipment	0.1
TOTAL	\$3,830.8

Routine Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$642.3 million for the reconstruction of Hurricane Sandy related damage and mitigation work. H+H is also making a \$211.4 million investment in the build out of outposted therapeutic units in this Strategy.

Emergency Medical Services Equipment

The Preliminary Ten-Year Capital Strategy provides \$368.6 million for the purchase of FDNY/EMS ambulances.

Information Technology Systems

The Preliminary Ten-Year Capital Strategy provides \$175.4 million for the replacement of the revenue cycle management and the electronic medical record systems, as well as the implementation of other major IT projects such as the upgrade of network infrastructure, biomedical equipment, and radiology imaging systems.

New Facilities

The Preliminary Ten-Year Capital Strategy includes \$96.1 million for the buildout of the COVID-19 Centers of Excellence at Roosevelt and Tremont and for the construction of a flood wall at Bellevue Hospital.

Major Medical Equipment

The Preliminary Ten-Year Capital Strategy includes \$92.2 million for the purchase of a variety of medical equipment.

Major of Partial Hospital Reconstruction

The Preliminary Ten-Year Capital Strategy includes \$4.3 million for the completion of an Ambulatory Care Pavilion at Queens Hospital Center, the modernization of inpatient/ambulatory care facilities at Coney Island Hospital, and the modernization of Harlem Hospital.

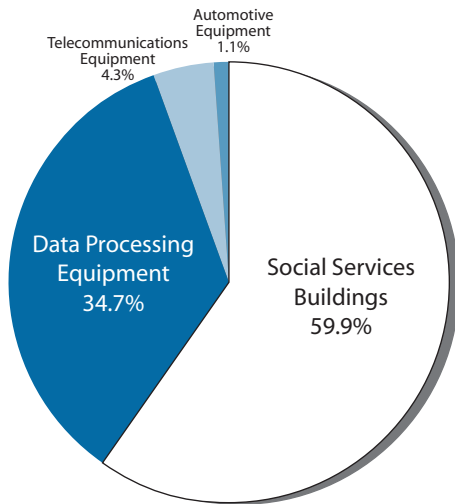
Telecommunications Equipment

The Preliminary Ten-Year Capital Strategy includes \$0.1 million for the installation of a nurse call system at McKinney Hospital and cardiac rehabilitation telemetry at Henry J. Carter Specialty Hospital.

Health + Hospitals

Project Type: HO		(\$ in 000's)										
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Telecommunications Equipment												
	City	0	0	74	0	0	0	0	0	0	0	74
Information Systems												
	City	36,732	36,303	53,241	4,600	44,482	0	0	0	0	0	175,358
Emergency Medical Services Equipment												
	City	0	6,016	38,339	68,652	40,076	34,816	36,209	37,658	52,425	54,417	368,608
Major Medical Equipment												
	City	30,122	15,162	32,444	14,452	5	0	0	0	0	0	92,185
	Federal	0	0	0	56	0	0	0	0	0	0	56
New Facilities												
	City	0	3,250	5,820	6,027	0	0	0	0	0	0	15,097
	Federal	0	6,750	74,250	0	0	0	0	0	0	0	81,000
Major or Partial Hospital Reconstruction												
	City	0	4,287	0	29	0	0	0	0	0	0	4,316
Routine Reconstruction												
	City	357,832	449,380	198,330	134,011	218,492	66,478	69,138	227,903	394,765	401,861	2,518,190
	Federal	0	110,540	197,392	268,004	0	0	0	0	0	0	575,936
Project Type Total by Source of Funds												
	City	424,686	514,398	328,248	227,771	303,055	101,294	105,347	265,561	447,190	456,278	3,173,828
	Federal	0	117,290	271,642	268,060	0	0	0	0	0	0	656,992
Project Type Total												
	All Funds	424,686	631,688	599,890	495,831	303,055	101,294	105,347	265,561	447,190	456,278	3,830,820

Human Resources Administration



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

Capital Program Goals

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

Guiding Principles and Investment Priorities

- The Preliminary Ten-Year Capital Strategy provides \$8.8 million to develop an on-demand telephonic interview system for Cash Assistance. The solution will streamline case processing and appointment scheduling and improve client experience by eliminating the need for in-person interviews (GP1, GP2, IP1).
- The Preliminary Ten-Year Capital Strategy provides \$6.7 million to enhance AccessHRA, a mobile and online portal for client benefit management. The new integrations will increase benefit access by expanding program integrations and streamlining back-end functions (GP1, GP2, IP1).
- The Preliminary Ten-Year Capital Strategy provides \$2.8 million to complete the Landlord Management System, which will introduce EFT payments to landlords and create a multifunctional public facing portal for landlords and clients. These improvements to HRA’s client rehousing efforts will preserve affordability in our neighborhoods (GP1, GP2, IP3).
- The Preliminary Ten-Year Capital Strategy provides \$100.4 million for reconstruction of the Brownsville Community and Multi-Service Center at 444 S. Thomas Boyland, Brooklyn. The new community center will empower local youth by providing state-of-the-art instructional and gathering spaces (GP1, GP2, IP1).
- The Preliminary Ten-Year Capital Strategy provides \$30.4 million to open a new office space in East New York at 2440 Fulton Street, Brooklyn. (GP1, GP2, IP2, IP3).

Preliminary Ten-Year Capital Strategy

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

	(in millions)
• Social Services Buildings	\$317.6
• Data Processing Equipment	184.6
• Telecommunications Equipment	22.2
• Automotive Equipment	5.7
TOTAL	\$530.1

Human Resources Administration

Social Services Buildings

The Preliminary Ten-Year Capital Strategy provides \$317.6 million for improvements to maintain the structural integrity of HRA's facilities, including compliance with building fire and safety standards, necessary improvements for HVAC, masonry, roofing, electrical and plumbing work.

Data Processing Equipment

The Preliminary Ten-Year Capital Strategy provides \$183.9 million for the continued emphasis on imaging and database management of records, and the maintenance and upgrade of computer equipment and software for greater efficiency in caseload tracking, reporting, and intra- and inter-agency communications.

Telecommunications Equipment

The Preliminary Ten-Year Capital Strategy provides \$22.9 million to improve connectivity among agency personnel and contract service providers. This includes support systems for expanded mobile benefits access, updates to an extensive network of servers and data storage systems, and routine replacement of workstation equipment.

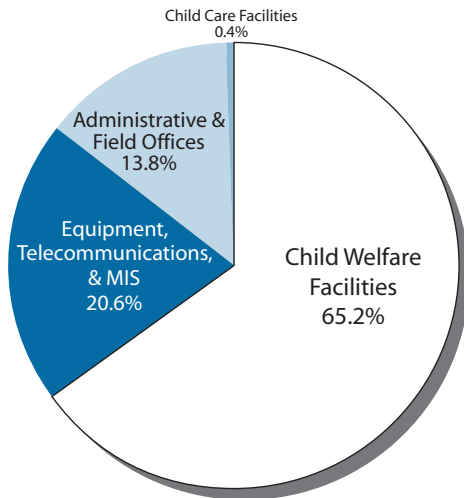
Automotive Equipment

The Preliminary Ten-Year Capital Strategy provides \$5.7 million to replace vans and trucks utilized in both programmatic support and agency internal operations.

Human Resources Administration

Project Type: HR											
	(\$ in 000's)										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Telecommunications Equipment											
City	1,320	0	960	8,549	2,263	2,226	12	13	2,142	2,223	19,708
Federal	680	0	685	504	0	0	0	0	0	0	1,869
State	0	0	313	275	0	0	0	0	0	0	588
Data Processing Equipment											
City	37,396	13,559	29,610	21,193	941	925	962	1,000	12,392	12,862	130,840
Federal	16,166	6,795	9,275	2,548	568	568	592	616	0	0	37,128
State	5,503	2,987	5,301	1,618	312	312	325	338	0	0	16,696
Social Services Buildings											
City	120,323	76,027	16,138	600	735	3,862	781	2,574	13,031	29,686	263,757
Federal	14,145	14,885	5,482	0	0	0	0	0	0	0	34,512
State	8,198	8,423	2,677	0	0	0	0	0	0	0	19,298
Automotive Equipment											
City	220	301	552	298	182	350	364	379	433	450	3,529
Federal	148	129	98	166	104	236	245	255	0	0	1,381
State	81	71	54	91	57	129	134	139	0	0	756
Project Type Total by Source of Funds											
City	159,259	89,887	47,260	30,640	4,121	7,363	2,119	3,966	27,998	45,221	417,834
Federal	31,139	21,809	15,540	3,218	672	804	837	871	0	0	74,890
State	13,782	11,481	8,345	1,984	369	441	459	477	0	0	37,338
Project Type Total											
All Funds	204,180	123,177	71,145	35,842	5,162	8,608	3,415	5,314	27,998	45,221	530,062

Administration for Children's Services



The Administration for Children's Services (ACS) provides services to protect and advance the interests of New York City's children. ACS investigates allegations of abuse and neglect, provides preventive services, and when necessary, foster care and adoption services. Services also include subsidized child care as well as detention services to juveniles remanded to ACS custody by the courts.

The Agency is responsible for approximately 41 facilities including the ACS Children's Center, secure and non-secure detention facilities, and a network of program field offices and administrative sites.

Capital Program Goals

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

Guiding Principles and Investment Priorities

- The Preliminary Ten-Year Capital Strategy provides \$340.5 million to renovate and upgrade the agency's two secure detention facilities including the building systems and expanding programming space. These improvements will support maintaining and modernizing the City's infrastructure, expanding access to education and economic opportunity, and advancing a more equitable New York City (GP2 and IP1).
- The Preliminary Ten-Year Capital Strategy allocates \$14.8 million to renovate and upgrade the Children's Center. These improvements will support maintaining and modernizing the City's infrastructure and advancing a more equitable New York City (GP2 and IP1).

Preliminary Ten-Year Capital Strategy

The primary focus of the Preliminary Ten-Year Capital Strategy is to continue to improve the infrastructure of ACS facilities and to continue to improve the agency's management information systems. Major projects include the renovation of field offices, upgrading the agency computer network and data management systems, and renovations for juvenile detention facilities.

	(in millions)
• Child Welfare Facilities	\$395.4
• Equipment, Telecommunications & MIS	124.8
• Administrative & Field Offices	83.4
• Child Care Facilities	2.7
TOTAL	\$606.3

Child Welfare Facilities

The Preliminary Ten-Year Capital Strategy provides \$395.4 million for the renovation of child welfare facilities including juvenile detention facilities.

Equipment, Telecommunications, & MIS

The Preliminary Ten-Year Capital Strategy provides \$124.8 million for information technology and telecommunications.

Administrative & Field Offices

The Preliminary Ten-Year Capital Strategy provides \$83.4 million for the construction and renovation of central and field offices.

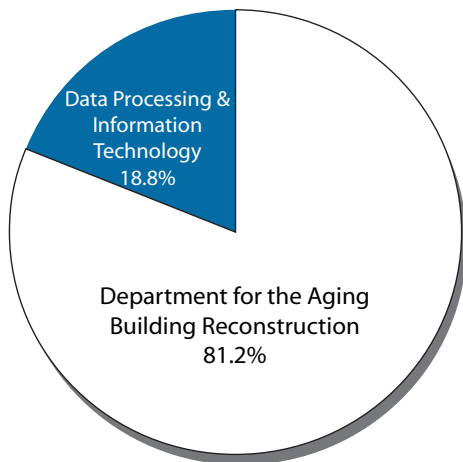
Child Care Facilities

The Preliminary Ten-Year Capital Strategy provides \$2.7 million for the construction and renovation of daycare centers throughout the City.

Children's Services

Project Type: CS		(\$ in 000's)										
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Child Welfare Facilities												
City		49,600	135,842	97,644	102,003	0	0	0	0	0	0	385,089
Federal		2,884	0	0	0	0	0	0	0	0	0	2,884
State		7,392	0	0	0	0	0	0	0	0	0	7,392
Day Care Facilities												
City		1,145	500	1,107	0	0	0	0	0	0	0	2,752
Equipment												
City		28,452	2,079	4,001	3,608	5,406	0	15,410	3,386	15,169	4,148	81,659
Federal		9,909	313	623	470	925	0	0	0	0	0	12,240
State		23,294	223	2,783	1,259	3,286	0	0	0	0	0	30,845
Social Service Buildings												
City		554	3,922	2,194	1,746	0	5,643	9,663	9,195	20,000	20,000	72,917
Federal		339	0	142	0	0	2,560	204	0	0	0	3,245
State		423	0	346	0	0	6,007	494	0	0	0	7,270
Project Type Total by Source of Funds												
City		79,751	142,343	104,946	107,357	5,406	5,643	25,073	12,581	35,169	24,148	542,417
Federal		13,132	313	765	470	925	2,560	204	0	0	0	18,369
State		31,109	223	3,129	1,259	3,286	6,007	494	0	0	0	45,507
Project Type Total												
All Funds		123,992	142,879	108,840	109,086	9,617	14,210	25,771	12,581	35,169	24,148	606,293

Department For The Aging



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

Capital Program Goals

- Rehabilitation of existing facilities that provide services for older adults;
- Targeted improvements to senior centers throughout the City;
- Agency renovations; and
- Information technology upgrades.

Guiding Principles and Investment Priorities

- The Preliminary Ten-Year Capital Strategy allocates \$50.9 million for the rehabilitation of senior centers and the agency’s renovation needs, with a focus on structural and accessibility issues (GP1, GP2 and IP1).
- The Preliminary Ten-Year Capital Strategy allocates \$13.8 million for agency technology improvements and the technology needs of senior centers (GP1 and IP1).

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy totals \$77.3 million. The Department’s primary objectives for senior center improvements include: structural repairs, interior renovations, and improvements to handicapped accessibility. The Department is also committed to ensuring high-speed Internet connections are available at all DFTA-funded senior centers.

(in millions)

• Department for the Aging Building Reconstruction	\$62.8
• Data Processing and Information Technology	14.5
TOTAL	\$77.3

Department for the Aging Building Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$62.8 million to complete renovations and upgrades for the various senior centers around the City and for agency renovation needs. Funds are also provided to ensure the agency’s fire and safety infrastructure meet standards, and that necessary improvements for HVAC, masonry, roofing, electrical, plumbing are completed.

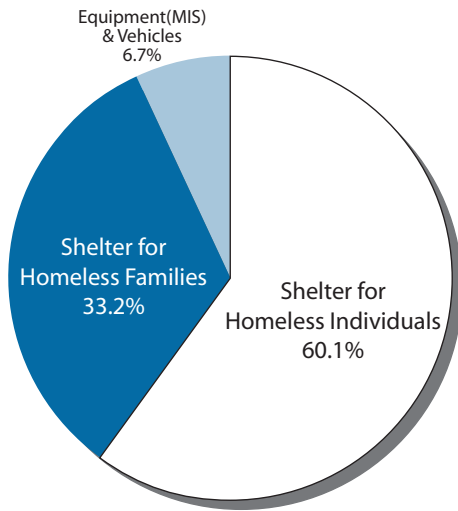
Data Processing and Information Technology

The Preliminary Ten-Year Capital Strategy provides \$14.5 million for the technology needs of the agency as well as technology improvements for the agency’s contractors and service providers.

Department for the Aging

Project Type: AG		(\$ in 000's)										
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
<i>Data Processing and Information Technology</i>	City	2,696	0	1,331	4,053	4,964	1,460	0	0	0	0	14,504
<i>Department for the Aging Building Reconstruction</i>	City	5,789	20,648	21,679	9,346	3,164	801	1,209	180	0	0	62,816
<i>Project Type Total by Source of Funds</i>												
	City	8,485	20,648	23,010	13,399	8,128	2,261	1,209	180	0	0	77,320
<i>Project Type Total</i>												
	All Funds	8,485	20,648	23,010	13,399	8,128	2,261	1,209	180	0	0	77,320

Department of Homeless Services



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

Capital Program Goals

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

Guiding Principles and Investment Priorities

- The Preliminary Ten-Year Capital Strategy provides \$67.6 million to modernize fire safety systems at 38 City-owned homeless shelters, supporting our efforts to maintain and modernize infrastructure and strengthen public health and safety (IP1, IP2).
- The City will invest over \$742.2 million to advance a more equitable New York City through capital investment in homeless shelter facilities that serve a range of disparate populations, including \$108.7 million at Bellevue to improve the 30th Street Men's Shelter. This helps to maintain and modernize our infrastructure (GP2, IP1).

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy totals \$795.9 million, which includes \$742.2 million for transitional housing for homeless individuals and families, and \$53.6 million for IT & Equipment needs.

	(in millions)
• Shelter for Homeless Individuals	\$478.0
• Shelter for Homeless Families	264.3
• Equipment (MIS) and Vehicles	53.6
TOTAL	\$795.9

Shelter for Homeless Individuals & Families

The major goal of the Preliminary Ten-Year Capital Strategy is the comprehensive upgrades and renovations across shelters and expansion of transitional housing for homeless families and single adults in continuation with Turning the Tide on Homelessness plan. The Preliminary Ten-Year Capital Strategy allocates over 92 percent of funding to the rehabilitation of existing facilities. The major priorities for the agency continue to be fire safety, interior and exterior building stabilization, as well as major power system improvements. Major projects include the exterior and interior upgrades at Bellevue 30th Street, building systems upgrades at various shelters, and boiler and plumbing upgrades at Bellevue, Pamoja, Harlem 1 and East Third Street shelters.

Equipment (MIS)

The Department's MIS strategy provides funding to meet the ongoing technology needs of the agency, including developing application system, defect corrections and developing critical enhancements. These programs respond to both policy and legal mandate around network infrastructure that improve data collection, case management, shelter compliance and adequate reporting tools.

Purchase of Vehicles

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

Department of Homeless Services

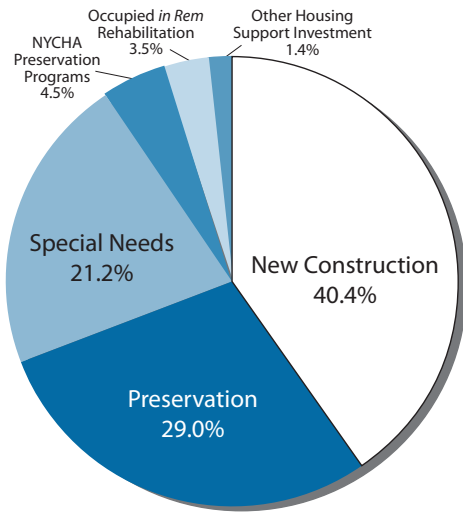
Project Type: HH		(\$ in 000's)										
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Shelters for Homeless Individuals												
City		38,879	66,740	56,368	92,000	47,173	36,882	36,011	33,227	34,696	36,014	477,990
Equipment												
City		10,480	3,110	737	5,010	2,675	500	4,033	2,133	12,245	12,710	53,633
Shelters for Homeless Families												
City		7,622	18,951	10,778	32,415	9,182	22,415	48,878	43,287	34,696	36,015	264,239
Project Type Total by Source of Funds												
City		56,981	88,801	67,883	129,425	59,030	59,797	88,922	78,647	81,637	84,739	795,862
Project Type Total												
All Funds		56,981	88,801	67,883	129,425	59,030	59,797	88,922	78,647	81,637	84,739	795,862

Housing Preservation & Development

The Department of Housing Preservation and Development (HPD) preserves, upgrades, and assists in the expansion of the City's affordable housing stock. Its primary goals are: to spur the preservation and development of affordable housing through direct investment and the provision of loans; to maximize neighborhood ownership and management of housing by generating local participation in disposition and development programs; and to enforce compliance with housing quality standards.

This Preliminary Ten-Year Capital Strategy funds various new construction, preservation, supportive housing, and disposition programs. The City is continuing efforts to prevent the abandonment of privately-owned buildings and avert their entry into City ownership by providing financial and technical assistance to private landlords. The City also maintains its commitment to provide new housing opportunities, particularly through existing new construction programs. Finally, the plan includes funding to support the NYCHA Permanent Affordability Commitment Together (PACT) program.

Housing Preservation & Development



Capital Program Goals

HPD’s capital plan is structured to meet the goals of Housing Our Neighbors: A Blueprint for Housing and Homelessness. The plan outlines key initiatives to achieve the City’s goal of providing access to affordable, high-quality housing for all New Yorkers. HPD’s capital budget will primarily support the blueprint strategies outlined below:

- Transform NYCHA;
- Create and preserve affordable housing; and
- Improve the health and safety of New Yorkers

Guiding Principles and Investment Priorities

- Over the next 10 years, the City will continue to invest in strategies that preserve existing affordable housing units, create new affordable units, and modernize the existing housing stock across the five boroughs in ways that hold every neighborhood accountable for meeting housing needs and increase equitable access to opportunity across the city (GP2, GP4, and IP3).
- HPD is pursuing a housing investment strategy that helps low-income households and households of color and their communities build and maintain wealth through homeownership in order to promote racial equity and economic stability (GP2 and IP3).

- The City is pursuing new strategies to leverage additional partners and resources to address capital needs through the NYCHA portfolio and improve the health and safety of its residents (IP1 and IP2).
- HPD will pursue the expansion of sustainability and resiliency improvements to the City’s housing stock in order to advance emissions reduction goals and help protect homeowners from extreme weather events (GP1, GP3, GP4, IP1, and IP2).

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$18.7 billion for HPD in support of its capital program goals from 2024-2033. Of this amount, \$18.4 billion represents Mayoral City Capital and Elected-official funding, while approximately \$320.0 million will be leveraged in Federal funds. Additional funding will be leveraged from the New York City Housing Development Corporation (HDC) and private sources in support of housing plan goals.

	(in millions)
• New Construction	\$7,552.7
• Preservation	5,421.1
• Special Needs	3,956.1
• NYCHA Preservation Programs	846.8
• Occupied <i>In Rem</i> Rehabilitation	652.8
• Other Housing Support Investment	257.0
TOTAL	\$18,686.4

New Construction

The Preliminary Ten-Year Capital Strategy provides \$7.6 billion to finance new construction activities. Funding will support construction of new units serving New Yorkers at a range of income levels, ranging from extremely low income to middle income, throughout the five boroughs.

Housing Preservation & Development

Preservation

The Preliminary Ten-Year Capital Strategy provides \$5.4 billion for preservation projects. Funding will support activities to preserve existing affordable housing stock while creating long-term affordability.

Special Needs Housing

The Preliminary Ten-Year Capital Strategy provides \$4.0 billion for the construction and preservation of housing for seniors, persons with disabilities, and formerly homeless households throughout the five boroughs.

NYCHA Preservation Programs

The Preliminary Ten-Year Capital Strategy provides \$846.8 million to support NYCHA's Permanent Affordability Commitment Together (PACT) program. Through this program, NYCHA will also leverage other private and public financing sources to address its significant outstanding capital need.

Occupied *In Rem* Rehabilitation

The Preliminary Ten-Year Capital Strategy provides \$652.8 million to fund the rehabilitation and disposition of City-owned housing units, which will be rehabilitated and then sold or rented to New Yorkers at a range of income levels, ranging from extremely low income to middle income.

Other Housing Support Investment

The Preliminary Ten-Year Capital Strategy provides \$257.0 million for Other Housing Support Investments funding a variety of HPD initiatives. This includes the demolition of unsafe buildings, costs associated with development in urban renewal areas, computer-based productivity initiatives, and other infrastructure support.

Housing Preservation & Development

Project Type: HD	(\$ in 000's)										Total
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
NYCHA Preservation Programs											
City	156,420	145,495	544,841	0	0	0	0	0	0	0	846,756
New Housing Construction											
City	740,248	587,555	595,532	687,891	758,821	793,061	820,695	821,333	855,811	891,713	7,552,660
Other Housing Support Investment											
City	49,471	33,045	24,336	25,178	26,184	27,232	16,991	17,610	18,173	18,755	256,975
Occupied In Rem Rehabilitation											
City	41,782	78,474	79,616	66,309	68,561	70,903	73,339	75,873	78,527	19,431	652,815
Preservation											
City	393,671	481,595	525,786	511,842	578,016	555,465	542,697	569,874	589,815	672,298	5,421,059
Special Needs Housing											
City	239,442	323,992	304,517	383,207	352,456	371,527	399,978	405,952	420,160	434,864	3,636,095
Federal	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	320,000
Project Type Total by Source of Funds											
City	1,621,034	1,650,156	2,074,628	1,674,427	1,784,038	1,818,188	1,853,700	1,890,642	1,962,486	2,037,061	18,366,360
Federal	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	320,000
Project Type Total											
All Funds	1,653,034	1,682,156	2,106,628	1,706,427	1,816,038	1,850,188	1,885,700	1,922,642	1,994,486	2,069,061	18,686,360

Housing Authority

The New York City Housing Authority (NYCHA), created in 1935, operates and maintains decent, safe, and affordable housing for low- and moderate- income families.

The New York City Housing Authority owns and operates the nation's largest public housing program. NYCHA houses over 360,000 residents in over 177,000 apartment units across 335 developments spread throughout the five boroughs through their traditional Public Housing program (Section 9) and the PACT/RAD portfolio. The Authority also operates the Leased Housing (Section 8) Program, which supports approximately 92,000 families and houses over 200,000 residents. Approximately 25,000 private landlords participate in the Section 8 program.

The Preliminary Ten-Year Capital Strategy solely funds the repair and rehabilitation of NYCHA's traditional Public Housing (Section 9) buildings. This repair works includes building exteriors upgrades such as roof work, building systems like elevators and heating plants, environmental remediation work for lead and mold, and other work streams such as security systems, waste management, and community centers.

Capital Program Goals

- NYCHA's capital plan is centered around meeting the goals of Housing Our Neighbors: A Blueprint for Housing and Homelessness. Capital funds will be invested to improve the health and safety of NYCHA residents, address capital needs, and repair NYCHA's aging infrastructure. Funds are dedicated to preserving and modernizing building exteriors, systems, and residential apartment units to maintain decent, safe, and sanitary housing for NYCHA residents.

Guiding Principles and Investment Priorities

- The City has committed \$2.9 billion toward meeting the requirements of the 2019 Executed Agreement between HUD, NYC, NYCHA, and SDNY and completing NYCHA's City Capital Action Plan. The Plan is designed to address critical health, life, and safety issues and reduce NYCHA's future capital needs. The plan is part of the City's total capital commitment of \$4.4 billion over the next 10 years for infrastructure improvements, building modernizations, upgrades, and apartment unit rehabilitations. These investments support the goals of maintaining and modernizing infrastructure (GP2, IP1, IP2, IP3).
- NYCHA's Roofing Program will restore over 700 roofs across NYCHA's portfolio, Citywide. The City has committed \$405.1 million for weather proofing buildings against water damage to prevent mold growth. This will significantly improve the quality of life of NYCHA residents as well as protect their health (GP2, IP1, IP2, IP3).
- After the flooding caused by Hurricane Ida, the City invested \$66.5 million in green and stormwater management infrastructure at some of the most heavily impacted developments and those developments identified as being at risk for future flooding. This investment will make NYCHA and the City's infrastructure more resilient as climate change increases the frequency and severity of extreme weather events (GP3, GP4, IP2, IP3).

Preliminary Ten-Year Capital Strategy

The Preliminary Ten-Year Capital Strategy provides \$4.4 billion primarily for building exteriors, building systems, and apartment unit upgrades. Major areas of planned work include roof replacement, lead abatement, pest mitigation, elevator rehabilitation, upgrades to heating components, improvements to common areas, and other construction projects.

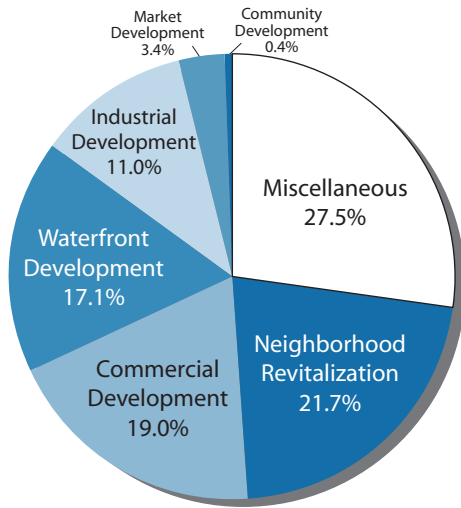
(in millions)

• Low to Moderate Income Public Housing Upgrade & Replacement	\$4,361.5
TOTAL	\$4,361.5

Housing Authority

Project Type: HA		(\$ in 000's)										
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Low to Moderate Income Public Housing Construction												
	City	24,834	15,250	0	0	6,213	4,314	29,331	0	61,489	71,425	212,856
Low to Moderate Income Public Housing Upgrade												
	City	1,475,311	577,958	298,983	356,750	284,970	220,000	235,891	298,811	200,000	200,000	4,148,674
Project Type Total by Source of Funds												
	City	1,500,145	593,208	298,983	356,750	291,183	224,314	265,222	298,811	261,489	271,425	4,361,530
Project Type Total												
	All Funds	1,500,145	593,208	298,983	356,750	291,183	224,314	265,222	298,811	261,489	271,425	4,361,530

Department of Small Business Services



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

Capital Program Goals

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

Guiding Principles and Investment Priorities

- EDC is working with the Mayor’s Office of Technology and SBS to provide \$162.0 million in funding to expand broadband access in low-income communities, which broadens access to education (IP4).

Preliminary Ten-Year Capital Strategy

	(in millions)
Miscellaneous	\$1,668.1
Neighborhood Revitalization	1,311.8
Commercial Development	1,150.1
Waterfront Development	1,033.1
Industrial Development	664.5
Market Development	205.9
Community Development	24.9
TOTAL	\$6,058.3

Department of Small Business Services

Miscellaneous

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

Neighborhood Revitalization

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

Commercial Development

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

Waterfront Development

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

Industrial Development

NYCEDC markets City-owned real estate to industrial users and works closely with firms to find sites for their expansion and relocation. In support of these efforts, the Preliminary Ten-Year Capital Strategy also includes health and safety related infrastructure improvements and returning existing assets to a state of good repair at the Brooklyn Navy Yard, which houses 450 businesses generating 11,000 jobs. The Preliminary Ten-Year Capital Strategy also includes on-going infrastructure improvements at the Brooklyn Army Terminal and Bush Terminal.

Market Development

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

Community Development

NYCEDC continues its efforts to foster community development by leading the development of the Manhattan Greenway, a continuous 32.5 mile route around Manhattan intended to transform the waterfront into a green attraction for recreational and commuting use, as well as certain other projects.

Department of Small Business Services

Project Type: ED		(\$ in 000's)										
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Commercial Development												
City		1,625	2,879	30,258	48,218	74,532	143,521	171,635	118,043	271,372	281,685	1,143,768
State		0	2,000	4,300	0	0	0	0	3	0	0	6,303
Community Development												
City		21,328	1,915	0	630	500	72	0	75	0	0	24,520
Federal		0	0	0	0	0	0	0	15	0	0	15
State		0	0	0	0	0	350	0	0	0	0	350
Industrial Development												
City		104,139	64,976	52,258	24,649	89,316	66,667	53,456	75,577	63,516	65,929	660,483
Federal		0	4,001	0	0	0	0	0	0	0	0	4,001
Market Development												
City		38,126	38,198	5,958	58,828	30,000	30,000	0	3,461	0	0	204,571
Federal		0	0	0	0	0	0	0	320	0	0	320
State		995	0	0	0	0	0	0	0	0	0	995
Miscellaneous												
City		253,898	276,272	164,376	356,665	301,083	185,949	50,688	27,437	22,766	23,632	1,662,766
Federal		5,288	53	0	1	0	0	0	0	0	0	5,342
Neighborhood Revitalization												
City		131,361	208,384	121,087	243,564	86,314	80,927	199,604	104,633	34,815	36,137	1,246,826
Federal		42,085	0	0	490	0	1,971	0	19,588	0	0	64,134
State		576	0	0	270	0	0	0	0	0	0	846
Waterfront Development												
City		54,359	40,184	67,094	102,595	57,845	28,967	91,687	104,912	231,883	240,694	1,020,220
Federal		5,780	217	1,852	197	0	0	0	4,118	0	0	12,164
State		61	36	0	0	0	63	0	564	0	0	724
Project Type Total by Source of Funds												
City		604,836	632,808	441,031	835,149	639,590	536,103	567,070	434,138	624,352	648,077	5,963,154
Federal		53,153	4,271	1,852	688	0	1,971	0	24,041	0	0	85,976
State		1,632	2,036	4,300	270	0	413	0	567	0	0	9,218
Project Type Total												
All Funds		659,621	639,115	447,183	836,107	639,590	538,487	567,070	458,746	624,352	648,077	6,058,348

Department of Citywide Administrative Services

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

DCAS operates, maintains, and reconstructs the 53 public buildings in its real estate portfolio. This portfolio totals 15 million square feet of space, which includes seven million square feet of court space. The Department also acquires, manages, and leases non-residential real properties and provides municipal supply services to agencies. These 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 increase productivity through advanced technology/information systems; and
- To ensure resiliency and the continued provision of City services.

Guiding Principles and Investment Priorities

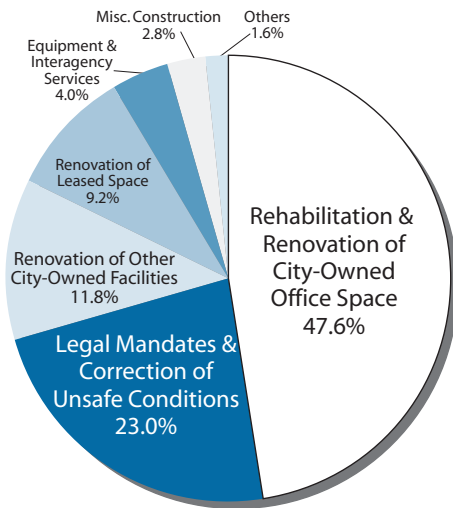
- The Preliminary Ten-Year Capital Strategy allocates \$67.9 million for façade restoration and exterior projects, Citywide. This will lead to improved safety for pedestrians and building tenants and maintain our assets in a state of good repair (IP1).
- The City will invest \$416.0 million for fire protection improvement projects in public buildings, supporting our goal of advancing public health and safety (IP2).
- The Preliminary Ten-Year Capital Strategy provides \$104.0 million for the DCAS information systems infrastructure and miscellaneous equipment, including \$2.0 million for the development of a real estate management system (IP1).

Preliminary Ten-Year Capital Strategy

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

The Preliminary Ten-Year Capital Strategy totals \$2.6 billion, which is allocated between the Public Buildings and the Real Property programs.

Department of Citywide Administrative Services - Public Buildings



Public Buildings

(in millions)

• Rehabilitation and Renovation of City-Owned Office Space	\$1,228.6
• Legal Mandates and Correction of Unsafe Conditions	594.8
• Renovation of Other City-Owned Facilities	305.7
• Renovation of Leased Space	237.6
• Equipment and Interagency Services	104.0
• Miscellaneous Construction	72.6
• Acquisition of Real Property	28.3
• Board of Elections Modernization	10.4
• Rehabilitation of Court Buildings	1.4
TOTAL	\$2,583.4

Rehabilitation and Renovation of City-Owned Office Space

The Preliminary Ten-Year Capital Strategy provides \$1,228.6 million for the rehabilitation and renovation of City-owned office space. Included are major rehabilitation projects for exterior stabilization; mechanical, plumbing, and electrical systems; heating, ventilation, and air conditioning (HVAC) systems; and boiler plant replacements at selected buildings, Citywide. The Preliminary Ten-Year Capital Strategy provides \$147.6 million for the David N. Dinkins Municipal Building, \$51.4 million for the Bergen Building in the Bronx, \$43.6 million for 100 Gold Street in Manhattan, \$9.3 million for the Queens Borough Hall, and \$6.6 million for 10 Richmond Terrace in Staten Island. Funding is also provided for projects at 253 Broadway, Manhattan (\$69.4 million), 280 Broadway, Manhattan (\$53.8 million), and 2556 Bainbridge Avenue, Bronx (\$34.7 million).

Legal Mandates and Correction of Unsafe Conditions

The correction of code violations and compliance with legal mandates represents \$594.8 million of the Preliminary Ten-Year Capital Strategy. Legally mandated work will include \$416.0 million for projects that ensure compliance with Local Law 5 (fire and life safety), \$71.8 million for fuel tank replacement and remediation, Citywide, \$67.9 million for Local Law 11 façade repairs, and \$25.6 million for ADA compliance upgrades.

Department of Citywide Administrative Services - Public Buildings

Renovation of Other City-Owned Facilities

The Preliminary Ten-Year Capital Strategy provides \$305.7 million for renovation of other City-owned facilities, including \$170.0 million for the reconstruction of the building at 70 Mulberry Street.

Renovation of Leased Space

The Preliminary Ten-Year Capital Strategy provides \$237.6 million for leased space renovations. Funding is primarily for agency office consolidations and office space needs when City-owned facilities are not available. The Preliminary Ten-Year Capital Strategy provides \$34.4 million for office and warehouse space for the Brooklyn District Attorney.

Equipment and Interagency Services

The Preliminary Ten-Year Capital Strategy provides \$104.0 million for the DCAS information systems infrastructure and miscellaneous equipment, including \$2.0 million for the development of a real estate management system.

Miscellaneous Construction

The Preliminary Ten-Year Capital Strategy provides \$72.6 million for construction in non-City owned facilities and properties.

Acquisition of Real Property

The Preliminary Ten-Year Capital Strategy provides \$28.3 million for the acquisition of real property.

Board of Elections Modernization

The Preliminary Ten-Year Capital Strategy provides \$10.4 million for Board of Elections modernization, including \$6.0 million for the purchase and installation of electronic voting systems and related accessories.

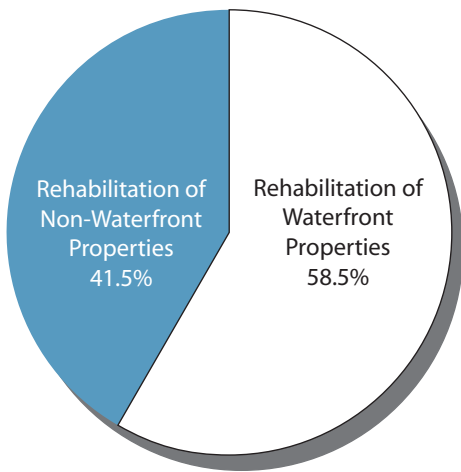
Rehabilitation of Court Buildings

The Preliminary Ten-Year Capital Strategy provides \$1.4 million for rehabilitation of court buildings, including \$0.8 million for renovation of the St. George Courthouse in Staten Island.

Department of Citywide Administrative Services - Public Buildings

Project Type: PW	(\$ in 000's)										Total
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
Acquisition of Real Property City	27,581	0	0	100	600	0	0	0	0	0	28,281
Rehabilitation of Court Buildings City	0	0	0	0	1,130	310	0	0	0	0	1,440
Board of Elections Modernization City	0	0	0	10,396	0	0	0	0	0	0	10,396
Equipment and Interagency Services City	13,277	8,592	6,848	5,083	17,928	11,886	19,286	19,669	1,396	0	103,965
Legal Mandates and Correction of Unsafe Conditions City	47,989	68,268	35,839	235,746	65,748	33,321	23,237	84,659	0	0	594,807
Miscellaneous Construction City	31,389	11,963	1,833	943	8,034	801	13,873	2,792	1,001	0	72,629
Rehabilitation of City-Owned Office Space City	70,192	110,539	185,837	235,081	60,470	60,254	57,384	62,703	130,957	255,172	1,228,589
Renovation of Leased Space City	42,363	12,397	6,671	26,345	36,719	40,502	36,279	36,276	0	0	237,552
Renovation of Other City-Owned Facilities City	8,609	60,853	11,375	77,446	75,634	65,649	686	0	5,497	0	305,749
Project Type Total by Source of Funds City	241,400	272,612	248,403	591,140	266,263	212,723	150,745	206,099	138,851	255,172	2,583,408
Project Type Total All Funds	241,400	272,612	248,403	591,140	266,263	212,723	150,745	206,099	138,851	255,172	2,583,408

Department of Citywide Administrative Services - Real Property



Rehabilitation of Waterfront Properties

The Preliminary Ten-Year Capital Strategy includes \$4.8 million for the reconstruction of DCAS-managed waterfront properties.

Rehabilitation of Non-Waterfront Properties

The Preliminary Ten-Year Capital Strategy includes \$3.4 million for the reconstruction of DCAS-managed non-waterfront properties.

Real Property

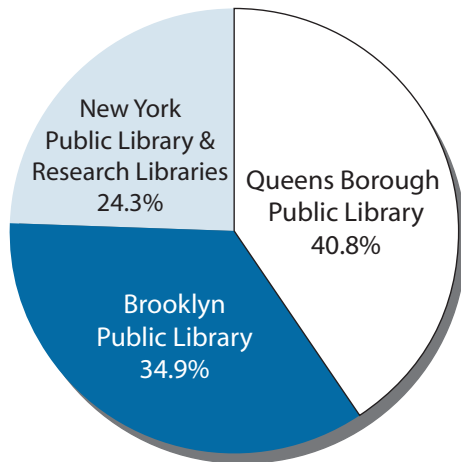
(in millions)

• Rehabilitation of Waterfront Properties	\$4.8
• Rehabilitation of Non-Waterfront Properties	3.4
TOTAL	\$8.2

Department of Citywide Administrative Services - Real Property

Project Type: RE		(\$ in 000's)										
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
<i>Rehabilitation of Non-Waterfront Properties</i>												
City		0	867	44	2,152	0	54	0	241	0	0	3,358
<i>Rehabilitation of Waterfront Properties</i>												
City		0	0	0	1,533	2,089	24	0	1,176	0	0	4,822
<i>Project Type Total by Source of Funds</i>												
City		0	867	44	3,685	2,089	78	0	1,417	0	0	8,180
<i>Project Type Total</i>												
All Funds		0	867	44	3,685	2,089	78	0	1,417	0	0	8,180
<i>Citywide Administrative Services Total</i>												
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
<i>Total by Source of Funds</i>												
City		241,400	273,479	248,447	594,825	268,352	212,801	150,745	207,516	138,851	255,172	2,591,588
Federal		0	0	0	0	0	0	0	0	0	0	0
State		0	0	0	0	0	0	0	0	0	0	0
Private		0	0	0	0	0	0	0	0	0	0	0
All Funds		241,400	273,479	248,447	594,825	268,352	212,801	150,745	207,516	138,851	255,172	2,591,588

Public Libraries



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

The Brooklyn Public Library (BPL) oversees a Central Library and 60 branches, including five Adult Learning Centers.

The New York Public Library (NYPL) manages libraries in three boroughs: the Bronx, with 35 branches; Manhattan, with 40 branches; and Staten Island, with 14 branches. In addition, the New York Research Library oversees four research centers: the Stephen A. Schwarzman Building; the New York Public Library for the Performing Arts; the Schomburg Center for Research in Black Culture; and the Thomas Yoseloff Business Center.

The Queens Public Library (QPL) oversees 66 locations, including branch libraries, a Central Library, seven adult learning centers, a technology center, one universal pre-kindergarten, and two teen centers.

Capital Program Goals

- To support service levels by maintaining, improving, and optimizing the operation of library facilities;
- To phase infrastructure improvements for full Americans with Disabilities Act (ADA)-compliant access at all sites;
- To preserve unique and irreplaceable collections through improved environmental systems, security and fire protection, and increased storage capacity;
- To improve the management of data through enhancement of computerized records management systems; and

- To provide remote access to digital collections, expand personal computer stations, and offer free internet service at the branches by improving information technology systems.

Guiding Principles and Investment Priorities

- The Preliminary Ten-Year Capital Strategy allocates \$27.9 million for ADA upgrades in QPL branch libraries, and \$12.3 million in NYPL branch Libraries. This advances a more equitable New York City through capital investment and strengthens public health and safety (GP2 and IP2).
- The Preliminary Ten-Year Capital Strategy includes \$182.5 million for the comprehensive restoration of several BPL branch libraries. This supports the agency’s commitment of creating equitable access to City infrastructure and assets and modernizing infrastructure that bring buildings to a state of good repair (GP2 and IP1).

Preliminary Ten-Year Capital Strategy

The three library systems strive to increase circulation, develop comprehensive community-oriented outreach programs, and grow attendance at cultural/informational programs. The three library systems will focus on the protection of the growing collection of library materials, reconstruction of branches, increasing accessibility for persons with disabilities, and upgrading the technology infrastructure to improve online and computer access. The Preliminary Ten-Year Capital Plan Strategy provides a total of \$1.4 billion, allocated as follows:

Brooklyn Public Library

	(in millions)
• Essential Reconstruction of Facilities	\$459.3
• Reconstruction Necessary to Maintain Facilities	10.0
Subtotal	\$469.3

New York Public Library and Research Libraries

• Essential Reconstruction of Facilities	\$275.0
• Support Services Improvements	24.6
• Improvements to Existing Facilities	20.8
• Access for the Handicapped	5.9
• Reconstruction Necessary to Maintain Facilities	0.7
Subtotal	\$327.0

Public Libraries

Queens Public Library

	(in millions)
• Essential Reconstruction of Facilities	\$329.1
• Reconstruction Necessary to Maintain Facilities	93.4
• Replacement Branches	72.3
• Support Services Improvements	54.4
Subtotal	\$549.2
TOTAL	\$ 1,345.5

Brooklyn Public Library

The Preliminary Ten-Year Capital Strategy allocates \$469.4 million to the Brooklyn Public Library (BPL) and emphasizes the essential reconstruction of facilities. Specifically, \$182.5 million is allocated for the comprehensive renovation of BPL branches, including Brownsville, Canarsie, Eastern Parkway, New Lots, and New Utrecht. Additional funding for other branches focuses on public service enhancements, cyclical replacements of building components (roofs, HVAC systems, and boilers), and Americans with Disabilities Act (ADA) compliance.

New York Public Library and Research Libraries

The Preliminary Ten-Year Capital Strategy allocates \$327.0 million for the New York Public Library (NYPL) and New York Research Libraries (NYRL) and focuses on the essential reconstruction, expansion, and improvements to existing facilities. Specifically, \$286.9 million is allocated for comprehensive renovations and facility improvements for NYPL branches, including \$16.6 million for the West New Brighton branch in Staten Island, \$12.0 million for the Hamilton Fish branch in Manhattan, and \$9.6 million for the Woodlawn Heights branch in the Bronx. Additional funding for other branches focuses on maintaining and upgrading facilities, including roof, window, and door replacements, and Americans with Disabilities Act (ADA) compliance.

Queens Public Library

The Preliminary Ten-Year Capital Strategy allocates \$549.2 million for the Queens Public Library (QPL) and reflects a commitment to maintain and upgrade existing facilities and continue construction of new branches. Specifically, \$246.7 million is allocated to QPL for comprehensive renovations, which includes \$26.2 million for an expansion and renovation at the Corona branch. Additional funding for other branches focuses on renovations, rehabilitations, systems upgrades, and cyclical replacements of building components (roofs, windows, and doors).

Brooklyn Public Library

Project Type: LB		(\$ in 000's)										
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Essential Reconstruction of Facilities												
City		56,519	48,510	50,436	116,956	35,121	699	409	40,290	54,200	56,260	459,400
Reconstruction Necessary to Maintain Facilities												
City		3,002	0	0	0	0	0	0	695	0	0	3,697
Federal		0	0	0	6,258	0	0	0	0	0	0	6,258
Project Type Total by Source of Funds												
City		59,521	48,510	50,436	116,956	35,121	699	409	40,985	54,200	56,260	463,097
Federal		0	0	0	6,258	0	0	0	0	0	0	6,258
Project Type Total												
All Funds		59,521	48,510	50,436	123,214	35,121	699	409	40,985	54,200	56,260	469,355

New York Research Libraries

Project Type: L	(\$ in 000's)										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
<i>Essential Reconstruction of Facilities</i> City	0	0	136	314	100	400	400	923	3,257	3,381	8,911
<i>New York Library Support Service Improvements</i> City	1,549	769	1,000	1,310	1,798	495	450	411	0	0	7,782
<i>Project Type Total by Source of Funds</i> City	1,549	769	1,136	1,624	1,898	895	850	1,334	3,257	3,381	16,693
<i>Project Type Total</i> All Funds	1,549	769	1,136	1,624	1,898	895	850	1,334	3,257	3,381	16,693

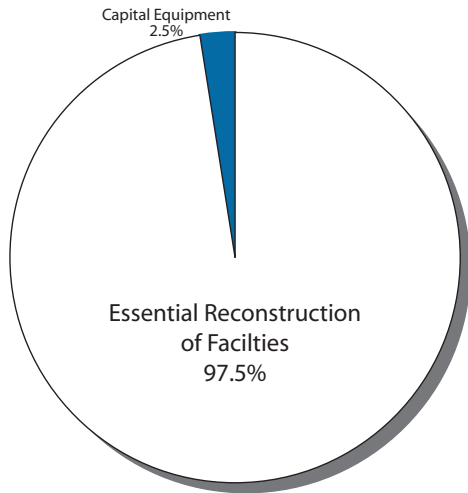
New York Public Library

Project Type: LN		(\$ in 000's)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
<i>Access for the Handicapped</i> City	500	765	2,190	2,400	0	0	0	0	0	0	5,855
<i>Improvements to Existing Facilities</i> City	6,773	5,998	1,661	0	6,370	0	0	0	0	0	20,802
<i>Essential Reconstruction of Facilities</i> City	34,623	5,738	25,368	64,160	29,030	8,755	8,207	11,143	38,792	40,266	266,082
<i>Reconstruction Necessary to Maintain Facilities</i> City	600	0	0	116	0	0	0	0	0	0	716
<i>Support Services Improvements</i> City	0	3,430	903	11,658	70	775	0	0	0	0	16,836
Project Type Total by Source of Funds City	42,496	15,931	30,122	78,334	35,470	9,530	8,207	11,143	38,792	40,266	310,291
Project Type Total All Funds	42,496	15,931	30,122	78,334	35,470	9,530	8,207	11,143	38,792	40,266	310,291

Queens Public Library

Project Type: LQ		(\$ in 000's)										
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Replacement Branches												
City		9,388	5,910	3,285	17,760	34,005	0	1,856	0	0	0	72,204
Private		0	0	0	0	0	0	63	0	0	0	63
Essential Reconstruction of Facilities												
City		13,590	35,887	47,679	57,388	130,893	11,434	1,222	1,149	12,773	13,259	325,274
Federal		0	0	3,853	0	0	0	0	0	0	0	3,853
Reconstruction Necessary to Maintain Facilities												
City		22,800	23,748	6,259	28,619	793	10,000	950	0	0	0	93,169
Federal		0	0	0	0	0	0	0	248	0	0	248
Support Services Improvements												
City		6,037	15,809	6,048	8,605	17,854	0	0	0	0	0	54,353
Project Type Total by Source of Funds												
City		51,815	81,354	63,271	112,372	183,545	21,434	4,028	1,149	12,773	13,259	545,000
Federal		0	0	3,853	0	0	0	0	248	0	0	4,101
Private		0	0	0	0	0	0	63	0	0	0	63
Project Type Total												
All Funds		51,815	81,354	67,124	112,372	183,545	21,434	4,091	1,397	12,773	13,259	549,164
Public Libraries Total												
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Total by Source of Funds												
City		155,381	146,564	144,965	309,286	256,034	32,558	13,494	54,611	109,022	113,166	1,335,081
Federal		0	0	3,853	6,258	0	0	0	248	0	0	10,359
State		0	0	0	0	0	0	0	0	0	0	0
Private		0	0	0	0	0	0	63	0	0	0	63
All Funds		155,381	146,564	148,818	315,544	256,034	32,558	13,557	54,859	109,022	113,166	1,345,503

Department of Cultural Affairs



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

Among DCLA’s primary missions is to ensure public funding for nonprofit cultural organizations, both large and small, throughout the five boroughs. Among DCLA’s funding programs are: programming grants for more than 945 cultural organizations through the Cultural Development Fund, the administration of City Council initiatives relating to arts and culture, operating support to the 34 members of the Cultural Institutions Group (CIG) and energy support to eligible organizations on city-owned property in DCLA’s jurisdiction, and capital funding for design, construction, and equipment purchases at cultural facilities. DCLA also commissions public artworks through the Percent for Art program and provides material resources to more than 1,900 nonprofit organizations, government agencies, and public schools annually through its Materials for the Arts program.

DCLA’s portfolio includes over 9.8 million gross square feet of space in City-owned buildings operated by the CIG and other cultural organizations under DCLA’s jurisdiction, many of which are landmarks. The agency has a robust capital program at both City-owned and privately-owned sites and is currently funding more than 490 capital projects on behalf of approximately 228 arts organizations that lead the way in sustainable architecture and design excellence, representing a cultural capital investment of \$1.5 billion.

Capital Program Goals

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

Guiding Principles and Investment Priorities

- The Preliminary Ten-Year Capital Strategy provides \$36.0 million to over 114 cultural organizations throughout the five boroughs for equipment purchases (IP1).
- To achieve the agency’s goal of creating more energy efficient buildings and reducing harmful emissions, the Preliminary Ten-Year Capital Strategy allocates \$84.7 million for roof and HVAC upgrades (GP3).
- The City will invest \$1.3 billion to maintain and modernize over 158 cultural facilities keeping them in a state of good repair, and to support our commitment to advance a more equitable New York City (GP2 and IP1).

Preliminary Ten-Year Capital Strategy

The City’s cultural institutions have benefited from sizable levels of City capital investment. Approximately \$1.4 billion of City funds were committed from 2012 through 2022 for the reconstruction, modernization, and expansion of these facilities, in addition to \$129.8 million planned in 2023. The Preliminary Ten-Year Capital Strategy for cultural institutions and organizations, which reflects DCLA’s focus on facility reconstruction and programmatic enhancement, provides a total of \$1.5 billion allocated as follow:

	(in millions)
• Essential Reconstruction of Facilities	\$1,427.7
• Capital Equipment	36.1
TOTAL	\$1,463.8

Department of Cultural Affairs

Essential Reconstruction of Facilities

The Preliminary Ten-Year Capital Strategy provides \$1.4 billion for the reconstruction of Cultural facilities, such as theaters, museums, and education centers. Highlights include \$41.3 million for the Delacorte Theater Renovation, \$31.4 million for the Skylight replacement at the Metropolitan Museum of Art, and \$26.8 million for the restoration of the historic façade at Carnegie Hall.

Capital Equipment

The Preliminary Ten-Year Capital Strategy provides \$36.1 million to support equipment and vehicle purchases.

Department of Cultural Affairs

Project Type: PV											
	(\$ in 000's)										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Capital Equipment											
City	5,055	9,020	10,892	5,795	444	244	3,019	0	0	1,573	36,042
Essential Reconstruction of Facilities											
City	126,830	262,377	287,458	287,434	252,117	12,371	19,374	19,029	80,311	72,874	1,420,175
State	0	0	1,000	0	0	0	2,334	0	0	1,000	4,334
Private	0	0	0	3,239	0	0	0	0	0	0	3,239
Project Type Total by Source of Funds											
City	131,885	271,397	298,350	293,229	252,561	12,615	22,393	19,029	80,311	74,447	1,456,217
State	0	0	1,000	0	0	0	2,334	0	0	1,000	4,334
Private	0	0	0	3,239	0	0	0	0	0	0	3,239
Project Type Total											
All Funds	131,885	271,397	299,350	296,468	252,561	12,615	24,727	19,029	80,311	75,447	1,463,790

Department of Parks & Recreation

The Department of Parks and Recreation (DPR) is the steward of over 30,000 acres of land made up of nearly 5,000 individual properties ranging from Coney Island and Central Park to community gardens and Greenstreets. The Department maintains and operates approximately 800 athletic fields, 1,000 playgrounds, 1,800 basketball courts, and 550 tennis courts. It also maintains and operates 65 public pools, 51 recreational facilities, 15 nature centers, 14 miles of beaches, 160 miles of waterfront parkland, and 14 golf courses. The Department is also responsible for nearly 1,200 monuments, 23 historic house museums and the care and maintenance of over 2,700,000 street and park trees.

The Preliminary Ten-Year Capital Strategy provides \$8.7 billion for capital construction and reconstruction projects. This capital program includes \$541.6 million for the Parks Department's signature equity initiatives: the Community Parks Initiative, the Anchor Parks Initiative, Walk to a Park, and the Parks Without Borders program.

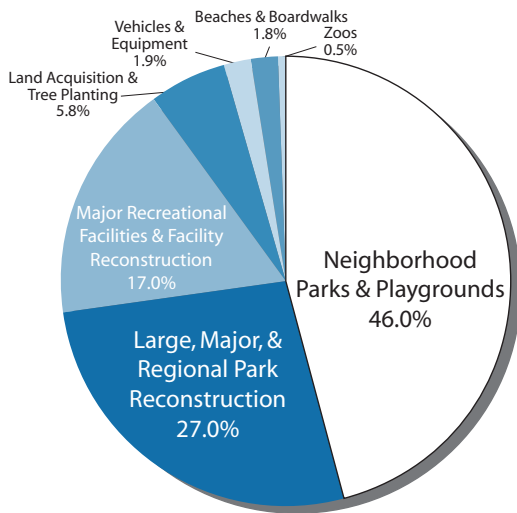
Capital Program Goals

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

Guiding Principles and Investment Priorities

- The Preliminary Ten-Year Capital Strategy provides \$541.6 million for the Parks Department's signature equity initiatives: the Community Parks Initiative, the Anchor Parks Initiative, Walk to a Park, and the Parks Without Borders program. Together these initiatives invest capital funding to historically underserved communities in an effort to advance a more equitable New York City (GP2).
- DPR is committed to a robust tree planting and reforestation capital program, along with investments in green infrastructure and natural area restoration across the City. The Preliminary Ten-Year Capital Strategy provides \$564.9 million towards these efforts in support of reinforcing citywide climate resiliency (GP3).
- The agency has committed \$581.8 million in the Preliminary Ten-Year Capital Strategy towards maintaining a state of good repair for the over 160 miles of waterfront infrastructure under its jurisdiction, including beaches and boardwalks, esplanades and marinas. This supports the City's priority of maintaining and modernizing its infrastructure (IP1).

Department of Parks & Recreation



Preliminary Ten-Year Capital Strategy

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

	(in millions)
• Neighborhood Parks and Playgrounds	\$ 4,020.0
• Large, Major, and Regional Park Reconstruction	2,358.0
• Major Recreational Facilities and Facility Reconstruction	1,488.4
• Land Acquisition and Tree Planting	511.8
• Vehicles and Equipment	163.5
• Beaches and Boardwalks	160.5
• Zoos	45.3
TOTAL	\$8,747.5

Neighborhood Parks and Playgrounds

The Preliminary Ten-Year Capital Strategy provides funding of \$4.0 billion for the reconstruction of neighborhood parks and playgrounds. This allocation includes \$294.7 million for the reconstruction of the East River Esplanade in Manhattan, and \$152.1 million for green infrastructure related to other agency projects.

Large, Major, and Regional Park Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$2.4 billion for work at numerous sites, Citywide. This allocation includes \$1.2 billion for the reconstruction of Parks pedestrian bridges, Citywide; \$127.8 million for various projects located at Flushing Meadows-Corona Park in Queens; \$114.5 million for the Phase 1 Reconstruction of the Coney Island Boardwalk; \$93.0 million for various projects located within Riverside Park in Manhattan; \$65.1 million for various projects located at Prospect Park in Brooklyn; \$19.3 million for the construction of various open space projects in Greenpoint-Williamsburg; \$7.2 million for the development of Fresh Kills Park in Staten Island; and \$773.1 million for other large, major and regional park reconstruction projects, Citywide.

Department of Parks & Recreation

Major Recreational Facilities & Facility Reconstruction

The Preliminary Ten-Year Capital Strategy provides \$1.5 billion for the rehabilitation of specialized and youth-oriented major recreational facilities, such as indoor recreation centers, pools, tennis courts, and playing fields. Major highlights include \$470.5 million for the rehabilitation and construction of recreation/nature centers, Citywide; \$332.1 million for the Community Parks Initiative, Citywide; \$175.2 million for the reconstruction of comfort stations and other buildings within parks, Citywide; \$63.4 million for Pools, Citywide; \$51.5 million for Red Hook Ballfields in Brooklyn; and \$395.7 million for other major recreational facilities and facility reconstruction projects, Citywide.

Land Acquisition and Tree Planting

The Preliminary Ten-Year Capital Strategy provides \$511.8 million for tree planting, reforestation, land acquisition, and related projects.

Vehicles and Equipment

The Preliminary Ten-Year Capital Strategy provides \$163.5 million to support infrastructure improvements and equipment purchases. Major highlights include \$75.9 million for the procurement of vehicles, \$42.5 million for improvements to computer and communications systems; \$45.1 million for other infrastructure improvements and equipment purchases.

Beaches and Boardwalks

The Preliminary Ten-Year Capital Strategy provides \$160.5 million for the reconstruction of boardwalks, beaches, and marinas, Citywide. Major highlights include \$39.2 million for the Coney Island Beach Operations Facility in Brooklyn and \$34.6 million for the reconstruction of the Orchard Beach Pavilion in the Bronx.

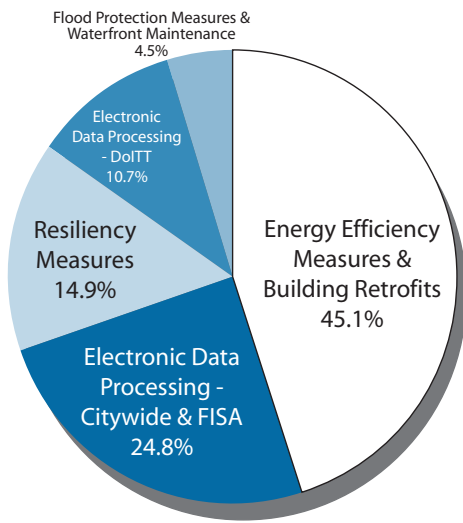
Zoos

The Preliminary Ten-Year Capital Strategy provides \$45.3 million for infrastructure rehabilitation at the Central Park Zoo, the Prospect Park Zoo and the Queens Zoo.

Department of Parks & Recreation

Project Type: P		(\$ in 000's)										
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Beaches and Boardwalks												
City		24,537	4,375	40,237	49	3,314	21,881	32,011	7,130	0	0	133,534
Federal		15,881	206	0	0	798	0	0	0	0	0	16,885
State		10,034	0	0	0	0	0	0	0	0	0	10,034
Land Acquisition and Tree Planting												
City		32,560	28,798	13,201	1,142	44,531	39,215	249,733	59,844	0	0	469,024
Federal		0	0	0	0	2,274	0	0	0	0	0	2,274
State		0	688	2,265	0	0	0	0	0	0	0	2,953
Private		36,498	0	228	0	206	589	0	0	0	0	37,521
Major Recreational Facilities												
City		78,069	141,552	33,318	23,726	212,439	241,299	207,952	469,468	0	0	1,407,823
Federal		3,561	1	32,015	0	7,350	246	0	37,172	0	0	80,345
State		0	0	0	0	128	128	0	0	0	0	256
Neighborhood Parks and Playgrounds												
City		184,779	134,495	536,768	400,303	443,529	163,894	143,280	77,986	836,682	948,928	3,870,644
Federal		4,323	38	82,328	0	9,942	2,195	0	29,567	0	0	128,393
State		8,504	1,977	3,092	0	2,448	143	0	0	0	0	16,164
Private		250	3,600	0	0	1,049	0	0	0	0	0	4,899
Vehicles, Equipment and Facility Reconstruction												
City		22,870	626	353	0	11,411	15,719	3,728	108,284	0	0	162,991
Federal		0	0	0	0	0	0	0	63	0	0	63
Private		455	0	0	0	0	0	0	0	0	0	455
Large, Major and Regional Park Reconstruction												
City		125,192	333,853	387,627	304,784	372,870	349,456	203,750	157,523	0	0	2,235,055
Federal		27,689	5,182	48,945	0	4,257	664	0	1	0	0	86,738
State		300	2,034	0	256	2,947	130	0	4,455	0	0	10,122
Private		2,000	2,500	449	0	782	2,713	0	17,618	0	0	26,062
Zoos												
City		0	446	5,550	0	13,264	4,113	21,312	574	0	0	45,259
Project Type Total by Source of Funds												
City		468,007	644,145	1,017,054	730,004	1,101,358	835,577	861,766	880,809	836,682	948,928	8,324,330
Federal		51,454	5,427	163,288	0	24,621	3,105	0	66,803	0	0	314,698
State		18,838	4,699	5,357	256	5,523	401	0	4,455	0	0	39,529
Private		39,203	6,100	677	0	2,037	3,302	0	17,618	0	0	68,937
Project Type Total												
All Funds		577,502	660,371	1,186,376	730,260	1,133,539	842,385	861,766	969,685	836,682	948,928	8,747,494

Energy Efficiency and Citywide Equipment



Energy Efficiency & Sustainability

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

Electronic Data Processing

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

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

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

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

Capital Program Goals

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

Guiding Principles and Investment Priorities

- The Preliminary Ten-Year Capital Strategy allocates \$870.5 million for the East Side Coastal Resiliency (ESCR) project, a 2.4 mile flood protection system from E 25th street to Montgomery Street, on the east side of Manhattan (GP3).
- The Preliminary Ten-Year Capital Strategy provides \$128.8 million for the Brooklyn Bridge - Montgomery Coastal Resiliency (BMCR) project, a 0.8 mile flood protection system from Montgomery Street to the Brooklyn Bridge (GP3).
- The Preliminary Ten-Year Capital Strategy provides \$943.8 million for the electrification of 100 existing schools, Citywide, in support of the nation’s largest school electrification effort (GP3).
- The Preliminary Ten-Year Capital Strategy provides \$1.1 billion for 911 Call Center Technology to support replacement of 911 call taking, call dispatch, as well as call logging and recording infrastructure and equipment (IP1).

Preliminary Ten-Year Capital Strategy

	(in millions)
• Energy Efficiency Measures & Building Retrofits	\$4,425.6
• Electronic Data Processing - Citywide & FISA	2,435.2
• Resiliency Measures	1,458.8
• Electronic Data Processing - DoITT	1,045.1
• Flood Protection Measures & Waterfront Maintenance	445.8
TOTAL	\$9,810.8

Energy Efficiency and Citywide Equipment

Energy Efficiency

The Preliminary Ten-Year Capital Strategy provides \$4.4 billion over the ten-year period to fund energy efficiency projects throughout the City.

Electronic Data Processing - Citywide & FISA

The Preliminary Ten-Year Capital Strategy provides \$2.4 billion for Electronic Data Processing - Citywide & FISA, including \$1.1 billion for the 911 Call Center Technology and \$157.0 million for the Broadband initiatives.

Resiliency Measures

The Preliminary Ten-Year Capital Strategy provides \$1.5 billion over the ten-year period to fund resiliency measures, which includes \$870.5 million for the East Side Coastal Resiliency (ESCR) and \$128.8 million for the Brooklyn Bridge – Montgomery Coastal Resiliency (BMCR).

Electronic Data Processing - DoITT

The Preliminary Ten-Year Capital Strategy provides \$1.0 billion for Electronic Data Processing – DoITT, including \$945.2 million for core IT infrastructure projects and \$99.9 million for the Emergency Communications Transformation Program (ECTP) to update and integrate the City’s computer aided dispatch capabilities.

Flood Protection & Waterfront Maintenance

The Preliminary Ten-Year Capital Strategy provides \$445.8 million over the ten-year period to fund flood protection measures and waterfront maintenance, including \$76.5 million for the rehabilitation of the substructure of Harlem River Park between 132nd Street to 135th Street and \$63.9 million for the rehabilitation of Pier 36.

Energy Efficiency and Citywide Equipment

Project Type: DP		(\$ in 000's)										
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Electronic Data Processing Equipment for DoITT, Citynet												
City		128,042	119,324	48,874	99,523	109,974	88,861	90,476	91,710	131,632	136,634	1,045,050
Project Type Total by Source of Funds												
City		128,042	119,324	48,874	99,523	109,974	88,861	90,476	91,710	131,632	136,634	1,045,050
Project Type Total												
All Funds		128,042	119,324	48,874	99,523	109,974	88,861	90,476	91,710	131,632	136,634	1,045,050

Energy Efficiency and Citywide Equipment

Project Type: PU		(\$ in 000's)										
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Building Construction, Reconstruction or Retrofit												
City		97,069	118,039	74,932	12,287	0	0	0	0	0	0	302,327
Distributed Generation												
City		2,899	17,501	0	0	472	0	0	1,237	0	0	22,109
Electronic Data Processing Equipment - FISA												
City		506	7,663	6,744	12,846	14,745	13,130	12,380	12,631	16,357	16,979	113,981
Electronic Data Processing Equipment - City-Wide												
City		237,597	187,660	205,430	225,583	234,198	226,988	222,812	226,627	271,984	282,319	2,321,198
Miscellaneous Energy Efficiency and Sustainability												
City		1,001,448	906,211	509,319	480,923	406,246	557,306	443,106	461,389	554,078	565,567	5,885,593
Federal		52,932	0	0	0	0	0	0	0	0	0	52,932
Private		8,109	33,443	14,839	0	0	0	0	0	0	0	56,391
Vehicle Purchase or Retrofit												
City		5,625	0	5,625	0	0	0	0	0	0	0	11,250
Project Type Total by Source of Funds												
City		1,345,144	1,237,074	802,050	731,639	655,661	797,424	678,298	701,884	842,419	864,865	8,656,458
Federal		52,932	0	0	0	0	0	0	0	0	0	52,932
Private		8,109	33,443	14,839	0	0	0	0	0	0	0	56,391
Project Type Total												
All Funds		1,406,185	1,270,517	816,889	731,639	655,661	797,424	678,298	701,884	842,419	864,865	8,765,781
Citywide Equipment Total												
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Total by Source of Funds												
City		1,473,186	1,356,398	850,924	831,162	765,635	886,285	768,774	793,594	974,051	1,001,499	9,701,508
Federal		52,932	0	0	0	0	0	0	0	0	0	52,932
State		0	0	0	0	0	0	0	0	0	0	0
Private		8,109	33,443	14,839	0	0	0	0	0	0	0	56,391
All Funds		1,534,227	1,389,841	865,763	831,162	765,635	886,285	768,774	793,594	974,051	1,001,499	9,810,831

Citywide Summary

Project Type: CW

(\$ in 000's)

2024 2025 2026 2027 2028 2029 2030 2031 2032 2033 Total

Citywide Total by Source of Funds

City	21,319,420	18,483,227	16,201,017	16,180,344	15,793,370	12,083,474	11,949,115	14,152,996	14,710,555	14,577,928	155,451,446
Federal	694,032	369,375	681,318	533,276	88,692	239,413	69,113	301,327	32,000	32,000	3,040,546
State	111,011	116,805	114,735	113,760	60,730	40,968	23,761	21,384	0	1,000	604,154
Private	55,456	44,059	37,311	32,326	9,136	9,970	6,731	27,698	6,668	6,668	236,023

All Funds	22,179,919	19,013,466	17,034,381	16,859,706	15,951,928	12,373,825	12,048,720	14,503,405	14,749,223	14,617,596	159,332,169
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